

# THE FIRST AUSTRALIAN POSITIVE EDUCATION CONFERENCE

BRINGING TOGETHER THE BEST OF SCIENCE AND PRACTICE

## CREATING A POSITIVE WORKPLACE BY SUPPORTING STAFF ENGAGEMENT

Ellie Boughton & Louise Parkes

# workshop outline

This workshop aims to be interactive and informative. The key outcomes from the session will be an understanding of:

- a typical profile of work practices and staff engagement in schools, based on research with over 100 schools and 1600 staff members
- key drivers of a positive workplace in education
- tools for improving work practices and increasing employee involvement

# why do stressors affect staff differently?

## Mrs Science Teacher

- Has a heavy workload
- Has a Year 10 student who hates science
- The student displays the following behaviours:
  - Arrives late
  - Seems to deliberately try to annoy his classmates
  - Is easily frustrated and angered
  - Argues with the teacher

## Mr Maths Teacher

- Has a heavy workload
- Has a Year 10 student who hates maths
- The student displays the following behaviours:
  - Arrives late
  - Seems to deliberately try to annoy his classmates
  - Is easily frustrated and angered
  - Argues with the teacher

# employee wellbeing

Employee wellbeing is separately influenced by:

1. Negative emotions (feelings of distress)
2. Positive emotions (employee engagement/ morale)

Positive emotions are the **strongest** influence on employee wellbeing, as measured by outcome measures (e.g. absenteeism, worker's compensation claims). (Cotton & Hart, 2003)

## engaged vs disengaged staff?

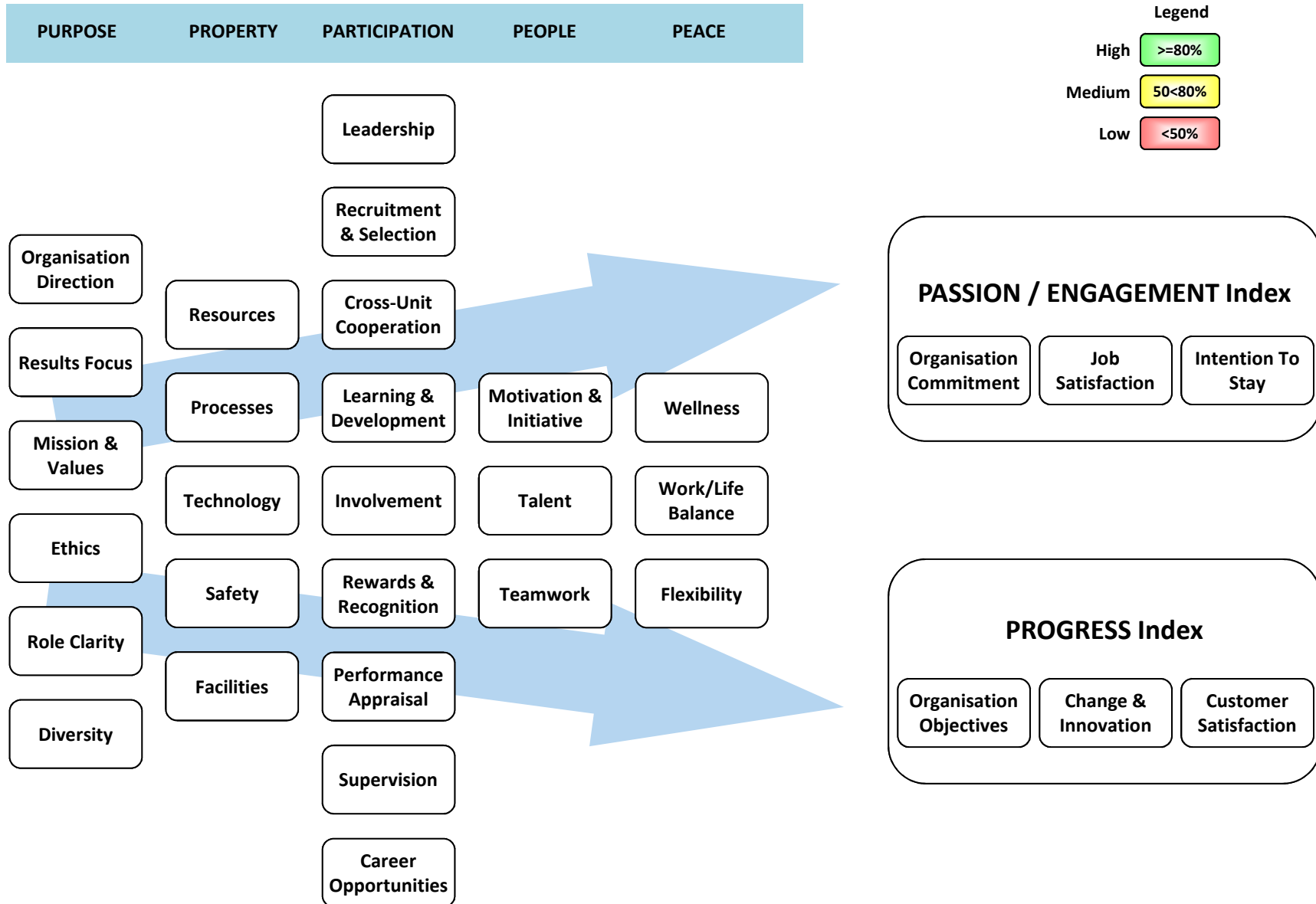
- Talk positively about the school
- Enjoy their job
- Want to stay at the school
- Put in extra effort whenever necessary
- Volunteer to be involved
- Show initiative/proactivity
- Cope with changes to the way they do their job
- Cynical about the school & its aims
- Dodge questions about which school they work for
- Frequently complain about their job
- Want to leave or wish they could leave
- Do the minimum necessary
- Are negative
- Spread rumours & gossip
- Complain about status quo, but have no suggestions for improvement
- Resent changes to their daily activity
- Take “sickies”
- Lower student / parent orientation

## supporting positive engagement

The best way to support a positive & engaged workplace is by focusing interventions on **organisational** processes and management practices. Up to 80% of workplace morale is driven by these factors. (Cotton & Hart, 2011)

What are the organisational factors affecting staff engagement in schools?

# organisational climate – for your school?



(Langford, 2009)

# organisational climate - education average for 100+ schools & 1660 staff

| PURPOSE | PROPERTY | PARTICIPATION | PEOPLE | PEACE |
|---------|----------|---------------|--------|-------|
|---------|----------|---------------|--------|-------|

**Legend**

High >=80%

Medium 50<80%

Low <50%



**PASSION / ENGAGEMENT Index**

Organisation Commitment

Job Satisfaction

Intention To Stay

**PROGRESS Index**

Organisation Objectives

Change & Innovation

Customer Satisfaction



Whole of Education  
Number of responses:  
1660

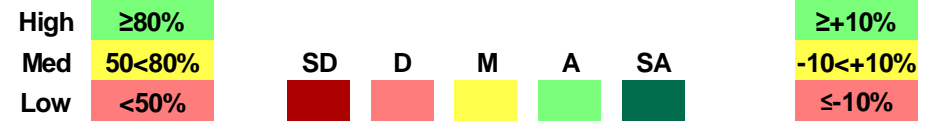
High ≥80%  
Med 50<80%  
Low <50%

SD D M A SA

≥+10% High  
-10<+10% Med  
≤-10% Low

|                             |                         | % N/A | % Fav | Distribution | All Ind % Diff | Impact On PASSION | Impact On PROGRESS |
|-----------------------------|-------------------------|-------|-------|--------------|----------------|-------------------|--------------------|
| <b>PASSION / ENGAGEMENT</b> |                         | 2%    | 76%   |              | +13%           |                   |                    |
| - Organisational Commitment |                         | 1%    | 79%   |              | +11%           |                   |                    |
| - Job Satisfaction          |                         | 1%    | 83%   |              | +14%           |                   |                    |
| - Intention To Stay         |                         | 4%    | 65%   |              | +14%           |                   |                    |
| <b>PROGRESS</b>             |                         | 4%    | 74%   |              | +6%            |                   |                    |
| - Organisation Objectives   |                         | 3%    | 82%   |              | +9%            |                   |                    |
| - Change & Innovation       |                         | 5%    | 59%   |              | +3%            |                   |                    |
| - Customer Satisfaction     |                         | 5%    | 82%   |              | +8%            |                   |                    |
| <b>PURPOSE</b>              | Organisation Direction  | 4%    | 71%   |              | +8%            |                   |                    |
|                             | Results Focus           | 1%    | 84%   |              | +6%            |                   |                    |
|                             | Mission & Values        | 24%   | 89%   |              | +16%           |                   |                    |
|                             | Ethics                  | 2%    | 76%   |              | +6%            |                   |                    |
|                             | Role Clarity            | 1%    | 83%   |              | +3%            |                   |                    |
|                             | Diversity               | 3%    | 82%   |              | +2%            |                   |                    |
| <b>PROPERTY</b>             | Resources               | 3%    | 71%   |              | +5%            |                   |                    |
|                             | Processes               | 1%    | 65%   |              | +3%            |                   |                    |
|                             | Technology              | 21%   | 61%   |              | +1%            |                   |                    |
|                             | Safety                  | 2%    | 73%   |              | +3%            |                   |                    |
|                             | Facilities              | 3%    | 59%   |              | -2%            |                   |                    |
| <b>PARTICIPATION</b>        | Leadership              | 3%    | 67%   |              | +6%            |                   |                    |
|                             | Recruitment & Selection | 3%    | 64%   |              | +3%            |                   |                    |
|                             | Cross-Unit Cooperation  | 2%    | 51%   |              | +1%            |                   |                    |
|                             | Learning & Development  | 2%    | 65%   |              | +6%            |                   |                    |
|                             | Involvement             | 3%    | 52%   |              | +3%            |                   |                    |
|                             | Rewards & Recognition   | 2%    | 61%   |              | +6%            |                   |                    |
|                             | Performance Appraisal   | 27%   | 56%   |              | +1%            |                   |                    |
|                             | Supervision             | 1%    | 79%   |              | +6%            |                   |                    |
|                             | Career Opportunities    | 20%   | 45%   |              | +1%            |                   |                    |
| <b>PEOPLE</b>               | Motivation & Initiative | 21%   | 74%   |              | +8%            |                   |                    |
|                             | Talent                  | 1%    | 83%   |              | +10%           |                   |                    |
|                             | Teamwork                | 1%    | 85%   |              | +3%            |                   |                    |
| <b>PEACE</b>                | Wellness                | 1%    | 66%   |              | -2%            |                   |                    |
|                             | Work/Life Balance       | 1%    | 75%   |              | -1%            |                   |                    |
|                             | Flexibility             | 52%   | 50%   |              | -17%           |                   |                    |

# bottom 10 % fav



|    |   | % N/A | % Fav | Distribution | All Ind % Diff |
|----|---|-------|-------|--------------|----------------|
| 1  | <b>Career Opportunities</b><br>Enough time and effort is spent on career planning                                     | 10%   | 38%   |              | -2%            |
| 2  | <b>Flexibility</b><br>I can change my working hours if I need to  | 54%   | 39%   |              | -25%           |
| 3  | <b>Involvement</b><br>I have input into everyday decision-making in this organisation                                 | 4%    | 44%   |              | +1%            |
| 4  | <b>Cross-Unit Cooperation</b><br>There is good communication across all sections of this organisation                 | 2%    | 45%   |              | -2%            |
| 5  | <b>Career Opportunities</b><br>There are enough opportunities for my career to progress in this organisation          | 25%   | 45%   |              | 0%             |
| 6  | <b>Flexibility</b><br>I have a say about my work conditions   | 52%   | 47%   |              | -15%           |
| 7  | <b>Involvement</b><br>I am consulted before decisions that affect me are made   | 3%    | 49%   |              | +2%            |
| 8  | <b>Performance Appraisal</b><br>The way my performance is evaluated provides me with clear guidelines for improvement | 28%   | 52%   |              | -4%            |
| 9  | <b>Cross-Unit Cooperation</b><br>Knowledge and information are shared throughout this organisation                    | 1%    | 52%   |              | +3%            |
| 10 | <b>Facilities</b><br>The buildings, grounds and facilities I use are regularly upgraded                               | 4%    | 52%   |              | -1%            |

# top 10 impacting engagement

High ≥80%  
 Med 50<80%  
 Low <50%

SD D M A SA

≥+10%  
 -10<+10%  
 ≤-10%

|    |   | % N/A | % Fav | Distribution | All Ind % Diff |
|----|---|-------|-------|--------------|----------------|
| 1  | <b>Organisation Objectives</b><br>Overall, this organisation is successful                              | 1%    | 88%   |              | +11%           |
| 2  | <b>Organisation Objectives</b><br>The future for this organisation is positive                          | 2%    | 84%   |              | +10%           |
| 3  | <b>Mission &amp; Values</b><br>I believe in the work done by this organisation                          | 31%   | 91%   |              | +16%           |
| 4  | <b>Organisation Objectives</b><br>The goals and objectives of this organisation are being reached       | 4%    | 74%   |              | +7%            |
| 5  | <b>Customer Satisfaction</b><br>This organisation offers products and/or services that are high quality | 3%    | 82%   |              | +8%            |
| 6  | <b>Rewards &amp; Recognition</b><br>This organisation fulfils its obligations to me                     | 2%    | 69%   |              | +9%            |
| 7  | <b>Leadership</b><br>I have confidence in the ability of senior management                              | 3%    | 75%   |              | +7%            |
| 8  | <b>Mission &amp; Values</b><br>I believe in the overall purpose of this organisation                    | 20%   | 89%   |              | +15%           |
| 9  | <b>Change &amp; Innovation</b><br>This organisation is innovative                                       | 2%    | 63%   |              | +6%            |
| 10 | <b>Mission &amp; Values</b><br>I am aware of the values of this organisation                            | 3%    | 84%   |              | +11%           |

# top 10 impacting wellness

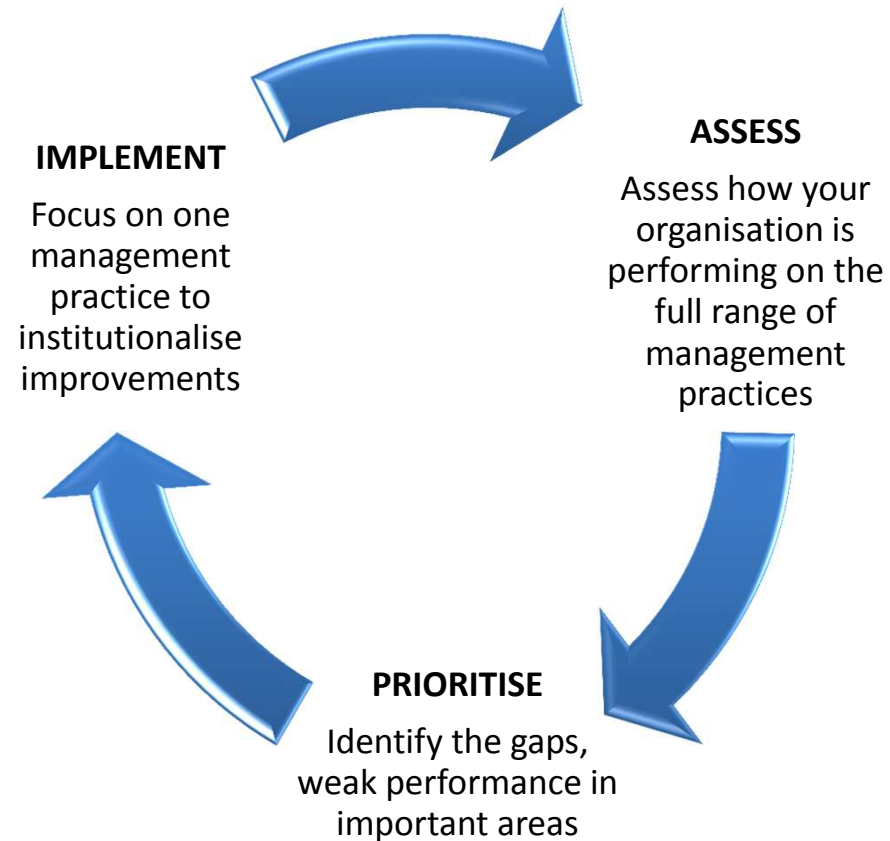
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 -10<+10%  
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|    |  | % N/A | % Fav | Distribution | All Ind % Diff |
|----|--|-------|-------|--------------|----------------|
| 1  | <b>Flexibility</b> I have a say about my work conditions   | 52%   | 47%   |              | -15%           |
| 2  | <b>Flexibility</b> This organisation has enough flexible work arrangements to meet my needs                            | 52%   | 64%   |              | -9%            |
| 3  | <b>Flexibility</b> I can change my working hours if I need to  | 54%   | 39%   |              | -25%           |
| 4  | <b>Work/Life Balance</b> I am able to meet my family responsibilities while still doing what is expected of me at work | 1%    | 76%   |              | -1%            |
| 5  | <b>Work/Life Balance</b> I maintain a good balance between work and other aspects of my life                           | 1%    | 68%   |              | -3%            |
| 6  | <b>Work/Life Balance</b> I am able to stay involved in non-work interests and activities                               | 0%    | 73%   |              | 0%             |
| 7  | <b>Change &amp; Innovation</b> This organisation is good at learning from its mistakes and successes                   | 5%    | 60%   |              | +3%            |
| 8  | <b>Rewards &amp; Recognition</b> The rewards and recognition I receive from this job are fair                          | 2%    | 56%   |              | +4%            |
| 9  | <b>Change &amp; Innovation</b> Change is handled well in this organisation   | 3%    | 53%   |              | +1%            |
| 10 | <b>Performance Appraisal</b> The way my performance is evaluated provides me with clear guidelines for improvement     | 28%   | 52%   |              | -4%            |

# continuous organisational development



# what is the highest priority for the 'typical school'?

# conclusions

1. Strengths in the education sector:
  - School Purpose – Mission & Values, Results Focus, Role Clarity
  - People – Teamwork, Talent
  - Job Satisfaction
  - Progress – Student/Parent Satisfaction, Organisation Objectives
  
2. Potential development areas for supporting employee wellbeing:
  - Leadership & Involvement
  - Rewards & Recognition
  - Performance Appraisal
  - Change Management
  - Flexibility & Work/Life Balance