

2020 Staff Climate Survey Example School



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National School Surveys

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2020 Staff Climate Survey Key Areas

1. Guidance and Support

This area measures whether staff members feel that they have access to support services within their school, and whether they feel that they are being supported with managing children's behavior. In addition, this area assesses staff members' opinions of whether they are provided with sufficient guidance when engaging in unfamiliar tasks.

2. Goal Congruence

This area measures whether staff members feel that their values are in line with the school's values, and whether the school encourages them to meet their career goals. It also assesses whether staff look forward to continuing their work at the school.

3. Personal Development

This area measures whether staff members feel that the school focuses on their personal development. It assesses whether staff members believe that they have enough opportunities to participate in personal development activities, and whether the activities are enriching and worthwhile.

4. Morale

This area measures staff members' perceptions of the school atmosphere. It assesses whether staff members believe that there is a level of respect between teachers and non-teachers, whether there are high levels of energy within the school, and whether there is a sense of school spirit.

5. School Curriculum

This area measures whether staff members feel that the curriculum is innovative and caters to individual needs of children. It assesses staff members' opinions on the variety of subjects offered, the standard of schoolwork expected, and the appropriateness of class activities and homework.

6. School Environment

This area measures whether staff members feel that the school environment is comfortable and inviting to themselves and students. It assesses staff members' perceptions of school cleanliness, safety, equality, and students' pride and enjoyment with their school.

2020 Staff Climate Survey Key Areas

7. School Communication

This area measures staff members' perceptions of the school's communications. It assesses whether staff members feel that they are informed about school matters, whether their concerns are taken seriously, and whether there are opportunities for staff to become involved in decision-making processes.

8. Technology and Resources

This area measures staff members' perceptions of the technology and resources. It assesses whether staff members believe that the school is keeping up-to-date with advancements in technology, whether the resources are accessible and whether there are effective policies in place regarding students' use of technology.

9. Leadership and Management

This area measures staff members' perceptions of the school leadership and management. It assesses whether staff members believe that there is openness between school administrators and staff, whether there is effective leadership and direction, and whether issues are dealt with properly. It also considers the moral, ethical and civic values of the school.

10. Staff Well-being

This area measures staff members' well-being. It assesses staff members' stress levels and whether there are support services in place if staff have worries about their job. It also assesses whether staff members feel that they have work/life balance and can cope with the demands of their role.

11. Engagement

This area measures staff members' engagement. It assesses whether staff feel that they are able to contribute to the decision-making process, whether they can discuss their work with staff outside of school hours, and whether they enjoy working with other staff members to make improvements in their work.

Introduction

Research indicates a strong positive correlation between staff satisfaction and a school's operations. Staff members' perceptions of school climate are important in understanding ways to improve school morale, reputation, productivity and overall atmosphere.

A positive school environment empowers members of the school community to contribute to the ongoing improvement of the school. The Staff Climate Survey is designed to provide schools with data useful for fostering a positive learning and working environment that promotes academic success among all students. Initial assessment provides a baseline, and ongoing assessment helps to determine whether programs are effective at improving the school climate, and whether they continue to be relevant for schools over time.

Aims of Staff Climate Survey

The survey aims to:

- Demonstrate areas in your school where there are high levels of satisfaction, and areas in need of improvement
- Report on school satisfaction for marketing and other purposes
- Conduct 'like' comparisons of your school to similar schools (e.g., denomination, school size, vicinity, sector)
- Conduct year comparisons – compare one year to the next to identify changes and improvements
- Make comparisons across stakeholders (e.g., parents, staff, students, school executives).

Our Staff Climate Survey is designed to assess the key areas of your school, review the findings, and make recommendations that will aim to improve the performance within your school.

Survey Development

The Staff Climate Survey has been developed by a team of professionals at National School Surveys. The process included conducting parent focus groups, discussion with teachers, staff, principals, and Board Members, distribution of written questions to parents and staff, text analysis of responses to open-ended questions, and identification of common themes. A pilot survey was then conducted, and following this, statistical analyses were performed to ensure reliability and validity of questions, and to develop a set of factors.

Our work over the years with schools has highlighted the varying views and perceptions among student, parent, staff, and school executive groups about what the school's priorities should be. Our surveying processes assist your school to take a new approach in assessing and understanding these areas so that you may tailor programs and services that are comprehensive, preventative, contemporary, student-centred, and results based.

Methodology

Staff members were provided with access to the Staff Climate Survey. Once staff completed the survey, the data set was sent directly to National School Surveys for collation and analysis. The data set was then collated by researchers via a statistical package for social sciences (SPSS). Following this, the data are converted to a more meaningful form represented by tables and charts, and analysed by educational psychologists. The tables and charts are inserted into a report for schools to easily understand and interpret.

Statistical Analyses

The numerical data from the completed surveys were entered into SPSS. A preliminary inspection was conducted for pattern-marking as an indicator of non-genuine responses. Data were examined for normality, univariate and multivariate outliers, and multicollinearity. There were outliers for every scale and subscale; however, outliers were kept in the data file for analysis. Descriptive statistics of subscales and total scores were obtained. Following this, correlation coefficients between selected variables were calculated and analyzed. Mean scores were then converted to percentages and calculated according to each key area as well as each item. Furthermore, these mean scores were analyzed according to demographic variables.

2020 Benchmark Data

Your school has been compared with the overall National School Surveys data, which consists of a representative sample of 5,000 staff members within Independent Schools who have completed the Staff Climate Survey. This sample has been selected based on demographical variables to ensure that it is representative of the general population of staff in Independent Schools.

Example School's Summary

The table below presents demographic information about your school.

	Percent of respondents	Number of respondents
All respondents	100%	140
Males	36%	51
Females	64%	89
Full-time	75%	105
Part-time	22%	31
Casual	3%	4
Teacher	70%	98
Non-teacher	30%	42



Example School's Results (N=140) compared with Overall Sample (N=10,000)

Your school has been compared with the following benchmark:

- National Benchmark

The following tables display your school compared with the selected National School Surveys benchmark data. The following table presents the mean levels of satisfaction (as percentages) for your school according to the selected data. The final column identifies the percentage difference between your school and the selected benchmark. Green percentage scores indicate that your school is higher than the benchmark and red percentage scores indicate that your school's results are lower than the benchmark.

Please note that all the information is fabricated in this Example Report.

Key Area	Benchmark	Example School Mean	Difference between Example School and Benchmark
Guidance and Support	68%	65%	-3%
Goal Congruence	71%	76%	+5%
Personal Development	68%	71%	+3%
Morale	74%	70%	-4%
School Curriculum	70%	76%	+6%
School Environment	72%	70%	-2%
School Communication	70%	58%	-12%
Technology and Resources	65%	78%	+13%
Leadership and Management	68%	69%	+1%
Staff Well-being	62%	77%	+15%
Engagement	70%	73%	+3%



Example School's Results (N=140) compared with Selected Sample (N=5,000)

Your school has been compared with the following benchmark:

- All Independent Schools

The following tables display your school compared with the selected National School Surveys benchmark data. The following table presents the mean levels of satisfaction (as percentages) for your school according to the selected data. The final column identifies the percentage difference between your school and the selected benchmark. Green percentage scores indicate that your school is higher than the benchmark and red percentage scores indicate that your school's results are lower than the benchmark.

Please note that all the information is fabricated in this Example Report.

Key Area	Benchmark	Example School Mean	Difference between Example School and Benchmark
Guidance and Support	68%	65%	-3%
Goal Congruence	72%	76%	+4%
Personal Development	69%	71%	+2%
Morale	75%	70%	-5%
School Curriculum	72%	76%	+4%
School Environment	75%	70%	-5%
School Communication	70%	58%	-12%
Technology and Resources	65%	78%	+13%
Leadership and Management	69%	68%	-1%
Staff Well-being	63%	77%	+14%
Engagement	71%	73%	+2%
OVERALL MEAN	70%	71%	+1%



Executive Summary

Staff at Example School showed the highest levels of satisfaction with the areas of *Technology and Resources* and *Staff Well-being*, and the lowest levels with the areas of *School Communication* and *Guidance and Support*.

Compared with the overall benchmark, which consisted of 10,000 staff members' responses from staff, Example School was:

- Higher than the benchmark for each of the key areas, except for *School Communication*, *Morale*, *Guidance and Support*, and *School Environment*
- 2% higher than the National benchmark

Example School was compared with specific benchmarks, which were those from Independent Schools, consisting of 5,000 staff from Independent Schools. Example School was:

- Higher than the benchmark for each of the key areas, except for *School Communication*, *Morale*, *Guidance and Support*, *School Environment*, and *Leadership and Management*
- 1% higher than the overall benchmark of Independent Schools

The greatest sources of stress reported by staff at Example School were balancing family and work commitments (46% reported this as a main source of stress), and lack of consultation about decisions (32% reported this as a main source of stress). Overall, males and females displayed very similar ratings, whilst non-teachers displayed higher ratings than teachers (+4%).

The highest rated items were for: *'This school is kept clean and tidy'* (91%) and *'I enjoy working with other staff members'* (89%). The lowest rated items were for: *'I rarely have to bring work home to keep up with my responsibilities'* (56%) and *'This school enables me to take part in decision-making processes'* (52%).

The largest positive differences between Example School and Independent Schools were for: *'I feel supported if I need help with managing children's behavior'* (+16%) and *'In times of uncertainty, there are staff members that I feel I can turn to'* (+12%). The largest negative differences between Example School and Independent Schools were for: *'Excellent opportunities are provided for staff to develop their skills'* (-18%) and *'This school offers opportunities for me to become involved in the decision-making processes'* (-15%).

Open-ended comments related to the following themes: communication between management and staff; being able to monitor students' use of technology; professional development opportunities for staff members; lack of recognition and support shown towards staff; and unrealistic expectations that the school places on.

Suggestions for improvement include: reviewing communication strategies within the school; providing support from management to improve work/life balance; enabling staff to become more involved in the decision-making processes; and reviewing professional development opportunities to ensure they are meeting staff members' needs.

Example School's Results

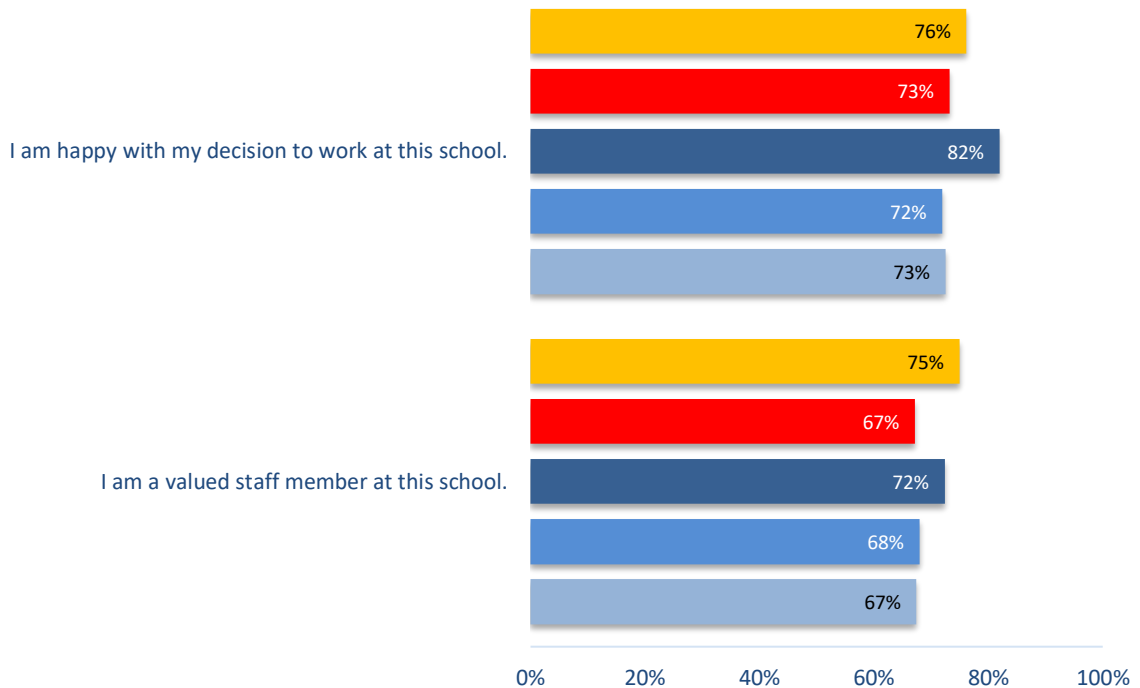
Please note that all the information is fabricated in this Example Report.

Example School's results according to benchmarks are presented on the following pages for each of the key areas. In addition, the results from 'overall' questions are presented below. These questions aim to provide an overall snapshot of how staff members feel about their school.

The table below each chart shows the number of respondents who answered the following: Strongly disagree, Disagree, Slightly disagree, Slightly agree, Agree, Strongly agree

Overall

■ Benchmark
■ Example School Overall (N=140)
■ Primary Campus (n=20)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)

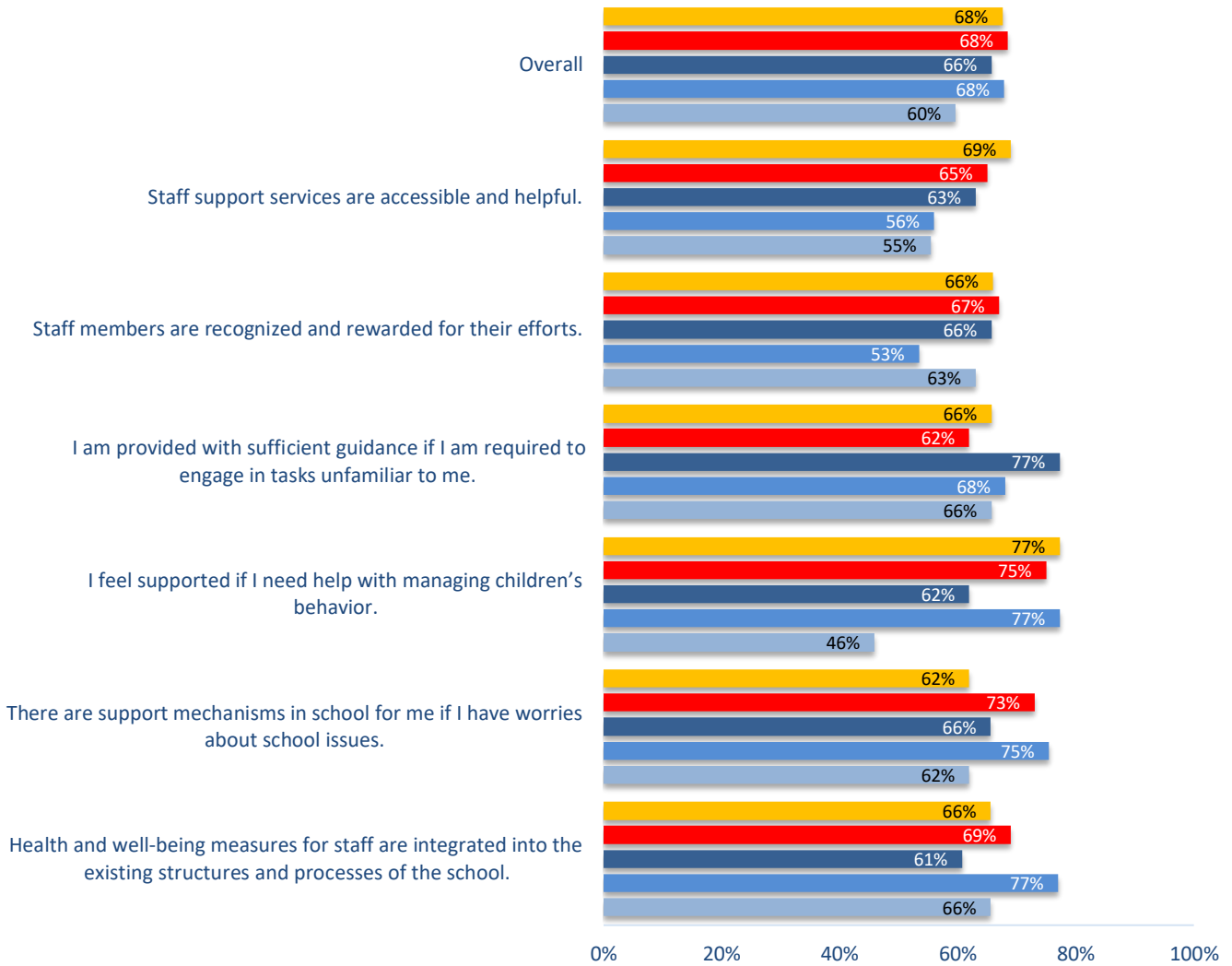


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I am happy with my decision to work at this school.	0	2	2	1	7	20
I am a valued staff member at this school.	1	2	2	3	12	10



Guidance and Support

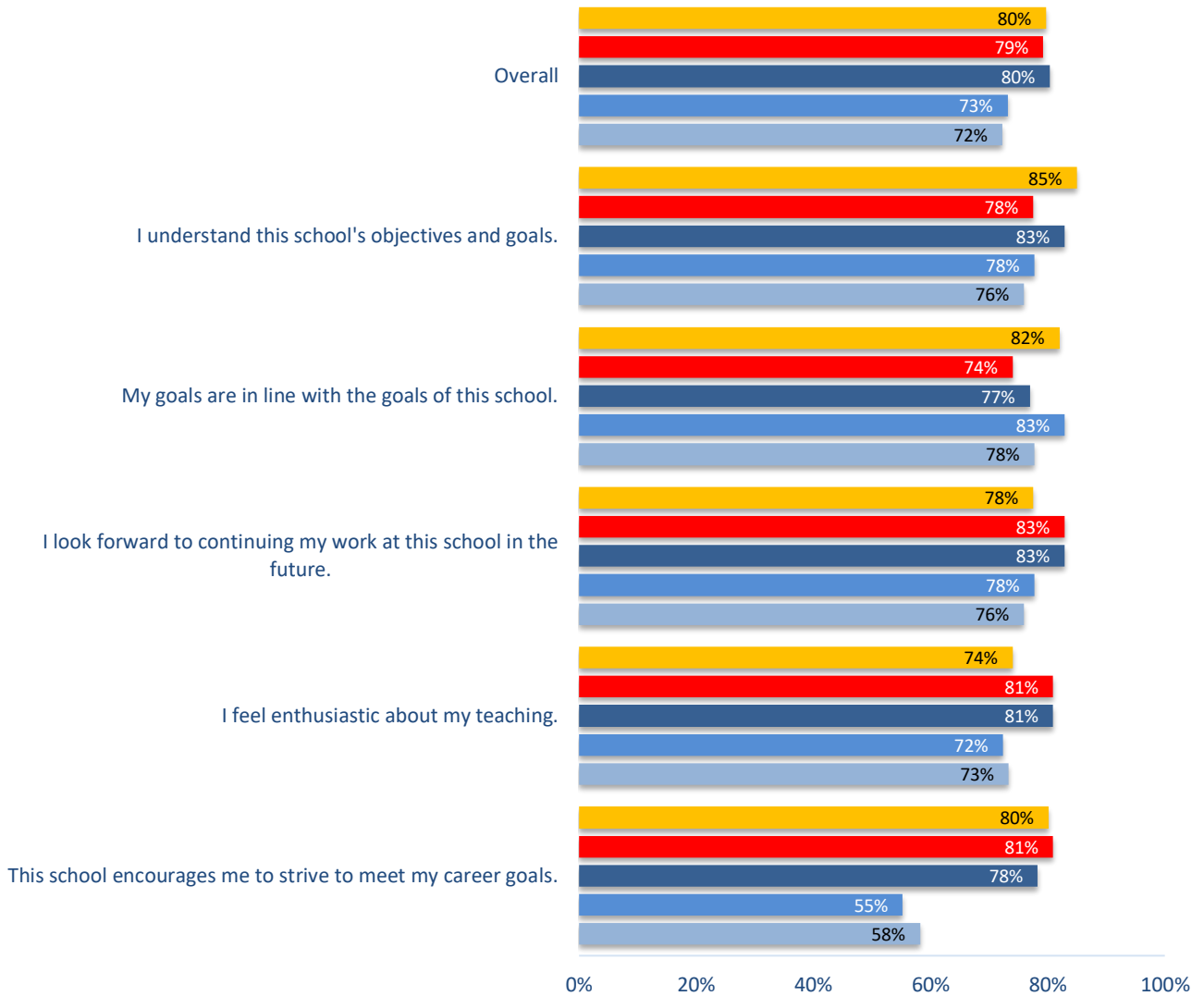
■ Benchmark
■ Example School Overall (N=140)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)
■ Primary Campus (n=20)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Staff support services are accessible and helpful.	0	21	30	46	38	17
Staff are recognized and rewarded for their efforts.	6	35	27	30	34	14
I am provided with sufficient guidance if I am required to engage in tasks unfamiliar to me.	5	23	19	36	56	15
I feel supported if I need help with managing children's behavior.	8	20	8	30	61	27
There are support mechanisms in school for me if I have worries about school issues.	10	23	19	36	59	17
Health and well-being measures for staff are integrated into the existing structures and processes of the school.	13	20	10	25	39	4

Goal Congruence

■ Benchmark
■ Example School Overall (N=140)
■ Primary Campus (n=20)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)

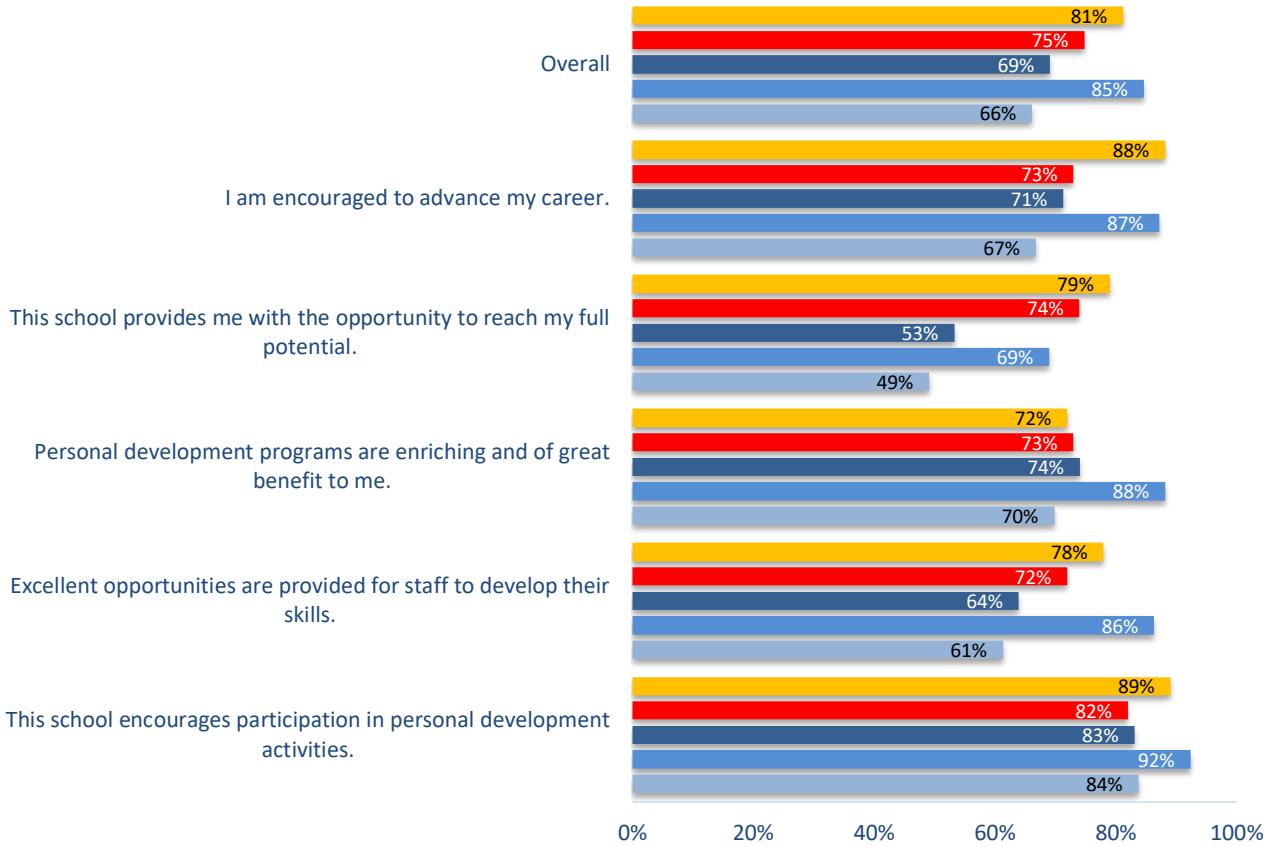


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I understand this school's objectives and goals.	1	7	9	14	93	37
My goals are in line with the goals of this school.	3	6	14	27	73	37
I look forward to continuing my work at this school in the future.	3	6	7	20	60	65
I feel enthusiastic about my teaching.	2	7	6	14	54	57
This school encourages me to strive to meet my career goals.	8	24	21	38	51	17



Personal Development

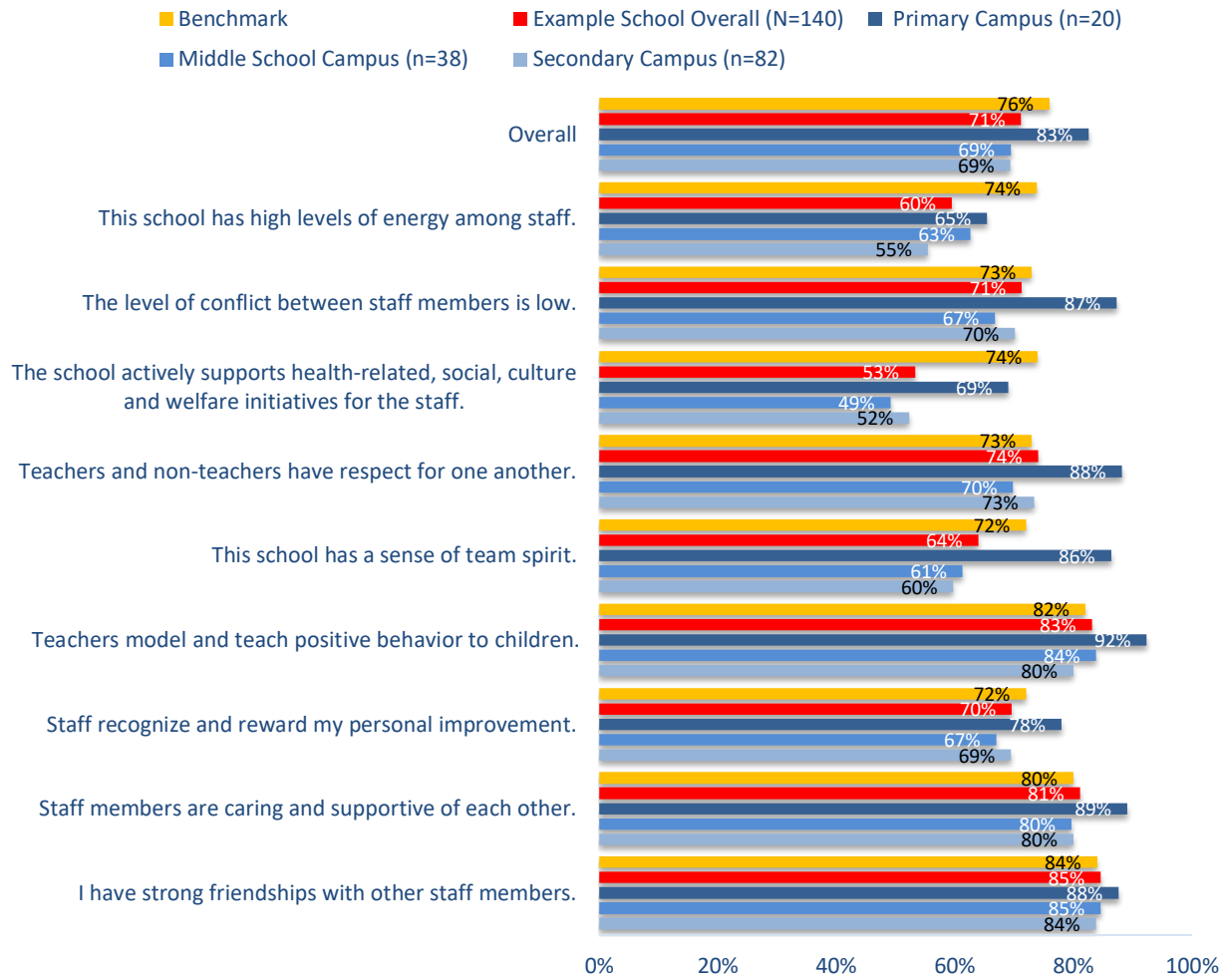
■ Benchmark
■ Example School Overall (N=140)
■ Primary Campus (n=20)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I am encouraged to advance my career.	20	24	22	38	42	12
This school provides me with the opportunity to reach my full potential.	17	23	29	32	51	10
Personal development programs are enriching and of great benefit to me.	10	22	24	41	30	24
Excellent opportunities are provided for staff to develop their skills.	18	34	25	50	24	10
This school encourages participation in personal development activities.	13	28	20	53	36	11



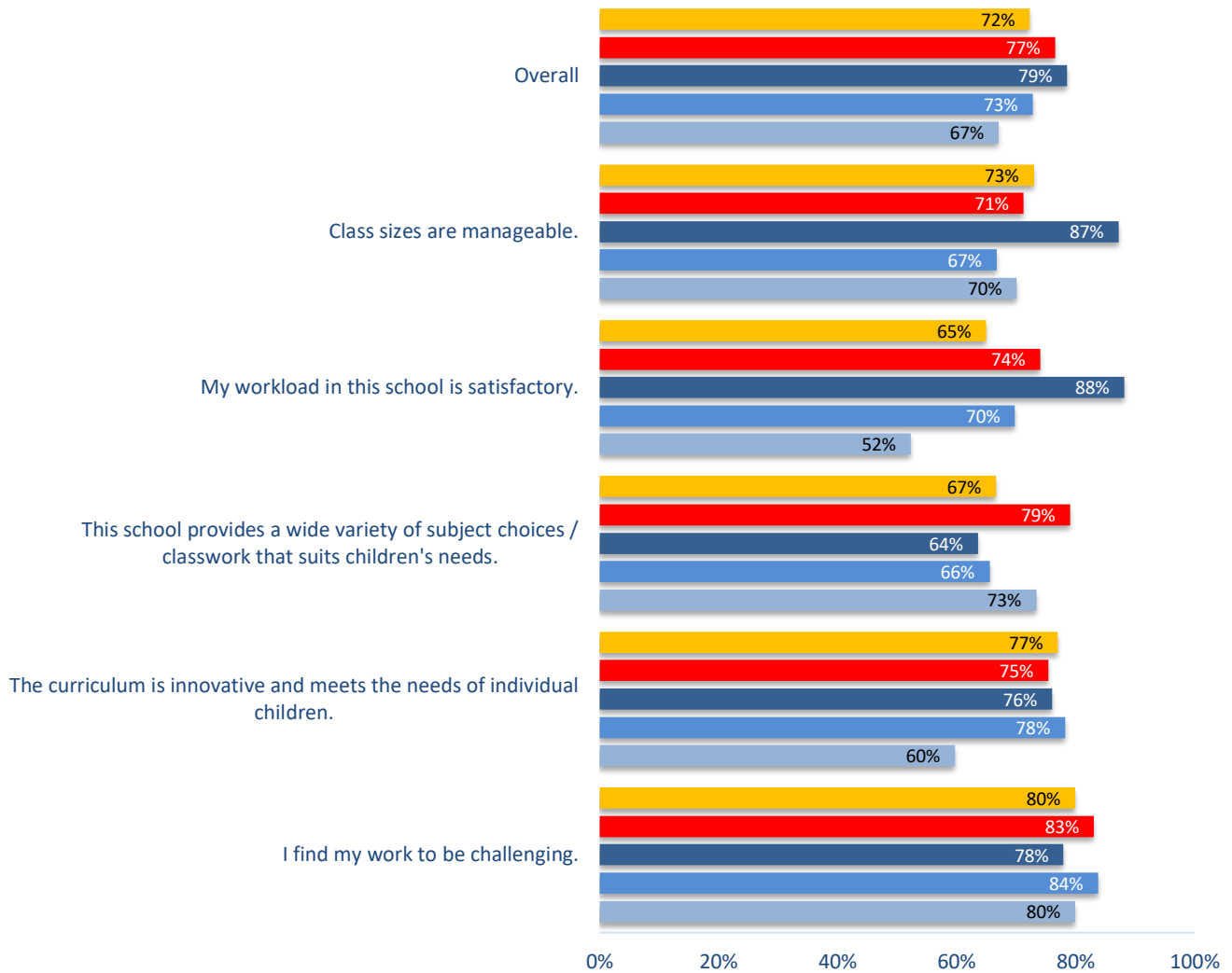
Morale



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
This school has high levels of energy among staff.	6	14	28	55	46	12
The level of conflict between staff members is low.	1	5	22	29	72	25
The school actively supports health-related, social, culture and welfare initiatives for the staff.	13	22	22	48	40	7
Teachers and non-teachers have respect for one another.	6	7	10	27	68	44
This school has a sense of team spirit.	9	11	16	48	57	20
Teachers model and teach positive behavior to children.	1	0	2	19	80	51
Staff recognize and reward my personal improvement.	2	11	9	45	63	24
Staff members are caring and supportive of each other.	0	4	4	24	77	53
I have strong friendships with other staff members.	0	3	2	20	66	70

School Curriculum

■ Benchmark
■ Example School Overall (N=140)
■ Primary Campus (n=20)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)

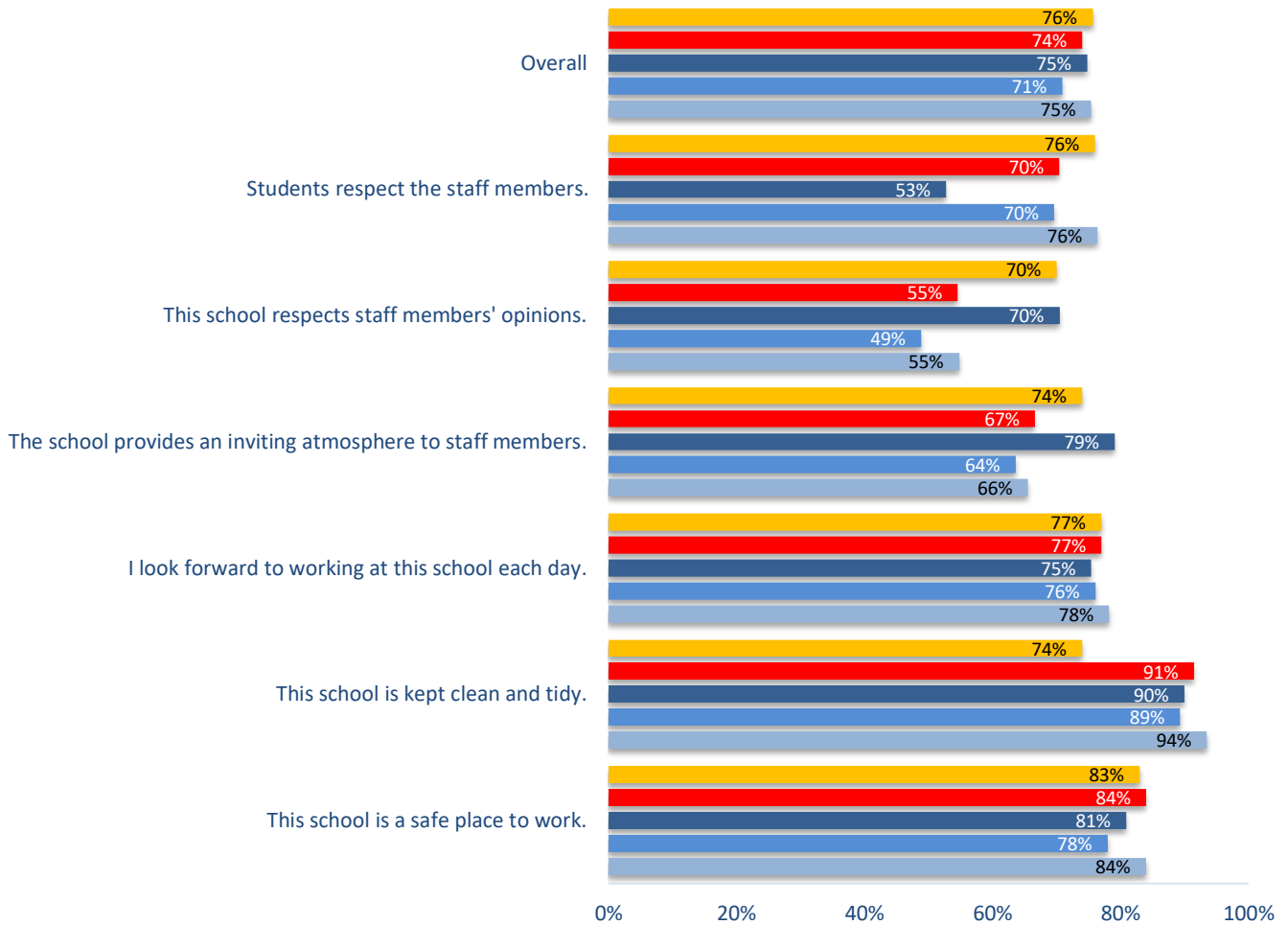


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Class sizes are manageable.	17	19	19	22	47	16
My workload in this school is satisfactory.	17	19	29	30	55	9
This school provides a wide variety of subject choices / classwork that suits children's needs.	7	11	14	42	56	13
The curriculum is innovative and meets the needs of individual children.	8	9	21	33	51	18
I find my work to be challenging.	7	4	8	21	80	41

School Environment

■ Benchmark
 ■ Example School Overall (N=140)
 ■ Primary Campus (n=20)

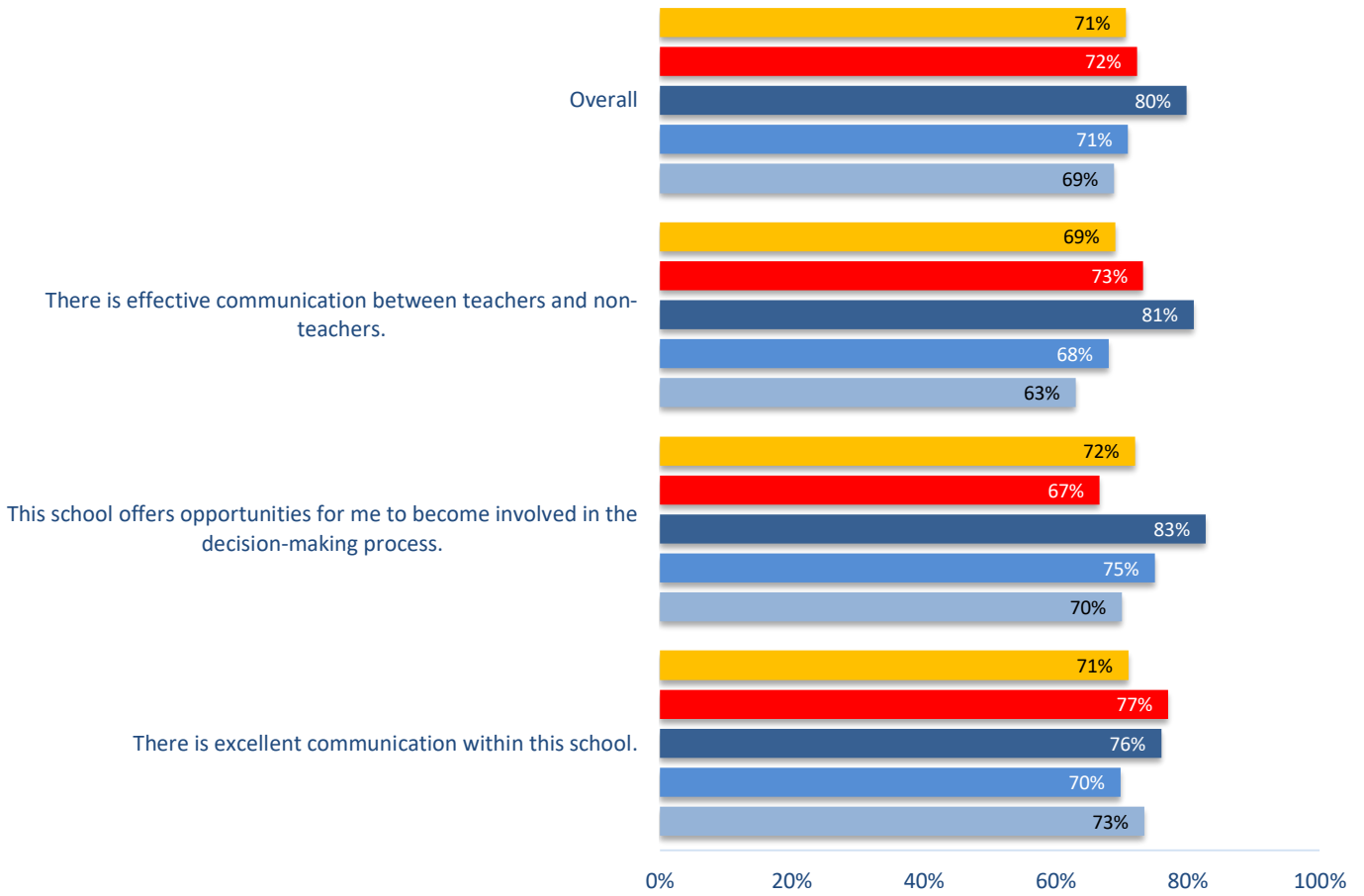
■ Middle School Campus (n=38)
 ■ Secondary Campus (n=82)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
Students respect the staff members.	7	4	15	23	87	19
This school respects staff members' opinions.	20	13	27	39	50	10
The school provides an inviting atmosphere to staff members.	5	11	23	31	70	22
I look forward to working at this school each day.	2	6	9	30	65	50
This school is kept clean and tidy.	1	2	0	6	43	107
This school is a safe place to work.	5	2	4	8	66	74

School Communication

■ Benchmark
■ Example School Overall (N=140)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)
■ Primary Campus (n=20)



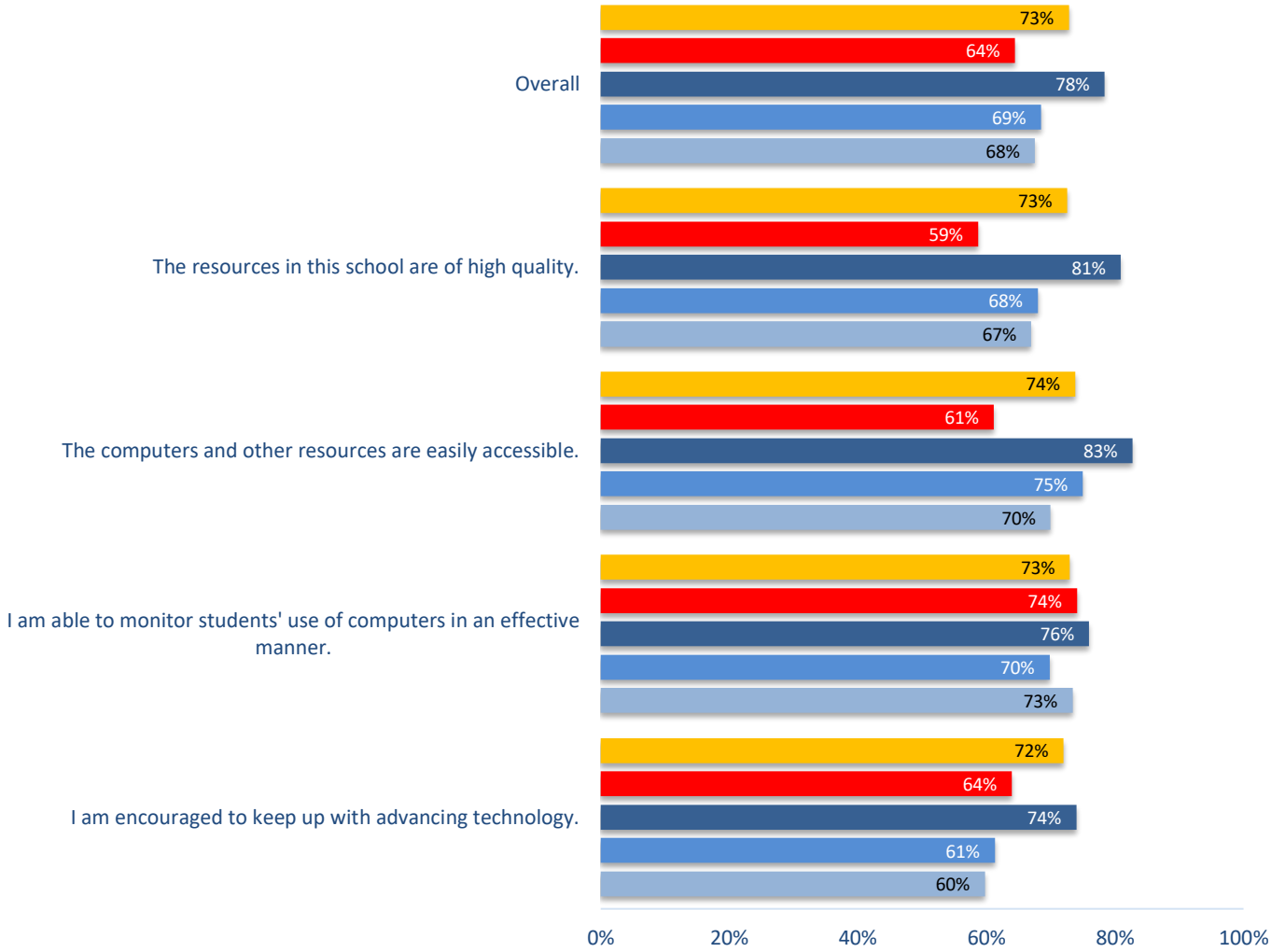
There is excellent communication within this school.

0% 20% 40% 60% 80% 100%

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
There is effective communication between teachers and non-teachers.	3	4	8	25	66	22
This school offers opportunities for me to become involved in the decision-making process.	23	32	25	34	29	7
There is excellent communication within this school.	18	31	26	40	38	6

Technology and Resources

■ Benchmark
■ Example College Overall (N=140)
■ Primary Campus (n=20)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)



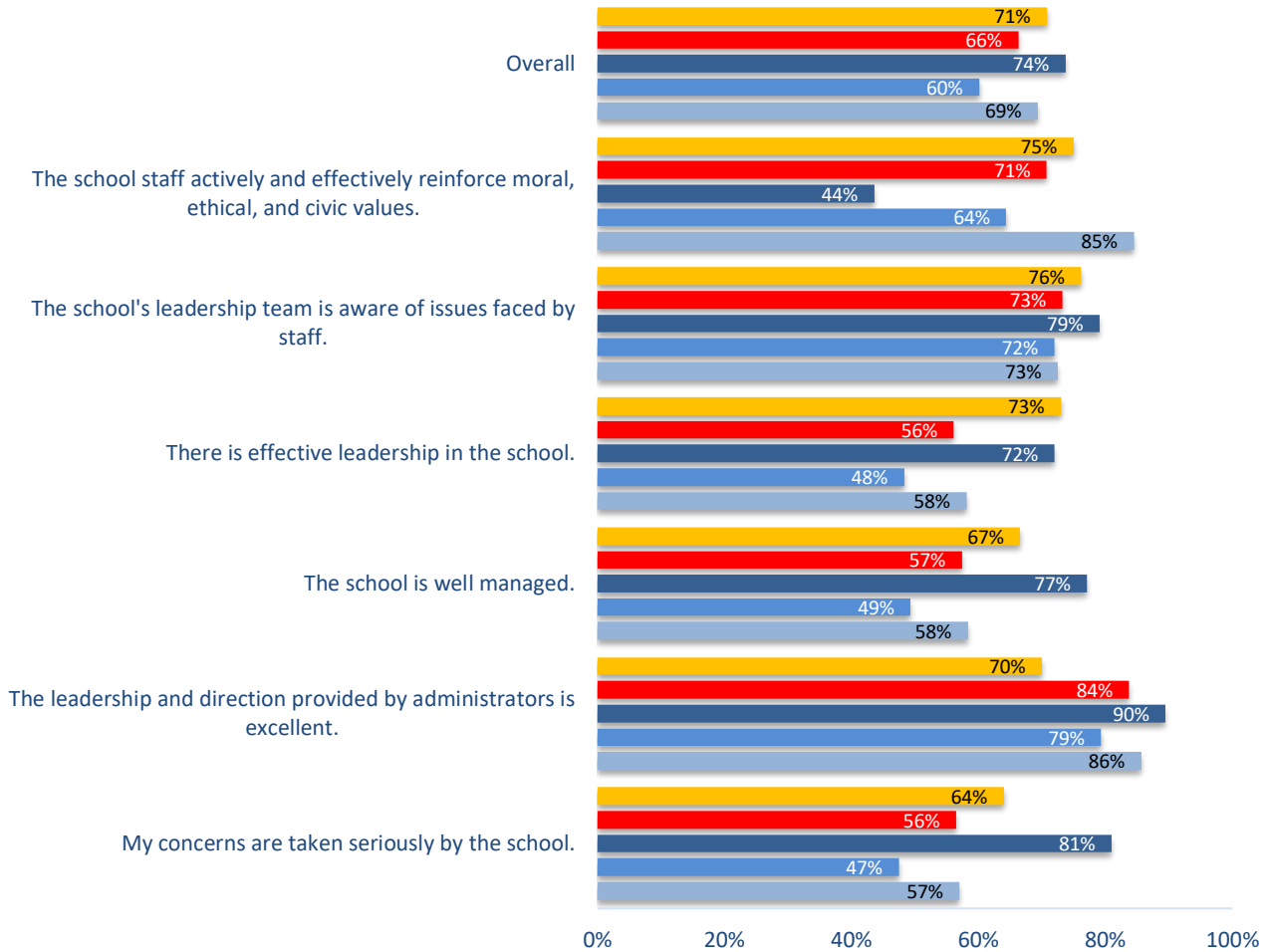
	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The resources in this school are of high quality.	3	2	9	28	82	29
The computers and other resources are easily accessible.	4	3	13	35	71	18
I am able to monitor students' use of computers in an effective manner.	11	16	23	29	32	7
I am encouraged to keep up with advancing technology.	5	15	10	45	64	13



Leadership and Management

■ Benchmark
 ■ Example College Overall (N=140)
 ■ Primary Campus (n=20)

■ Middle School Campus (n=38)
 ■ Secondary Campus (n=82)

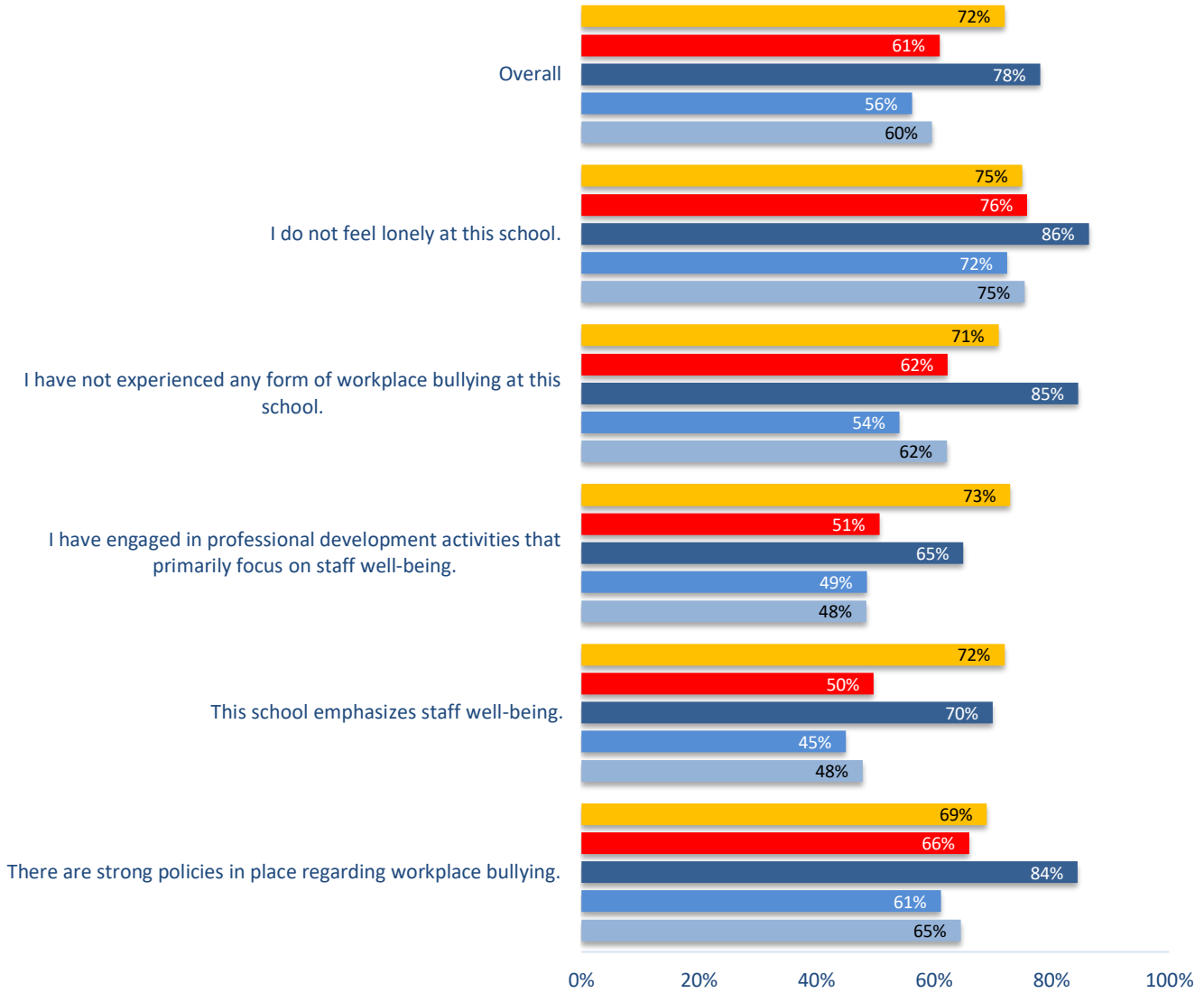


	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The school staff actively and effectively reinforce moral, ethical, and civic values.	0	2	9	26	79	38
The school's leadership team is aware of issues faced by staff.	14	22	29	31	36	11
There is effective leadership in the school.	14	18	22	29	56	17
The school is well managed.	14	12	23	29	56	21
The leadership and direction provided by administrators is excellent.	17	23	19	34	49	12
My concerns are taken seriously by the school.	12	23	18	32	44	14



Well-being

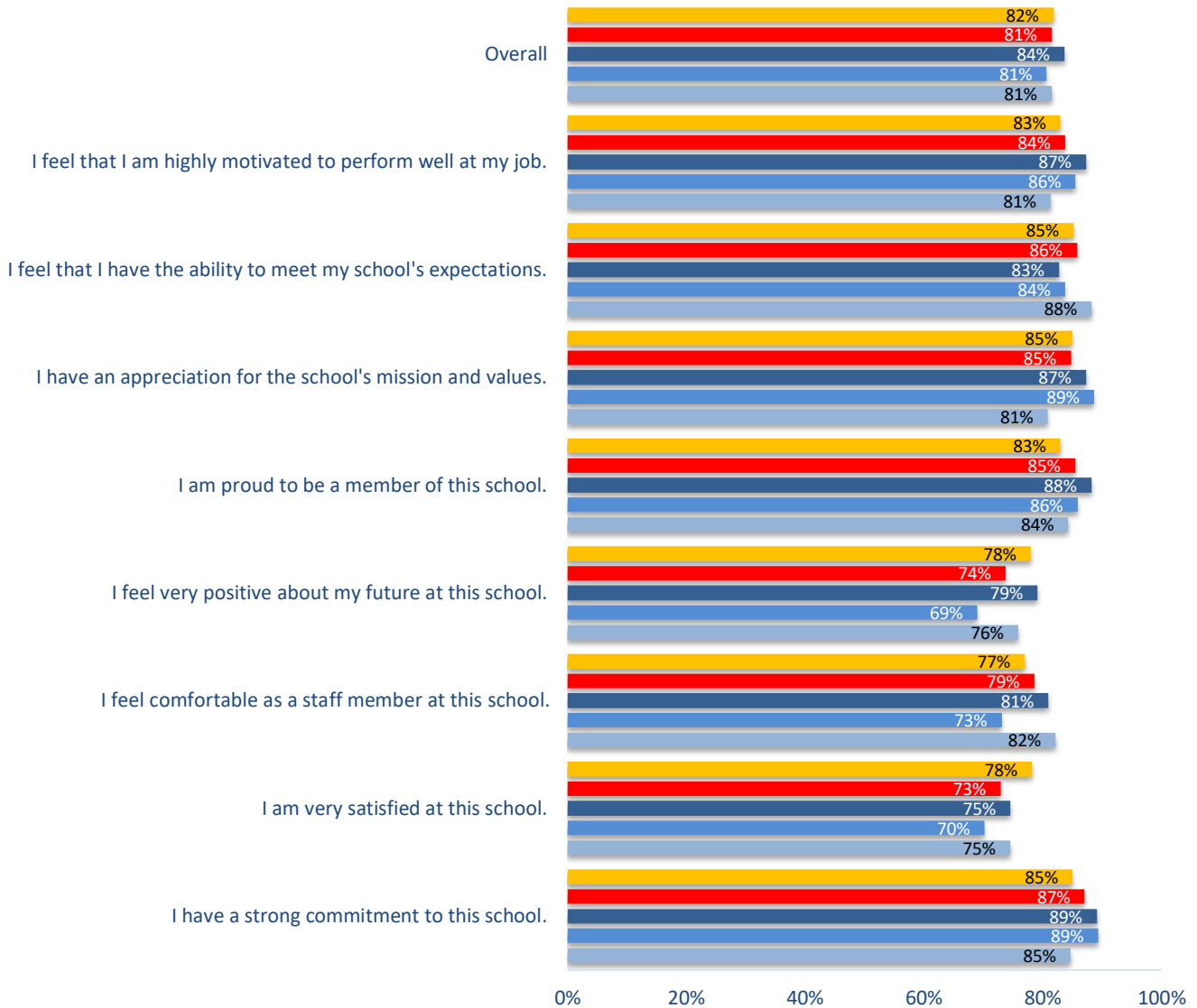
■ Benchmark
■ Example School Overall (N=140)
■ Primary Campus (n=20)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I do not feel lonely at this school.	4	8	16	15	56	55
I have not experienced any form of workplace bullying at this school.	19	19	16	10	51	39
I have engaged in professional development activities that primarily focus on staff well-being.	11	31	22	39	39	5
This school emphasizes staff well-being.	14	28	21	51	30	6
There are strong policies in place regarding workplace bullying.	6	11	13	22	59	16

Engagement

■ Benchmark
■ Example College Overall (N=140)
■ Middle School Campus (n=38)
■ Secondary Campus (n=82)
■ Primary Campus (n=20)



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
I feel that I am highly motivated to perform well at my job.	1	2	17	18	45	71
I feel that I have the ability to meet my school's expectations.	1	1	7	9	61	74
I have an appreciation for the school's mission and values.	0	1	3	14	65	39
I am proud to be a member of this school.	1	3	2	6	48	56
I feel very positive about my future at this school.	2	0	1	4	62	35
I feel comfortable as a staff member at this school.	1	1	2	7	75	42
I am very satisfied at this school.	3	2	6	15	58	36
I have a strong commitment to this school.	0	1	4	15	43	82



Strengths and Areas for Improvement

Please note that all the information is fabricated in this Example Report.

Your school's results have been analyzed for each question and compared to the national benchmark. The percentage difference between your school's 2020 results and the national benchmark were sorted, and your school's top 10 results and bottom 10 results are presented below, with reference to the benchmark.

Your school's Top 10 Strengths (compared with benchmark)

Key Area	Question	National Benchmark	Example School Mean	% Difference
Technology and Resources	The resources in this school are of high quality.	58%	85%	+28%
Technology and Resources	I am encouraged to keep up with advancing technology.	59%	82%	+23%
Technology and Resources	The technology and other resources are easily accessible.	58%	81%	+23%
Technology and Resources	I am able to monitor students' use of technology in an effective manner.	52%	69%	+17%
Guidance and Support	I feel supported if I need help with managing children's behavior.	67%	83%	+16%
School Environment	This school is kept clean and tidy.	63%	79%	+14%
Personal Development	This school encourages participation in professional development activities.	69%	82%	+13%
Goal Congruence	I feel enthusiastic about my work.	70%	81%	+11%
Personal Development	Professional development programs are enriching and of great benefit to me.	59%	70%	+11%
School Environment	I look forward to working at this school each day.	70%	80%	+10%



Strengths and Areas for Improvement

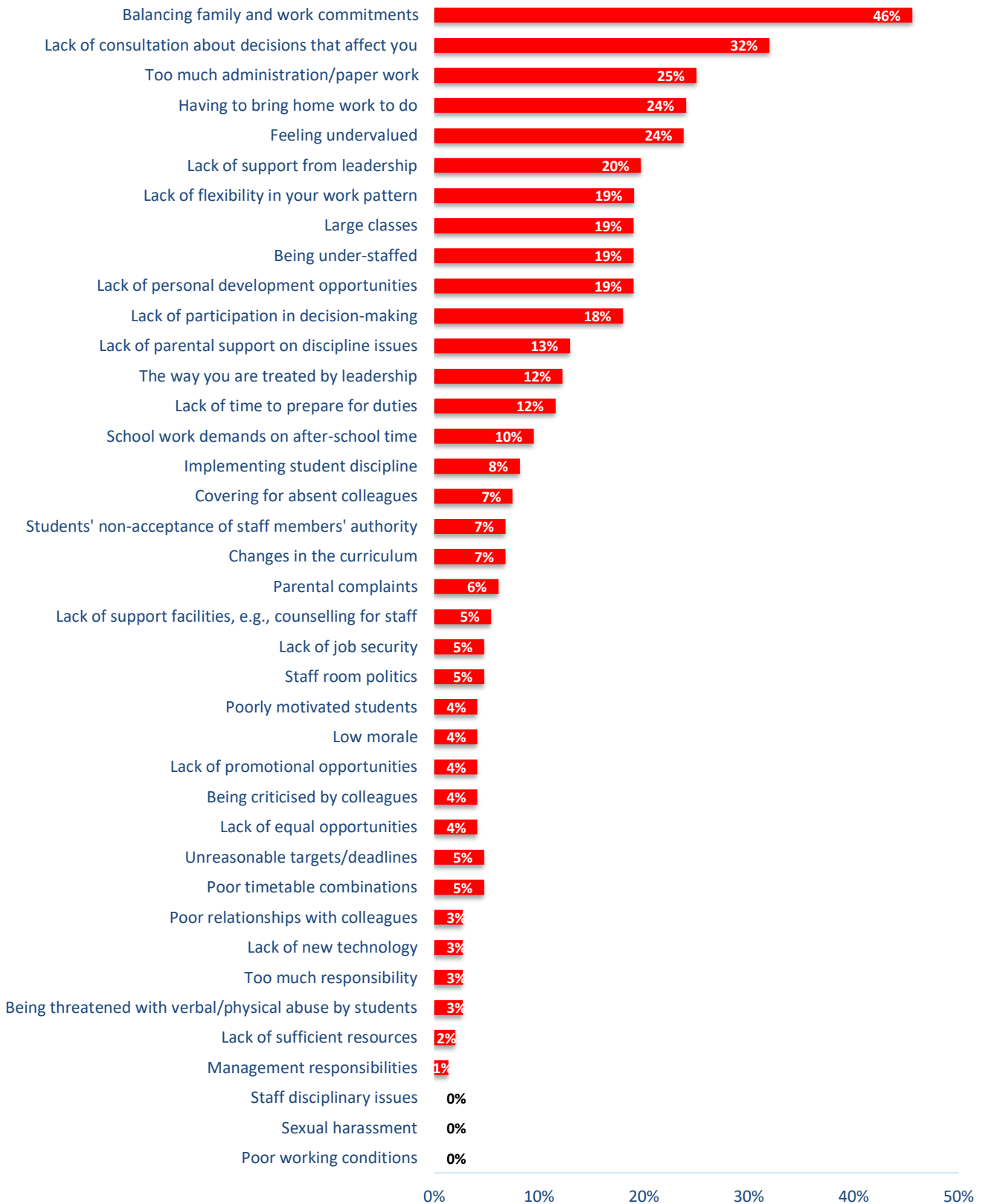
Your school's Top 10 Areas for Improvement (compared with benchmark)

Please note that all the information is fabricated in this Example Report.

Key Area	Question	National Benchmark	Example School Mean	% Difference
Goal Congruence	This school encourages me to strive to meet my career goals.	72%	62%	-10%
School Communication	This school offers opportunities for me to become involved in the decision-making process.	66%	58%	-8%
Guidance and Support	Staff support services are accessible and helpful.	70%	65%	-5%
Personal Development	I am encouraged to advance my career.	65%	61%	-4%
Morale	This school has high levels of energy among staff.	68%	64%	-4%
School Communication	There is effective communication between teachers and non-teachers.	67%	64%	-3%
Guidance and Support	Staff members are recognized and rewarded for their efforts.	61%	58%	-3%
Morale	Teachers and non-teachers have respect for one another.	78%	75%	-3%
Guidance and Support	Health and well-being measures for staff are integrated into the existing structures and processes of the school.	53%	51%	-2%
School Curriculum	I find my work to be challenging.	78%	76%	-2%

Sources of Stress

Staff members were asked to rate their greatest sources of stress at the school. Staff members could choose more than one option.



Differences between Non-teachers and Teachers

The percentage difference between non-teachers and teachers has been calculated for each of the items and then presented in the tables below. Green percentage scores indicate that teachers rated the item higher and red percentage scores indicate that non-teachers rated the item higher.

	Non-Teacher (n=36)	Teacher (n=104)	% Difference
Teachers and non-teachers have respect for one another.	67%	80%	+13%
There is effective communication between teachers and non-teachers.	56%	68%	+12%
Excellent opportunities are provided for staff to develop their skills.	65%	76%	+11%
Professional development programs are enriching and of great benefit to me.	63%	73%	+10%
This school encourages participation in professional development activities.	76%	85%	+9%
Students respect the staff members.	63%	72%	+9%
I find my work to be challenging.	70%	79%	+9%
I can rely on my colleagues to help me out during difficult times.	77%	84%	+7%
I have strong friendships with other staff members.	75%	82%	+7%
I am encouraged to advance my career.	56%	63%	+7%
The curriculum is innovative and meets the needs of individual children.	60%	66%	+6%
I am encouraged to keep up with advancing technology.	78%	84%	+6%
Teachers model and teach positive behavior to children.	71%	76%	+5%
This school provides me with the opportunity to reach my full potential.	66%	70%	+4%
This school offers opportunities for me to become involved in the decision-making process.	56%	60%	+4%
I have a strong commitment to this school.	89%	92%	+3%
The resources in this school are of high quality.	83%	86%	+3%
I understand this school's objectives and goals.	78%	81%	+3%
Staff members caring and supportive of each other.	79%	82%	+3%
This school is kept clean and tidy.	78%	80%	+2%
This school brings out my strengths.	77%	78%	+1%
The school provides an inviting atmosphere to staff members.	81%	72%	-9%
The school's leadership team is aware of the problems faced by staff.	75%	61%	-14%
I feel that I am able to cope with my workload.	62%	57%	-15%
Health and well-being measures for staff are integrated into the existing structures and processes of the school.	69%	53%	-16%
I feel that I have work / life balance.	66%	50%	-16%

Differences between Employment type

The percentage difference between employment type has been calculated for each of the items and then presented in the tables below. Green percentage scores indicate that part-time staff members rated the item higher and red percentage scores indicate that full-time staff members rated the item higher.

	Full-time (n=95)	Part-time (n=45)	% Difference
Health and well-being measures for staff are integrated into the existing structures and processes of the school.	48%	66%	+18%
There are support mechanisms in school for me if I have worries about school issues.	62%	76%	+14%
I am provided with sufficient guidance if I am required to engage in tasks unfamiliar to me.	68%	82%	+14%
The school actively supports health-related, social, culture and welfare initiatives for the staff.	61%	75%	+14%
I am a valued staff member at this school.	71%	83%	+12%
This school encourages me to strive to meet my career goals.	60%	72%	+12%
This school has a sense of team spirit.	67%	79%	+12%
This school provides me with the opportunity to reach my full potential.	67%	79%	+12%
If I have worries at this school, I feel that I have ample support.	73%	84%	+11%
This school respects staff members' opinions.	67%	78%	+11%
I feel that I have work / life balance.	65%	75%	+10%
I am supported through emotionally demanding work.	69%	79%	+10%
The school provides an inviting atmosphere to staff members.	73%	83%	+10%
There is effective leadership in the school.	70%	80%	+10%
Staff recognize and reward my personal improvement.	67%	77%	+10%
Staff members are recognized and rewarded for their efforts.	57%	66%	+9%
My concerns are taken seriously by the school.	69%	78%	+9%
Excellent opportunities are provided for staff to develop their skills.	91%	80%	+9%
I look forward to working at this school each day.	78%	87%	+9%
I can rely on my colleagues to help me out during difficult times.	80%	89%	-9%
The curriculum is innovative and meets the needs of individual children.	78%	71%	-7%
This school encourages participation in professional development activities.	82%	78%	-4%
This school brings out my strengths.	86%	83%	-3%

Additional Comments

To view all staff members' comments, please refer to Appendix A. Additional comments related to the following themes:

Communication

"We need to have effective communication strategies between year levels, as well as admin staff and teachers. It seems that we are all on different pages." (Casual, general staff member)

Professional development

"The PD does not seem to be relevant to staff members and there appears to be a lack of engagement. Staff should be able to have input into these activities and management needs to understand what staff really require to help them flourish in their work." (Permanent - full time, teacher)

Goal-setting

"I feel that there are different expectations from different managers. Goals need to be clear and well-defined. I would like to be able to have more input into my career goals. I feel that I am told what to do and how to do it, but it would be a lot more beneficial to the school if staff members could have more input with goals and important decisions." (Permanent - full time, teacher)

Interaction between teachers, general staff members, and management

"I feel the teaching staff relationships are good but relationships between management and teaching staff are not great, as management are often not aware of issues we face especially with workload." (Permanent - full time, general staff member)

Monitoring students' use of technology

"It is very difficult to monitor students' use of technology and our web communications are inconsistent and frustrating. We need to have proper IT strategies put into place in order to remove the stress of having to deal with this." (Permanent - full time, teacher)

Teachers' workload

"I am always having to take work home. I cannot keep up with the workload and it is affecting my health and well-being." (Permanent - full time, teacher)

Professional relationships

"The lack of connection and consultation between myself and other members of staff where decisions directly and powerfully impact my day to day work has been distressing and isolating. At a personal level, I am treated with respect. Professionally, I am largely ignored." (Permanent - full time, teacher)

Decision making process

"I would appreciate it I could be involved in making some decisions within the school. It seems that casual staff members are forgotten about and we find out things through the grapevine, rather than being told by management." (Casual, teacher)



Insights and Recommendations

Please note that all information is fabricated in this Example Report.

Overall, Example School staff members displayed relatively high levels of satisfaction and engagement; Example School was higher than the benchmarks for almost all of the key areas. Example School's overall ratings (average of all key areas) were higher than the National and Independent School Benchmarks. Example School staff members reported the highest levels of satisfaction with *Technology and Resources* and *Staff Well-being*, which is a very positive sign, showing that Example School is committed to providing up-to-date technology, and staff appear to be happy and display commitment and enthusiasm towards their role. Staff members reported to be very proud members of the school.

There were however differences among campuses. The Primary Campus was considerably higher than the other two campuses for almost all key areas. The largest gap was for *Leadership and Management* and *School Communication*, where staff members reported significantly higher levels of dissatisfaction at the Secondary Campus. Analysis of individual questions may provide further insight into the exact component of the key area where there is a level of dissatisfaction. The breakdown of campus data according to each question is provided in an accompanying spreadsheet.

Highest ranked items were regarding meeting Example School's expectations. Staff members also reported that they enjoy working with others and that they feel motivated in their job. The lowest ranked items for Example School were regarding teachers' workload outside of school hours, class sizes, and involvement in the decision-making process. There were low levels of agreement with regard to Example School encouraging staff to meet their career goals. These ratings were considerably lower than the Independent Schools benchmark.

Overall, males and females displayed similar levels of satisfaction, whilst general staff members displayed higher levels of satisfaction, compared with teachers. Levels of satisfaction were highest among full time respondents and lowest levels were among part time and casual respondents. Highest levels of satisfaction were reported by staff members at the Primary Campus, whilst lowest levels of satisfaction were reported by the Secondary Campus.

With regard to a sample size of 140 staff members, there were several areas that have been identified as areas of concern. These include the following:

- *'I rarely have to bring work home to keep up with my responsibilities.'* (56 Strongly Disagree, 28 Disagree)
- *'Outside of school hours, I find myself worrying about my job.'* (49 Strongly Agree, 33 Agree)
- *'Compared with previous jobs, I feel more stressed at this job.'* (48 Strongly Agree, 31 Agree)
- *'This school respects staff members' opinions.'* (29 Strongly Disagree, 23 Disagree)

Engagement

Example School displayed higher levels of engagement compared with the Independent Schools benchmarks (+2%), with an overall score of 73%. The highest levels were at the Middle School Campus and the lowest levels at the Secondary Campus. The lowest ranked engagement item was *'Staff members are available for me to discuss my work with outside of school hours'*. Considerably fewer general staff members believed that they were able to discuss their work with others outside of hours, whilst considerably more males believed they were given an opportunity to contribute to decision-making processes. Although overall, teachers displayed higher ratings than general staff members, considerably more teachers agreed that they do not have work/life balance, and often find that they need to take work home with them.

Some recommendations for improvements in **satisfaction** include:

Reviewing communication strategies within the school. There appears to be a breakdown in communication among certain staff members, where there is a lack of consultation. It is important to ensure that staff feel that they are being included and have the opportunity to contribute to their role and decisions that need to be made.

Providing support from management to improve work/life balance. Many staff members stated their concerns with work/life balance and they are worrying about their job outside of work hours and feel that they need to bring work home with them. In addition, staff members feel that class sizes are too large, and the school places unrealistic expectations on them. It is suggested that staff members are provided with opportunities where they can discuss their work with management, and receive specific guidance and support from leaders and mentors. It is important to understand that not one model fits all, and that teachers are motivated individually; every teacher's circumstances are different and therefore to promote teachers' growth, they should be taught how to effectively manage their time, set well-defined expectations, deliver instruction clearly, and implement routine that is specific to their individual lifestyle.

Some recommendations for improvements in **engagement** include:

Define goals in realistic and everyday terms. Staff members state that they are motivated and enthusiastic about their jobs and that their goals are aligned with those of the school; therefore, providing them with the opportunity to have more autonomy, make their own decisions, and further contribute to the development of their role, may serve to increase their engagement. Goals must be meaningful to staff members' day-to-day experiences. It is suggested that leaders review goal setting strategies with staff members, and ensure that staff members are working towards career progression, and that they have the ability to meet achievable targets. It is also important to recognize staff members' value, and reward them when their targets are met or when they have gone above and beyond their duties.

Review professional development activities. Staff members provided low ratings with regard to being able to develop their skills and reach their full potential. Many staff commented that the professional development is not relevant. It is important for Example School to provide professional development activities that are interesting and enable staff to further develop in their work. Staff members are requesting to contribute and voice their opinions regarding opportunities and school events; it would be beneficial to further understand which specific PD programs staff members would like to engage in, as well as providing them with the opportunity to share their skills that may be outside of their regular line of work.

Teachers' Engagement

The majority of teachers stated their concerns with work/life balance. In addition, compared with general staff, teachers provided lower ratings regarding general well-being, having access to support services if they have issues, and receiving useful and constructive feedback regarding their performance. To increase engagement at Example School, it is suggested that teachers are provided with opportunities where they can discuss their work with others, and receive specific guidance and support from teacher leaders and mentors.



General Staff Members' Engagement

Teachers reported considerably higher ratings than general staff members regarding having strong friendships with other staff members. It is suggested that Example School creates opportunities outside of work hours for general staff members where they can collaborate as well as form stronger professional relationships and to build stronger ties between teachers and non-teachers. A stronger support network will serve to contribute to higher levels of engagement and well-being. The results suggest that some general staff members feel that teachers receive preferential treatment; general staff members provided considerably lower ratings for the respect between teachers and non-teachers. It is important that general staff members are provided with acknowledgement and recognition for their efforts, and that they are given opportunities to voice their opinions and concerns.

It is important to understand that increases in satisfaction and engagement can take time and a considerable amount of planning and strategy. Improving staff members' well-being will enable staff members to think about and undertake their work in a more positive manner, improve their professional relationships with others, and have a higher regard for their role within Example School. Improving staff climate will facilitate improved student engagement and therefore better student outcomes. For further information and assistance regarding the implementation of these recommendations, please contact National School Surveys on 714.394.9719.