

BOIT

BOIT – BURNOUT INTERVENTION TRAINING FOR MANAGERS AND TEAM LEADERS

Final Report

Public Part

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Executive Summary

The European Working Conditions Survey highlighted that occupational illnesses associated with psychological stress are on the rise throughout the EU member states. The project BOIT addresses Burnout, a specific mental health syndrome characterized by emotional, mental and physical exhaustion.

Health promotion, prevention of vocational stress or safety at the workplace are topics covered in several European projects but none of them has developed intervention strategies for managers and team leaders to deal with psycho-social illnesses generated by specific working conditions. Therefore, the overall aim of the BOIT project was raising awareness on Burnout and enabling the project's target group, managers, team leaders and other members of the middle level management from different service sectors to detect Burnout among their staff at an early stage and then to intercept the slowly and gradually developing Burnout process with tailor-made intervention strategies. Not only persons from BOIT's target group but also their staff members who are at risk of Burnout and/or who are already in the process of Burnout benefit from the Burnout Intervention Training for Managers and Team Leaders.

In the long run BOIT aims at preventing working situations that promote Burnout, reducing the number of drop outs due to Burnout and hence to minimize the expenses caused by Burnout for social and pension insurances as well as for labour market services.

The transnational consortium, a mixed partnership in terms of geographical spread (AT, IT, DE, DK, RO and UK) and type of institutions combines a longstanding experience in health, adult and vocational education, research, consulting and multimedia production. The University of Vienna (AT) and of Oradea (RO) contributed their scientific expertise on Burnout.

The following activities were realized in the two years' period of BOIT (01.01.2010-31.12.2011):

- Set up of the BOIT partnership, organisation of project work and intensification of the contact to potential national pilot organisations
- Conduction of national needs analysis with representatives of the target group in regard to the BOIT in AT, IT, DK, DE, UK and RO. Results were summed up in a comprehensive report.
- Development of a theoretical abstract on Burnout.
- Development of the BOIT structure: 4 correlating workshops with computer based self learning units in between.
- Development of the drafted Kit for the Burnout Intervention Training.
- Production of dissemination products: project logo, poster, website and fliers.
- Test of the drafted BOIT with managers and team leaders in customer-oriented positions in 6 partner countries and summary of the results and experiences in a general piloting report.
- Finalisation of the BOIT Training Kit, taking feedback from the piloting (participants and trainers) and the comments of the external evaluator into consideration.
- Development of a Good Practice Brochure which contains highlights and pitfalls from the national pilots as well as recommendations for trainers.
- Presentation of all BOIT products and the experiences gained during the project at the European final conference which took place in Seeburg, DE on December 14th 2011.

Further information on the project and its products can be found on the project website:

www.burnoutintervention.eu.

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1. Project Objectives

Occupational illnesses associated with psychological stress are on the rise throughout the EU member states (European Working Conditions Survey). The BOIT project addresses a specific mental health syndrome characterized by emotional, mental and physical exhaustion: the Burnout. In one widely cited and used model of Burnout, Maslach and Leiter explain Burnout as a crisis in one's relationship with work, during which affected persons become chronically exhausted, cynical and detached from work, and feel increasingly ineffective on the job (Maslach/Leiter, The Truth about Burnout, 1997).

Although there have been several European projects dealing with promotion of health and safety at the workplace or with prevention of vocational stress, none of them has developed intervention strategies for managers and team leaders to deal with psycho-social illnesses generated by specific working conditions. This is the reason why in the long run the project BOIT aims at preventing working situations promoting Burnout whereby the **project target group** consists of:

- **Managers**
- **Team leaders**
- **and other members of the middle level management**

from different sectors.

These persons, responsible for other staff members, learn with the help of the specific training programme to

- understand what Burnout is (awareness raising) as well as
- how to detect and
- intervene appropriately.

Burnout is a phenomenon which does not appear all of a sudden but develops slowly and gradually. This fact gives managers and team leaders with the delivered knowledge in the BOIT the chance after defining and recognising Burnout promoting conditions to intercept the Burnout process among their personnel at an early stage.

In this sense the **final beneficiaries of the BOIT project** eventually addressed are **patients affected form Burnout and persons who are at risk of Burnout**.

The direct project target group as well as the final beneficiaries were reached through VET institutions and their trainers, programme developers and managers.

Additional to these short term aims BOIT aims in the long term at decreasing

- sick leave (costs) caused by Burnout
- personnel turnover caused by Burnout
- unemployment caused by Burnout

Hence, social and pension insurances as well as labour market services were approached as additional potential multipliers for disseminating the project's idea and its products.

The overall aim during the lifetime of the project was to enable managers and team leaders within the piloting countries (in Austria, Germany, Italy, Denmark, United Kingdom and Romania) to participate in the BOIT and hence learn more about Burnout, its typical signs and consequences as well as possible intervention strategies. This knowledge delivered in the Burnout Intervention Training aimed at decreasing Burnout cases among their staff.

During the testing phase which took place between February and October 2011, 71 participants were involved in the BOIT pilot training activities.

BOIT developed the following products within its two-year lifetime to ensure a high quality impact:

- A synthesized research and needs analysis report on the topic of Burnout containing all national research and analyses results from the BOIT partner countries
- A theoretical abstract containing Burnout theories, giving information on typically Burnout signs and effects
- A well structured Burnout Intervention Training for Managers and Team Leaders consisting of 4 face-to-face workshops and computer based self learning units in between
- An internet platform providing not only materials for deepening the knowledge of the face-to-face training on a self-learning basis but also providing the communication option for (inter-) national exchange of experiences.
- National piloting groups in Austria, Germany, Denmark, Italy, Romania and United Kingdom for testing the Burnout Intervention Training for Managers and Team Leaders
- A transnational test report containing the main aspects of the national pilot reports
- The final BOIT programmewhereby the feedback from the training participants, their trainers as well as from the internal respectively external evaluator was taken into consideration
- A Good Practice Brochure containing highlights and pitfalls, pedagogical, organisational and technical aspects of the pilots conducted as well as recommendations to trainers and other adult educators who want to offer the BOIT or a similar training. Apart from this, the brochure contains a general introduction on the topic of burnout and introduces the training approach as well as the structure of the training, highlighting its flexibility in usage. The brochure also provides recommendations for potential BOIT users.
- A final conference in which the project idea and its products were presented to representatives of the four direct target groups.

In the course of the BOIT project, lifelong learning activities including awareness-raising about Burnout takes place and relevant social skills are developed and strengthened. These social competences are that linked to personal and social well-being which requires an understanding of how individuals can ensure optimum physical and mental health (Recommendation of the European Parliament and of the Council of 18 December 2006 on Key Competences for Lifelong Learning (2006/962/EC)).

2. Project Approach

BOIT was designed for a duration of two years (1st of January 2010 – 31st of December 2011).

The overall aim of BOIT was to raise awareness about Burnout and its consequences to team leaders and managers in companies and organisations who are responsible for a team in which persons may be at risk of Burnout.

BOIT has a specific approach: It does not address directly the persons at Burnout risk or those who are already in the process of Burnout but their superiors: In a first step managers and team leaders responsible for (at least 5) staff members learn with the help of the Burnout Intervention Training for Managers and Team Leaders (BOIT) to distinguish between Burnout and other mental diseases such as depression, stress or circumstances that influence one's mental well being. In a second step the BOIT participants learn to recognise and detect signs and effects of Burnout. As Burnout is not a phenomenon that appears all in a sudden but develops slowly and step by step, managers and team leaders have the chance to intercept this process among their staff members in an early stage and so to minimize the consequences caused by Burnout. In general the BOIT approach takes always three levels into consideration: the individual, the interpersonal (team) and the company (organisational) level. The participating managers and team leaders also learn to define their circle of responsibility and influence in regard to these three levels.

The project aim is on the one hand to ensure a high number of managers and team leaders to define and recognise Burnout promoting conditions, to identify first Burnout signals at an early stage and to develop and apply strategies for intercepting the Burnout process within personnel. On the other hand a decrease of sick leavers (costs), personal turnover and unemployment all caused by Burnout are intended in the long run. For reaching these project aims the Kit for the Burnout Intervention Training ensures high quality and suitability for its target group. Therefore the BOIT target group was also consulted before the training material was developed and their comments and wishes were integrated in the following project phases:

- The needs analysis
- The development of the Kit for Burnout Intervention Training
- The piloting of the BOIT
- The evaluation of the pilots
- The development of the Good Practice Brochure
- The dissemination activities
- The exploitation planning

Needs analysis and theoretical abstract on Burnout:

With the help of guidelines provided by University of Oradea and University of Vienna the BOIT partners conducted needs analyses with potential BOIT pilot participants: managers, team leaders and other members of the middle level management from different service sectors. National reports were summarized in one synthesised needs analysis report.

University of Vienna with support from University of Oradea developed a theoretical abstract on Burnout. Both, the synthesised needs analysis report as well as the theoretical abstract are available for the public, they can be downloaded from the project website:

<http://www.burnoutintervention.eu>

Development of the Kit for the Burnout Intervention Training (draft):

The development of the draft Kit for Burnout Intervention Training was based on the results of the needs analysis report as well as on the theoretical abstract.

In a first step the BOIT consortium discussed the structure and the blended learning approach of the Burnout Intervention Training for Managers and Team Leaders. Together the project partners came to the conclusion to split the BOIT into 4 face-to-face workshops with computer based self learning units in between. Results of the needs analysis stressed that the project's target group is due to limited time resources (and maybe other not stated facts) not (very) interested in a blended learning training. Therefore the BOIT project team adapted the initial idea into the following: the e-learning option between the workshops is voluntary and its use is not a precondition for participating in the following workshop. Content of the BOIT as well as its flexibility is described in the 3rd chapter (project outcomes and results).

The Training Curriculum and the Trainers' Manual are for the trainers conducting the BOIT accompanying documents to the booklet (containing the face-to-face learning materials) and the e-learning objects.

Conduction of national pilots:

71 managers and team leaders all over the six partner countries (AT, DE, DK, IT, UK and RO) from different sectors and organisations (NGOs, NPOs, SMEs, etc.) participated in the pilots for testing the developed BOIT.

Evaluation of the pilots:

BOIT participants as well as the trainers conducting the training were asked to give feedback to the content, conduction, methodologies, organisation, and satisfaction etc. during and after the piloting. Blinc, the responsible partner for the internal evaluation, created a comprehensive evaluation system and provided suitable evaluation tools.

Beside the internal quality management an external expert evaluated the Kit for Burnout Intervention Training in regard to usability, target group suitability and content.

Results from both, internal and external evaluation were used for different purposes:

- Improvement of the Burnout Intervention Training Kit
- Description of the pilots, their outcomes, highlights and pitfalls in the Good Practice Brochure
- Presentation of the pilot experiences at national and international conferences and/or in the course of articles in trade literature

Development of the Kit for Burnout Intervention Training (final version):

Based on the gathered feedback from participants, trainers and with support of the external expert the training kit was improved and finalised. A lot of time was invested to give the learning platform a new structure and to fill it with more and suitable information about the training course and materials for learners and trainers. The training materials were unified in regard to expression and design.

Development of a Good Practice Brochure:

The Good Practice Brochure is to understand as an information brochure for interested persons (also for future BOIT learners and consumers). It contains a general introduction on the topic of Burnout and introduces the training approach as well as the structure of the training, highlighting its flexibility in usage. Apart from this the pilot course are described in detail and pedagogical, organisational and technical aspects of the Burnout Intervention Training for Managers and Team Leaders (BOIT) are explained, achievements and critical points are highlighted, illustrative cases are published. The brochure provides

recommendations to VET trainers who want to perform the BOIT or a similar training on the topic of Burnout.

The BOIT partners were not only responsible for the fulfilment of the mentioned project steps but also for the following management tasks:

Evaluation:

The project outcomes, the process of transnational cooperation and the efficiency of project management were subject of evaluation. An internal evaluator, who was part of the project team, focused on the evaluation of the project process as well as the internal evaluation of project products and the results of the piloting (including a pedagogical evaluation of the course and the learners). The partnership decided to reduce the external evaluation on the BOIT products; i.e. needs analysis, materials, e-learning and e-counselling platform and the final conference. Apart from this, University of Vienna carried out a psychological evaluation, focusing on burnout risk and awareness towards burnout among the participants of the piloting course.

Dissemination:

A high priority of BOIT was the dissemination of the project and later its results to interested parties. The central dissemination instrument was and still is the project website www.burnoutintervention.eu, containing the basic information on the project and on the Burnout Intervention Training as well as a download area for products related to the project. Furthermore, project fliers in German, English, Danish, Rumanian and Italian, project posters and four newsletters were produced and distributed. In addition to that, the German partner BUPNET designed project postcards which were a nice and creative item for the dissemination of project information.

The project was presented at various national meetings and conferences in participating countries and at several European conferences. Since Burnout is a topic of high interest in the field of health issues connected with working life, there was a number of conferences and events on national and European level where the partners had the possibility to present the BOIT project, e.g.:

- Conference: “The value of work”, Prague, Nov 2010
- Conference: “The 20th Ramiro and Zoran Bujas' Days”, Zagreb, April 2011
- “9th Alps Adria Psychology Conference”, Klagenfurt, AT, September 2010
- “ESSIE Annual Assembly”, Leuven/BE, May 2011

A final dissemination conference “BUSINESS HEALTH – Rethinking a healthy organisation” was organised in Seeburg (Lower Saxony, Germany) The concept of the training was presented along with the experiences of the participating countries, and the opportunity for networking and exchange with the European project partners was offered – and used by the participants who came from the field of education, training, but also health promotion, social insurances, health insurance companies, etc.

Exploitation:

An exploitation plan was worked out by ENTENTE (UK), the project partner responsible for the exploitation work package. The coordinator created a copyright agreement which was discussed and agreed in the BOIT project consortium and was finally signed by all partners.

3. Project Outcomes & Results

The main achievements of the BOIT project *in its two years of funding (01.01.2010 – 31.12.2011)* have been:

- The setup of partnership and **organisation of the project work**
- In the first project phase a national **research and needs analysis** was conducted with the help of guided interviews in Austria, Italy, Denmark, Germany, United Kingdom and Romania. Results were documented in national reports and synthesised into one international one which describes the theme oriented needs of managers and team leaders who want to acquire (more) knowledge on Burnout and/or how to deal with Burnout among their staff.
- At the same time a **theoretical abstract** dealing with the most common **Burnout theories** was developed by the university partners from Austria and Romania. It describes Burnout definitions, factors that promote Burnout, Burnout signs and consequences, some statistical data about Burnout in Europe as well as existing Burnout prevention approaches and coping strategies.
- Based on the answers of the interviewed managers and team leaders and the theoretical abstract the structure and the content for the **Burnout Intervention Training for Managers and Team Leaders** were developed in a first draft.

According to the needs analysis results the initial idea of blended learning in terms of an interconnection between face-to-face and e-learning was modified: As managers and team leaders are very restricted in terms of time resources the BOIT project consortium decided to make the e-learning part voluntary for the learners and not a pre-condition for participating in the following face-to-face workshops. **Hence, the Burnout Intervention Training for Managers and team Leaders (BOIT) consists now of 4 face-to-face workshops with computer based self-learning units in between.** Those participants who want to deepen their knowledge gained in the workshops or get in contact with other learners still have the opportunity on the online platform.

The 4 face-to-face workshops cover the following topics:

- Workshop 1:
 - Overall *aim of the BOIT*
 - *Definition of Burnout: What is it? What is it not but for example stress or depression?*
- Workshop 2:
 - *Effects and consequences of Burnout* on the individual, interpersonal and organisational level
 - *Signs of Burnout* on the individual, interpersonal and organisational level
 - *How to address Burnout in a staff appraisal*
- Workshop 3:
 - *Concept of prevention and intervention*
 - *Definition of one's field of responsible and influence*
 - *TCI (Theme Centred Intervention) model*
 - *Transfer of knowledge to ones one situation / team / organisation*
 - *Planning of tailor made intervention (and prevention) strategies*
- Workshop 4:
 - *Reflection of implementation of tailor made intervention (and prevention) strategies*
 - *Planning next steps and improvements*

The e-learning objects available on the online platform <http://burnoutintervention.q21.de> are, as mentioned above, to be understood as options to deepen the knowledge from the workshops.

The structure of BOIT in regard of total and workshop related duration is adaptable according to the learners needs: Both the length of the single workshops and the time between the 4 workshops are more or less flexible whereby the following recommendations in regard to minimum and maximum are given:

	WS 1	eL part 1	WS 2	eL part 2	WS 3	eL part 3	WS4	eL part 4
Duration total min	XX.XX ¹		XX.XX + 1 week		XX.XX + 3 weeks		XX.XX + 7 weeks	
Duration total max	XX.XX		XX.XX + 2 weeks		XX.XX + 5 weeks		XX.XX + 11 weeks	
Duration: depending on target group's needs	2h – 3h	individual	3h -5h	individual	2,5h – 5h	individual	3h -5h	Individual

The first line describes the minimum BOIT version which lasts seven weeks whereas the second line the maximum one of 11 weeks. Some time between the single workshops is reasonable but too much would risk the learning output. The third line states the duration of the 4 workshops which can be arranged according to the participants' time resources. Again, the mentioned minimum length should be compiled for delivering basics. Using all training materials would cover the longest possible workshop lengths but in case of demand it is up to the trainer to extend the workshops while adapting the exercises (learning materials).

The **Kit for Burnout Intervention Training** provides also two supporting documents for the trainers:

- **Training Curriculum:** gives an overview of the learning content of the 4 workshops
- The **Trainers' Manual:** gives detailed information on how to conduct the BOIT
- **Virtual learning platform** supporting the BOIT training programme:
<http://burnoutintervention.q21.de/>

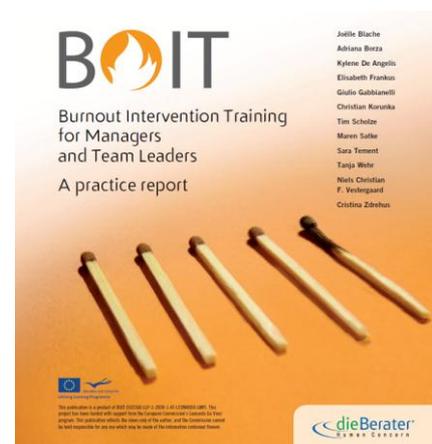


¹ Starting date XX.XX

- **Project website** www.burnoutintervention.eu which contains general information on the topic of Burnout, the project and a download area including all developed BOIT products.



- The planning, organisation and conducting of the **national pilots** in AT, DE, IT, RO, DK and UK which started in January 2011 and ended in May 2011 except in DK - here it continued until September 2011 as the learners asked for more sessions.
- Based on the experiences of the piloting and the feedback of participants, trainers and external experts (who did the external evaluation) the **BOIT Kit was finalised**. The material got a better structure and the supportive documents were adapted according to the training's need (the training curriculum was renamed into training structure). Then the final version of the KIT was **translated into DE, DK, IT and RO**. All language versions were produced on CD.
- The **Good Practice Brochure** was developed, which serves as an information source. It contains on the one hand practical examples from the pilots, on the other hand it provides general information on Burnout, presents the BOIT programme, its structure and flexibility. Furthermore it describes the role of the BOIT trainer and gives information for interested people who would like to take part in a BOIT in the future. The Good Practice Brochure was produced as paper version in all five languages.



- The planning and implementation of intensive **dissemination activities** including the production of a **project logo, website, flier, poster, publication of articles** in various media, and **presentations** of BOIT at national and European events (cf. Section 2 of this report)
- **Evaluation** of the pilots and the project process: The piloting was evaluated in regard to 2 aspects: the pedagogical and the psychological aspect. In addition to the product evaluation carried out by the internal evaluator an external expert gave feedback on the project products - the needs analysis, the BOIT Kit, the e-learning platform and the final conference. Over the whole project period the transnational project process (including virtual and real meetings), was evaluated. All results were summarised in the evaluation report.
- The **final dissemination conference** “BUSINESS HEALTH – Rethinking a healthy organisation”, organised in Seeburg (Lower Saxony, Germany) presented the concept of the BOIT and offered the opportunity for networking and exchange with the European project partners.
- An **exploitation plan** was worked out by ENTENTE (UK), the project partner responsible for the exploitation work package. The coordinator created a copyright agreement which was discussed, agreed and signed in the BOIT project consortium.

Information on the BOIT project can be found on the project website:

www.burnoutintervention.eu or through personal contact to the project coordinator Maren Satke from *die Berater*[®] via e-mail: m.satke@dieberater.com or telephone: 0043 (1) 532 45 45 – 1156.

4. Partnerships

The BOIT consortium represented a partnership of institutions with a wide spread in terms of type and geography. Countries from central (AT, DE), northern (DK), southern (IT), eastern (RO) and western (UK) Europe are represented by the following institutions:

	<i>die Berater</i> [®] Austria www.dieberater.com
	<i>Universität Wien</i> Austria www.univie.ac.at
	<i>Training 2000</i> Italy www.training2000.it
	<i>BUPNET</i> Germany www.bupnet.de
	<i>blinc eG</i> Germany www.blinc-u.org
	<i>Universitatea din Oradea</i> Romania www.uoradea.ro
	<i>ENTENTE</i> United Kingdom www.entente.eu.com
 <p>Århus Social- og Sundhedsskole Oluf Palnes Alle 35 DK-8200 Århus N Tel +45 87 41 26 26 Fax +45 87 41 26 00 sosu@adm.sosuaarhus.dk www.sosuaarhus.dk</p>	<i>Århus social- og sundhedsskole</i> Denmark www.sosuaarhus-international.com

The mixed partnership of adult education and training providers, universities and healthcare college shows considerable

- experience in developing and implementing training, education and counselling
- e-learning know-how

- scientific know-how
- close contacts to the health system key persons
- evaluation expertise
- experience with working in European projects

The coordinating institution (*die Berater*) has considerable know-how on a meta-level of European cooperation through their leading role in several projects providing guidance on transnational project management. Thus, synergies could be created, which added to the quality of the project results.

The allocation of partner roles reflected the necessities of good project management and partners' expertise. All the partners, except *blinc* and the University of Vienna, contributed to ALL work packages (WP1: Project management, WP2: Research and needs analysis, WP3: Kit for Burnout Intervention Training, WP4: Platform, WP5: Piloting, WP6: Good practice brochure, WP7: Evaluation, WP8: Dissemination, WP8: Exploitation). The two mentioned BOIT partners were not responsible for the national pilots and were not involved in the practical needs analysis phase but supported the project consortium in all other work packages. The following description demonstrates the allocation of the work package leads:

- *die Berater* as the coordinator of the project took over the responsibility for project management (WP1), the development of the good practice brochure (WP6) and the dissemination work package (WP8). Furthermore *die Berater* contributed all other work packages to the development of the BOIT Kit and kept an eye on the project's exploitation.
- *University of Vienna*, Department of Economic Psychology, Educational Psychology and Evaluation has much experience in a theoretical, scientific dealing with the theme of Burnout and was therefore together with the *University of Oradea* responsible for the research and needs analysis (WP2). Furthermore these two BOIT partners developed a theoretical abstract on the topic of Burnout.
- *Social and Health Care College* from Aarhus was due to its experience responsible for the development of the Burnout Intervention Training Kit (WP3).
- *BUPNET* with its ICT expertise developed the virtual support platform (WP4) and supported with its expertise strongly the development of the BOIT KIT
- *Training 2000* is very experienced in developing trainings and took over the role of the work package leader for the piloting (WP5)
- As *blinc* has expert know-how on evaluation this partner institution was responsible for the internal evaluation (WP7)
- The British partner, *ENTENTE*, took care of the project's exploitation (WP8).

All partners are very experienced in the key competence areas of the project, i.e. in planning, organising and delivering education and training, European project management, development of high quality educational concepts and products as well as in organising and participating in dissemination activities.

Cooperation within the BOIT consortium:

The coordinating organisation, *die Berater*[®] already had experience in cooperating with almost all of the BOIT partners in context of former or other projects. During the first phase of the project, common working and communication details were discussed and agreed on (such as the definition of partner role, cooperation within the partnership and especially with the coordinator, etc.). As the coordinator puts emphasize on a clear, open, equal and frequent communication, a virtual communication platform (<http://blinc->

web2.0campus.ivocalize.net/) established by the German partner (blinc) is used for periodic online meetings. Beside e-mail and telephone, Skype is a common communication channel within the project team.

One bilateral meeting between the work package leader of WP3 (Kit for Burnout Intervention Training), SOSUaarhus, and the coordinator took place in August 2010 in Aarhus. Aim of this meeting was to discuss and agree on the structure and the content of the BOIT.

Tandem work was initiated by the coordinator for developing the training materials for the 4 workshops as well as the e-learning objects for the learning platform. This type of cooperation worked with support by the coordinator quite well in almost all tandem teams. The development of the Trainers' Manual and the Training Curriculum was also split into smaller groups whereby feedback was given by all BOIT partners.

Out of the coordinator's point of view the working atmosphere in the BOIT team was not only very productive and active but also very friendly with a strong project-orientation and openness.

5. Plans for the Future

Exploitation

After the project has finished, the project partners (except blinc and the University of Vienna, because they are more involved in research activities than in training) plan to deliver the Burnout Intervention Training for Managers and Team Leaders. Therefore a copyright agreement was drafted, discussed and signed by the BOIT partners.

The materials produced by the project consortium will be available beyond the project lifetime whereby the project coordinating institution (die Berater) will maintain the project website (www.burnoutintervention.eu) for at least three years after termination of funding. This is also communicated on the websites of the partner organisations.

All BOIT partners will continue to work with the BOIT programme.

As Burnout is still a huge topic when it comes to employees' well being (work-life-balance) and workplace situations the acquired results and products of the BOIT project will be used for several future activities of the partners.

die Berater will offer BOIT as a new part of their training portfolio. Companies and organisations will be actively approached. There has also been considerable interest in BOIT by adult trainers involved in labour market-oriented training and coaching. This interest will be satisfied by train-the-trainer programmes. A third line of exploitation is the public sector: Talks have started with the Labour Market Service and health authorities and semi-governmental health funds to investigate opportunities for publicly funded national follow-up projects and mainstreaming. Lastly, the BOIT results have been integrated into a new project proposal submitted by die Berater in the LLP Call for Proposal 2012: ARMS (Leonardo Tol) seeks to establish a health management system in VET providers. BOIT will be an integral part of an envisaged training offer to staff.

BUPNET: One of the future topics dealing with health care issues of employees in Germany is Corporate Social Responsibility (CSR). In this area BUPNET will run three projects on the national level starting in 2012. One of the subtopics of the CSR concept is *burnout prevention*. The BOIT approach will be used as a foundation for setting up a tailor-made training concept for employees of SMEs.

A second path of the BOIT approach's future way started in summer 2010 with a dissemination event in Göttingen. At that time a close cooperation with the Barmer GEK, one of the largest German health care insurances, began. In Germany health care insurances co-finance training courses which promote health prevention and self-care. In this connection the GEK is currently checking the opportunity to put the BOIT course on the list of co-funded training offers.

In addition a number of institutions are interested in the BOIT training offer and would like either to use the training material and provide the training themselves or to book the training course. The potential clients are e.g. the human resource department of the Universitätsklinikum Göttingen, university clinic of Göttingen, a network of trainers and coaches from North Rhine-Westphalia and a project manager for health care issues and occupational consulting.

Training 2000 had a meeting with INAIL – Pesaro (National Institution for safety at work Institution) and are planning future Training courses with the BOIT methodology for entrepreneurs and for professional consultants who help the local enterprises to comply with the law on safety and security.

Furthermore the organization is planning with the local entrepreneur associations to introduce BOIT training modules within apprenticeship training courses and within further professional training for companies as an integral part of safety at work modules.

Århus Social and Health Care college is working as a VET institution specifically with two groups of people, who are at risk of Burnout:

a) Care staff who will be working in home care, at institutions/centers for elderly people, in hospitals and in psychiatric hospitals. b) Offering preparation and training for staff for kinder gardens.

Furthermore Århus Social and Health Care college offers-service-training to team-leader and managers in the above mentioned fields. The BOIT training program has already been introduced to all teachers and trainers and many of these have expressed that they will not only inform their students about the program for future use - they will also use parts of it/all of it directly in connection with their teaching/training.

At the College two BOIT contact persons have been nominated whom the teachers and trainers can contact for info and support in connection with their exploitation of the program

Information about the programme was sent to most of the Danish Care Centres.

ENTENTE will look towards the sectoral, professional and industry wide representational infrastructures already in place to consider the corporate benefits of cascading a Burnout intervention strategy throughout their membership.

In summary, these organisations include:

- a) Professional Institutes and Associations
- b) Trade Unions
- c) The Chartered Institute of Personnel and Development (for HR Managers)
- d) Industry Federations

Within these organisations, departments dedicated to the professional development of their membership are relatively easy to identify and we are in the process of submitting the BOIT promotional material to them for consideration as part of their professional development strategies.

University of Oradea plans also to continue to work with BOIT both in the university context but in the private business as well. Contacts with Timisoara University have already been established, industrial production companies and training providers at regional level showed their interest in further cooperation.

6. Contribution to EU policies

The BOIT project contributes to several key policies of the European Union with regard to education and training:

LLP-Obj-a: To contribute to the development of quality lifelong learning and to promote high performance, innovation and a European dimension in systems and practices in the field

The overall aim of the project was to raise awareness for Burnout and to implement intervention strategies in companies. This crucial topic is an innovative one in the field of life long learning and is based on the development of social skills.

LLP-Obj-d: To reinforce the contribution of lifelong learning to social cohesion, active citizenship, intercultural dialogue, gender equality and personal fulfilment

The project reinforces with the aid of its learning possibility the cooperation and social cohesion within company staff: Managers and team leaders can acquire a sympathetic attitude towards Burnout-vulnerable colleagues. Furthermore this target group learn to lead open interviews with their staff with which they will be able to detect circumstances promoting Burnout at individual and company level. Intervention techniques and suitable strategies are facilitated in the training.

LLP-Obj-e: To help promote creativity, competitiveness, employability and the growth of an entrepreneurial spirit

The sick leave rate caused by Burnout has increased in the last years. With the help of the project this rate can be minimized at company level as participants of the training will get skills to intervene in the Burnout process before individuals at risk actually burn out. Thus, competitiveness, employability and the growth of an entrepreneurial spirit are supported as the employee sick leave and turnover will be reduced.

LEO-SpObj-a: To support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development, employability and participation in the European labour market

Managers and team leaders in the service sector obtain knowledge, skills and qualification to identify Burnout with their employees and to intervene with suitable strategies. On the one hand the project facilitates the personal development of the participants of the training. On the other hand the employability and participation in the European labour market are fostered, as with the help of recognition and intervention strategies the employee turnover caused by Burnout can be reduced.

LEO-SpObj-b: To support improvements in quality and innovation in vocational education and training systems, institutions and practices

The content that the Burnout intervention training provides is an innovative contribution to further education of managers and team leaders. From the company's point of view: the target group feels more confident coping with Burnout affected staff; from an individual point of view: employees acknowledge that their company cares about the topic Burnout and tries to prevent Burnout promoting situations.

LEO-OpObj-2: To improve the quality and to increase the volume of cooperation between institutions or organisations providing learning opportunities, enterprises, social partners and other relevant bodies throughout Europe

Burnout as a multi-fceted syndrome affects different institutions at the same time: the enterprises in which affected persons work, social networks which are needed to cope with Burnout, social insurances that have to pay for sick leaves caused by Burnout, the labour market services which are concerned with those unemployed due to Burnout, etc. Hence the project underlines the importance of cooperation between these institutions to counteract the increasing Burnout rate.

LEO-OpObj-4: To improve the transparency and recognition of qualifications and competences, including those acquired through non-formal and informal learning

Through the project users gain specific know-how and qualification about Burnout and Burnout intervention strategies through informal learning. Furthermore participants of the training achieve a catalogue of competences by participating the training.

Priorities

LEO-MultProj-2: Developing the quality and attractiveness of VET systems and practices

Quality assurance referred to the European Quality Assurance Reference Framework with the help of an external evaluator. Certification of the training content will be sought in follow-up activities.

LEO-MultProj-3: Developing the skills and competences of VET teachers, trainers and tutors

The project develops the skills and competences of managers and team leaders in companies, who are also in-house VET trainers and tutors. Burnout prevention training is a novel part of their further training.

LEO-MultProj-4: Develop Vocational Skills considering the labour market needs

In the course of the project, participants of the training gained skills which strengthen their employability as a demand of the Lisbon process.

LEO-MultProj-5: Raising competence levels of groups at risk

The project increased the sensitivity of managers and team leaders concerning women as specific Burnout-vulnerable persons caused by their double role as mother and employee.

LLP Horizontal policies

SpecNeed: Making provision for learners with special needs, and in particular by helping to promote their integration into mainstream education and training particular by helping to promote their integration into making provision for learners with special needs, and in particular by helping to promote their integration into mainstream education and training:

Due to a specific vocational education, managers and team leaders are often a target group with special psychological and soft skills needs.

Equal: Equal opportunities men and women

The project increases the sensibility of managers and team leaders concerning women as specifically Burnout-vulnerable persons caused by their double burden: role as mother and employee.

Complementarity with other policies

EMPL: Employment

In the course of the project participants of the Burnout intervention training gained skills which strengthen their employability and the employability of their staff.

LISBON: Lisbon partnership for growth and jobs

In the course of the project participants of the Burnout intervention training gained skills which strengthen their employability and the employability of their staff as a demand of the Lisbon process.

SF: Social fund

Most of the skills that are facilitated in the Burnout intervention training are soft skills that reinforce the social competence of the participants.

