**Guidelines for discussion**

**of school’s management and development team**

The tool for carrying out a needs analysis when introducing blended learning in VET schools was created within the framework of the BlendVET project (2021 – 2024).

1. What is the school's current understanding of blended learning? How may it differ from the definition presented in the BlendVET project? What do the school leadership and management team, teachers, students and support staff know about blended learning in general?
2. Is blended learning already part of the schools' strategy? If yes, in which school documents? Also, if yes, how is blended learning connected with the school's mission, values and other school development priority areas?
3. Which approaches to blended learning/use of digital tools have already been implemented by the school? For how long? At what occasions? Who was involved? Which digital equipment and resources did you use or are you using? What was the influence of the emergency on-line teaching due to Covid epidemic?
4. What has the school found out about blended learning so far? What has worked and what hasn't? What have been the positive (added value) and negative consequences? What was or might be challenging? What are the greatest obstacles?
5. What online learning environment (learning management system - LMS) are in use or will be used to organise blended learning? What are the characteristics of the environment or LMS your school uses? Is it closed, open, needs licences? Do you use one or more LMS? What technical support staff is available? What can be the costs (for licences, for support staff, for recording videos…)?
6. What tools and applications are/will be available to design and develop online learning materials? Are there software licences and costs involved? Is there technical support available for the design, development and implementation of blended learning activities?
7. How well is the school equipped for the implementation of blended learning e.g., portable laptops for students/teachers (for use at school and/or at home), broadband internet access, physical space – computer labs/classrooms, access to on-line libraries or repositories, maintenance issues, security issues?
8. How does your school approach to strategic development and planning in general? What processes and procedures are involved (e.g., school self-evaluation)? Who is usually involved? How is the process of strategic planning and development documented?
9. Who will be involved in the strategic planning and development process (e.g. school leader, teachers, students, other stakeholder – employees…)? Who is going to be a member of the leadership and management team for blended learning? What is the leadership team's capacity (knowledge and skills) about planning and development of the blended learning strategy? Who is going to be involved in individual parts of the strategic development (planning, monitoring, implementing, evaluating)?
10. How much time do you need/would you need (you, professionals, students, others involved) for strategic planning before the start of concrete implementation of combined education?
11. What proportion of the curriculum will be implemented via blended learning (e.g., subject, module, class, year…)? On who does this decision depend on?
12. What do you need as members of the leadership and management team to plan well strategically? What would help you to plan better at the school level? What kind of information would be helpful? Which topics/themes would you like to be included in the training for strategic planning?
13. What answers in the self-evaluation do you anticipate by your teachers regarding their use of digital tools for teaching and their teaching competencies? What answers do you anticipate by your teachers regarding the obstacles they are facing using digital tools for blended learning?
14. With what strategic purpose are you embarking on the introduction of combined education? Which strategic goals of this development process do you want to pursue (at the levels of school, teachers and students)?