



2020 Staff Climate Survey

Highview College



The National School Surveys organisation is a division of Victorian Counselling & Psychological Services (VCPS). VCPS has been in operation for more than 25 years, providing psychological and mental health services to individuals, schools and organisations. Our reliable and valid surveys are leading the way in assisting schools to facilitate improvement.

Our survey tools include:

Staff Climate Survey

Staff Well-being Survey

Parent Opinion Survey

Student Satisfaction Survey

Student Well-being Survey

Exiting Student Survey

Alumni Survey

Marketing Survey

Board Member Survey

Sustainable Schools Survey

Teacher Quality Survey

Customised Surveys

We can also create custom surveys for your school. We work with you to find the best solutions for your school.

National School Surveys

62 Wellington Pde,

East Melbourne, VIC, 3002

Ph: (03) 9067 8855

Email: info@schools-surveys.com.au

Web: www.schools-surveys.com.au

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.

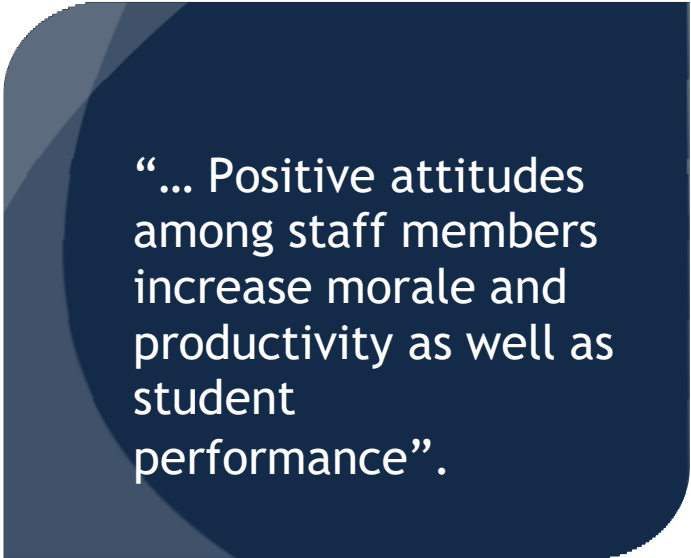
A positive school environment empowers members of the school community to contribute to the ongoing improvement of the school and eliminating negative behaviours. The Staff Climate Survey is designed to provide schools with data useful for fostering a positive learning and working environment that promotes 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.

Performance of students is frequently reviewed; however, this only offers a snapshot and can often overlook the range of experiences, values and qualities that make up a school.

Aims of Staff Climate Survey

The survey aims to provide your school with the ability to:

- Demonstrate areas in your school where there are high levels of satisfaction, and identify 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).



“... Positive attitudes among staff members increase morale and productivity as well as student performance”.

Survey Development

These surveys have been designed to assess areas of your school, identify your school's strengths, and make recommendations to facilitate improvement. We understand that providing the best education possible to your students will be your primary objective. In a climate where the pursuit of academic excellence and teaching is often assessed based on student performance; schools often neglect to assess the degree to which they offer student programs that foster rich and enlivening environments.

The Staff Climate Survey has been developed by a team of professionals at National School Surveys. The process included conducting parent focus groups, discussions 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 the validity of questions and to develop a set of factors.

Our work over the years with schools has highlighted the varying views and perceptions amongst 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 were sent directly to National School Surveys for collation and analysis. Data were 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 analysed. Mean scores were then converted to percentages and calculated according to each item. Furthermore, these mean scores were analysed 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 10,000 staff members within Australia 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 schools within Australia. The information regarding the general population of staff in schools within Australia has been obtained from the Australian Council of Educational Research (ACER) and the Australian Bureau of Statistics (ABS). Charts in this report present the mean levels of satisfaction (as percentages). Please note: the mean levels of satisfaction have been calculated by converting staff members' responses on the scale of 0-5 (strongly disagree to strongly agree to percentage mean scores.

Advantages of Benchmarking

Benchmarking is a way of defining improvement goals and measuring progress against those goals in concrete terms. The benchmarking process is useful in a variety of ways:

- defining clear stages of implementation with goals, guideposts, and the performance indicators that correspond to the priorities of that stage and current capacities of participants to effect change
- establishing clear roles and responsibilities for all school and community
- partners in a collaborative process that holds them collectively accountable for student outcomes
- creating an environment which protects and nurtures innovation by holding off premature judgment, even as it maintains improving student outcomes as the ultimate measure of success
- broadening the range of measures used to judge student outcomes.

Highview College's Summary Data

In this report, your school is compared to the overall National School Surveys benchmark data, consisting of 10,000 respondents, which is a representative sample of staff in schools across Australia. In addition, your school has been compared with a representative sample of 5,000 staff from selected "like" schools across Australia.

The table below presents the distribution of respondents across according to teachers and general staff members.

	Number	Percent
Teacher	46	73%
General Staff Member	17	27%
Overall	63	100%

Executive Summary

Staff members at Highview College showed an overall mean satisfaction level of 79%. This was 6% higher than in 2019, 8% higher than the National Benchmark and 3% higher than the Independent Schools Benchmark. There was a remarkable increase in the mean level of agreement with regard to the school being well managed (+14%). The survey also recorded a substantial increase in staff members' happiness with their decision to work at Highview College (+8%). Percentage scores in brackets below indicate mean levels of satisfaction.

The highest rated items in the general questions were for:

- I am happy with my decision to work at this school (88%)
- I feel enthusiastic about my teaching (88%)

The lowest rated items in the general questions were for:

- The school has high levels of energy among staff (66%)
- Excellent opportunities are provided for staff to develop their skills (70%)

The highest rated items in the remote learning area were for:

- I am aware of the Highview College values (91%)
- The school has provided me with adequate resources to be able to effectively work from home (90%)

The lowest rated items in the remote learning area were for:

- I have been provided with regular communication about my progress within this school (70%)
- I feel that I have been able to talk with management about anything that is troubling me (75%)

The largest positive differences between Highview College and Independent Schools were for:

- Class sizes are manageable (+12%)
- Students respect the staff members (+11%)

The largest negative differences between Highview College and Independent Schools were for:

- The school has high levels of energy among staff (-5%)
- This school provides a wide variety of subject choices that suits children's needs (-5%)

Overall, general staff members displayed higher ratings than teachers (+4%). The largest difference was for the item 'The curriculum is innovative and meets the needs of individual children' where there was a 16% difference (general staff members 84% vs teachers 68%).

Overall, leaders displayed significantly higher ratings than non-leaders (+9%). The largest difference was for the item 'I feel well-informed about school matters' where there was a 19% difference (leaders 90% vs non-leaders 71%).

Open-ended comments related to the following themes: supportive culture; positive change; the way in which Highview College has handled remote learning; and the need to provide staff members with results from surveys.

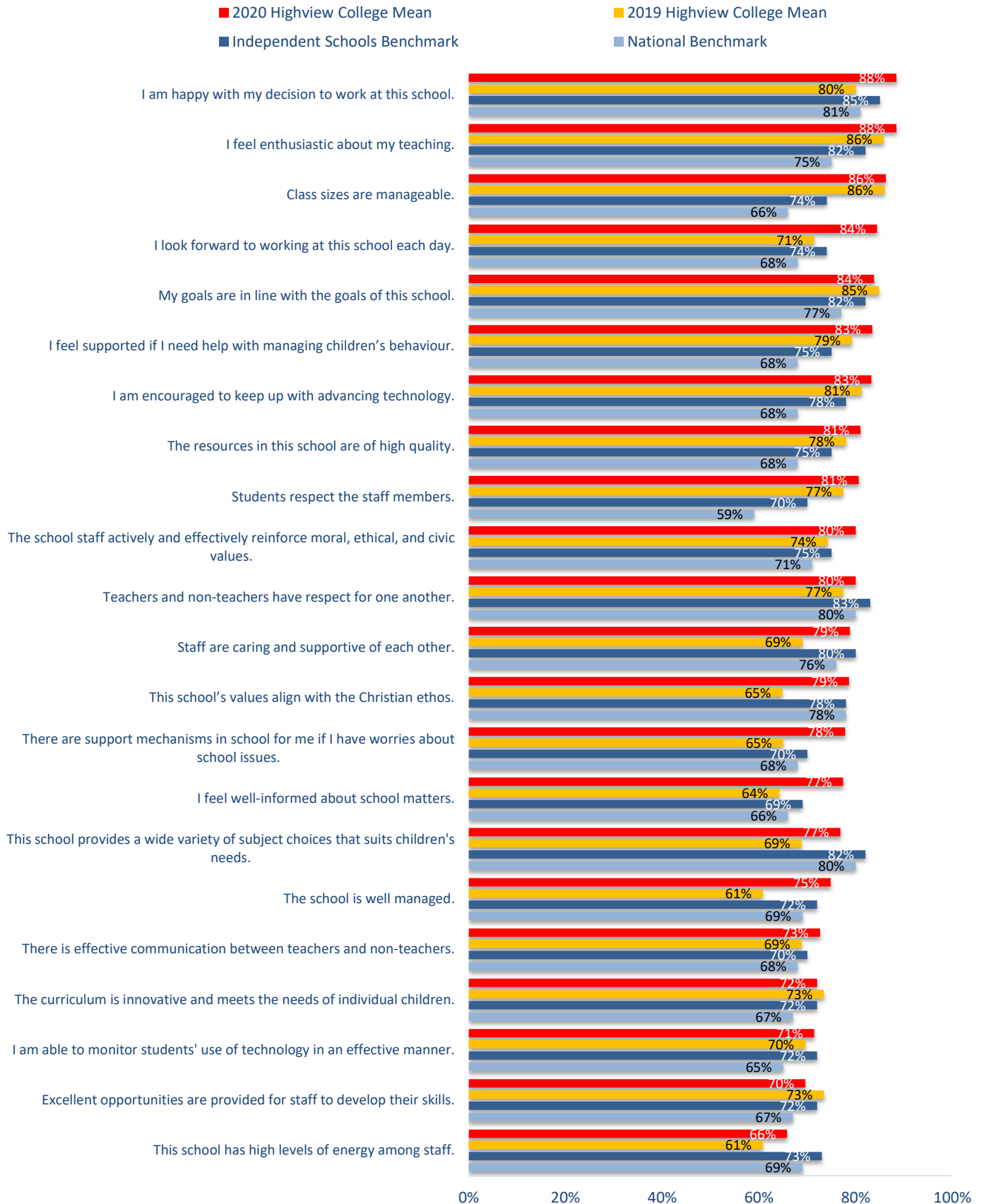
Suggestions for improvement include:

- Recommending break activities with a focus on increasing energy levels
- Creating a developmental program for staff with added support
- Conducting regular one-on-one meetings with staff
- Sharing findings in this report with the staff and acknowledging responsibility and the implementation of change

Highview College's 2020 Results (N=63) compared with 2019 Results (N=57) and Benchmarks

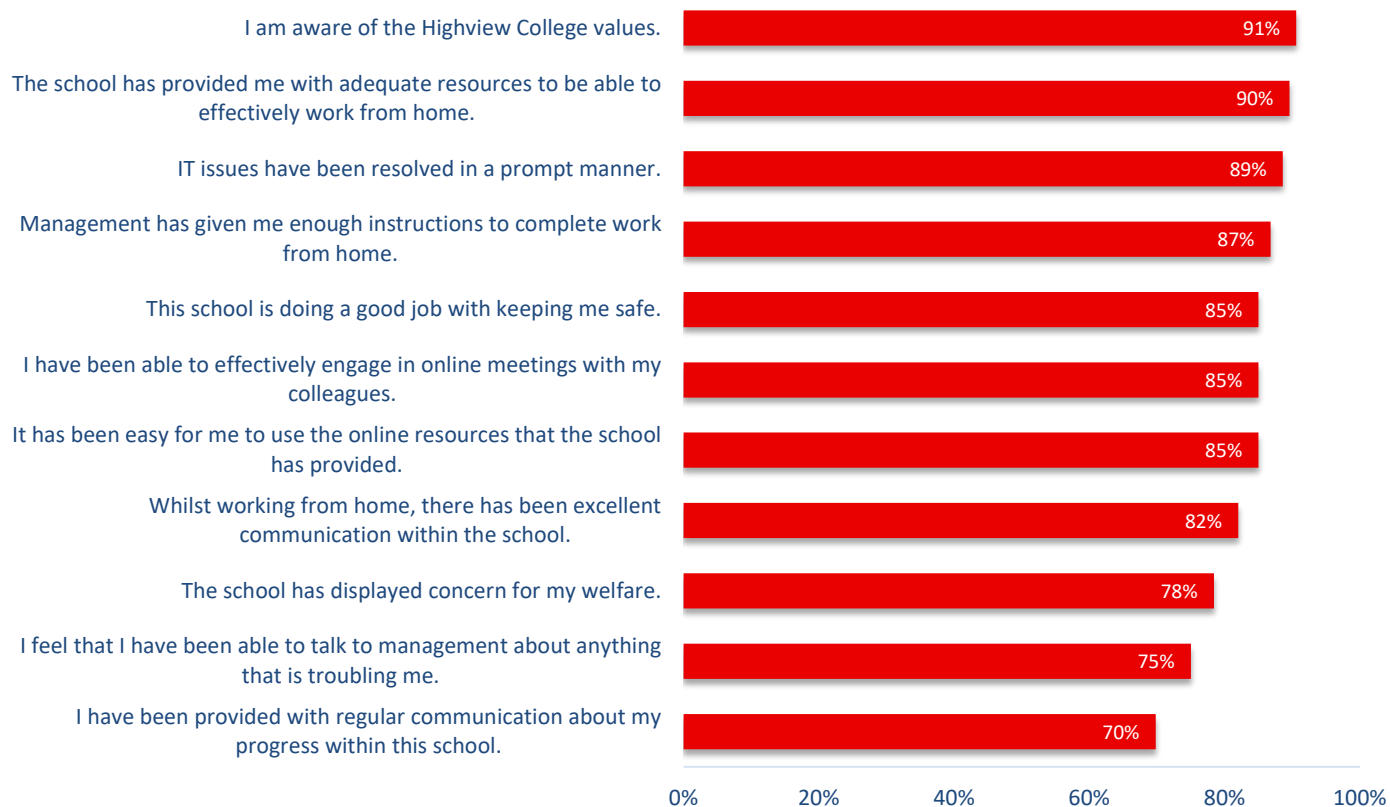
Results below are presented according to the general staff questions (compared with 2019 and benchmarks). In addition, Highview College chose to include some remote learning questions, which are also presented. The tables following each chart show the number of respondents who answered each of the rating options, as well as the overall mean score. Please note: Highview College chose to change the item 'This school has strong Christian values' to 'This school's values align with the Christian ethos'; therefore please compare results for this question with caution.

General Staff Questions



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	Total number of respondents	2020 Highview mean level of agreement
I am happy with my decision to work at this school.	0	0	2	3	24	33	62	88%
I feel enthusiastic about my teaching.	0	1	0	3	20	28	52	88%
Class sizes are manageable.	0	0	2	4	29	27	62	86%
I look forward to working at this school each day.	0	0	0	10	29	24	63	84%
My goals are in line with the goals of this school.	0	0	2	5	35	21	63	84%
I feel supported if I need help with managing children's behaviour.	1	1	0	6	27	23	58	83%
I am encouraged to keep up with advancing technology.	0	2	1	9	23	27	62	83%
The resources in this school are of high quality.	1	0	3	7	32	20	63	81%
Students respect the staff members.	0	1	4	4	36	17	62	81%
Teachers and non-teachers have respect for one another.	1	0	0	10	35	14	60	80%
The school staff actively and effectively reinforce moral, ethical, and civic values.	0	0	2	14	27	18	61	80%
Staff are caring and supportive of each other.	0	1	3	8	38	13	63	79%
This school's values align with the Christian ethos.	0	1	2	15	25	18	61	79%
There are support mechanisms in school for me if I have worries about school issues.	0	3	4	8	30	18	63	78%
I feel well-informed about school matters.	0	2	7	11	19	23	62	77%
This school provides a wide variety of subject choices that suits children's needs.	0	3	2	11	32	14	62	77%
The school is well managed.	1	4	6	6	26	18	61	75%
There is effective communication between teachers and non-teachers.	0	3	4	19	24	13	63	73%
The curriculum is innovative and meets the needs of individual children.	1	1	6	17	23	12	60	72%
I am able to monitor students' use of technology in an effective manner.	1	3	7	9	21	13	54	71%
Excellent opportunities are provided for staff to develop their skills.	1	6	5	11	25	12	60	70%
This school has high levels of energy among staff.	0	5	10	16	24	7	62	66%

2020 Highview College Remote Learning Questions



	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	Total number of respondents	2020 Highview mean level of agreement
I am aware of the Highview College values.	0	0	0	2	25	35	62	91%
The school has provided me with adequate resources to be able to effectively work from home.	0	0	1	4	20	35	60	90%
IT issues have been resolved in a prompt manner.	1	0	2	2	20	36	61	89%
Management has given me enough instructions to complete work from home.	0	1	0	7	20	30	58	87%
It has been easy for me to use the online resources that the school has provided.	0	0	3	7	23	28	61	85%
I have been able to effectively engage in online meetings with my colleagues.	1	0	1	5	28	26	61	85%
This school is doing a good job with keeping me safe.	0	1	3	3	28	28	63	85%
Whilst working from home, there has been excellent communication within the school.	0	2	2	8	26	24	62	82%
The school has displayed concern for my welfare.	1	2	5	8	21	23	60	78%
I feel that I have been able to talk to management about anything that is troubling me.	1	6	5	8	19	24	63	75%
I have been provided with regular communication about my progress within this school.	0	6	8	11	19	15	59	70%

Strengths and Areas for Improvement

Your school's results have been analysed for each question and compared to its results from 2019. The percentage difference between your school's 2020 results and its 2019 results were sorted, and your school's results are presented below.

	National Benchmark	Independent Schools Benchmark	2019 Highview College Mean	2020 Highview College Mean	% Difference between Highview 2019 and 2020
The school is well managed.	69%	72%	61%	75%	+14%
This school's values align with the Christian ethos.	78%	78%	65%	79%	+14%
I feel well-informed about school matters.	66%	69%	64%	77%	+13%
I look forward to working at this school each day.	68%	74%	71%	84%	+13%
There are support mechanisms in school for me if I have worries about school issues.	68%	70%	65%	78%	+13%
Staff are caring and supportive of each other.	76%	80%	69%	79%	+10%
I am happy with my decision to work at this school.	81%	85%	80%	88%	+8%
This school provides a wide variety of subject choices that suits children's needs.	80%	82%	69%	77%	+8%
The school staff actively and effectively reinforce moral, ethical, and civic values.	71%	75%	74%	80%	+6%
This school has high levels of energy among staff.	69%	73%	61%	66%	+5%
I feel supported if I need help with managing children's behaviour.	68%	75%	79%	83%	+4%
There is effective communication between teachers and non-teachers.	68%	70%	69%	73%	+4%
Students respect the staff members.	59%	70%	77%	81%	+3%
The resources in this school are of high quality.	68%	75%	78%	81%	+3%
Teachers and non-teachers have respect for one another.	80%	83%	77%	80%	+3%
I feel enthusiastic about my teaching.	75%	82%	86%	88%	+2%
I am encouraged to keep up with advancing technology.	68%	78%	81%	83%	+2%
I am able to monitor students' use of technology in an effective manner.	65%	72%	70%	71%	+1%
Class sizes are manageable.	66%	74%	86%	86%	0%
My goals are in line with the goals of this school.	77%	82%	85%	84%	-1%
The curriculum is innovative and meets the needs of individual children.	67%	72%	73%	72%	-1%
Excellent opportunities are provided for staff to develop their skills.	67%	72%	73%	70%	-3%
OVERALL	71%	76%	73%	79%	+6%

Differences between General Staff Members and Teachers

Mean scores were calculated for both general staff members and teachers for each of the items and presented in the table below. Green percentage scores indicate that the cohort scored 10% or higher than the overall mean. Please note: for some of the items, staff members may have rated them as 'N/A' or 'Don't know'.

	General Staff Member (n=17)	Teacher (n=46)	% Difference
I feel enthusiastic about my teaching.	83%	89%	+6%
I have been provided with regular communication about my progress within this school.	66%	71%	+5%
I am encouraged to keep up with advancing technology.	80%	84%	+4%
I have been able to effectively engage in online meetings with my colleagues.	84%	85%	+2%
Whilst working from home, there has been excellent communication within the school.	81%	82%	+1%
The school has provided me with adequate resources to be able to effectively work from home.	89%	90%	+1%
This school provides a wide variety of subject choices that suits children's needs.	76%	77%	+1%
IT issues have been resolved in a prompt manner.	88%	89%	+1%
I am happy with my decision to work at this school.	88%	88%	0%
I am aware of the Highview College values.	91%	91%	0%
Class sizes are manageable.	86%	86%	0%
Management has given me enough instructions to complete work from home.	87%	87%	0%
Teachers and non-teachers have respect for one another.	81%	80%	-1%
This school's values align with the Christian ethos.	80%	78%	-2%
I look forward to working at this school each day.	86%	84%	-2%
My goals are in line with the goals of this school.	86%	83%	-3%
Excellent opportunities are provided for staff to develop their skills.	72%	69%	-3%
It has been easy for me to use the online resources that the school has provided.	88%	84%	-4%
The school has displayed concern for my welfare.	81%	77%	-4%
I feel supported if I need help with managing children's behaviour.	87%	83%	-4%
Students respect the staff members.	84%	80%	-4%
Staff are caring and supportive of each other.	82%	77%	-5%
There is effective communication between teachers and non-teachers.	76%	71%	-5%
This school is doing a good job with keeping me safe.	89%	83%	-6%
The school staff actively and effectively reinforce moral, ethical, and civic values.	85%	78%	-7%
I feel well-informed about school matters.	82%	75%	-7%
I feel that I have been able to talk to management about anything that is troubling me.	80%	73%	-7%
I am able to monitor students' use of technology in an effective manner.	78%	70%	-8%
There are support mechanisms in school for me if I have worries about school issues.	84%	76%	-8%
The resources in this school are of high quality.	87%	79%	-8%
This school has high levels of energy among staff.	73%	63%	-10%
The school is well managed.	85%	71%	-14%
The curriculum is innovative and meets the needs of individual children.	84%	68%	-16%
Overall	83%	79%	-4%

Differences between Non-Leaders and Leaders

Mean scores were calculated for both non-leaders and leaders for each of the items and presented in the table below. Green percentage scores indicate that the cohort scored 10% or higher than the overall mean. Please note: for some of the items, staff members may have rated them as 'N/A' or 'Don't know'.

	Non-leader (n=42)	Leader (n=21)	% Difference
I feel well-informed about school matters.	71%	90%	+19%
I feel that I have been able to talk to management about anything that is troubling me.	69%	87%	+18%
I have been provided with regular communication about my progress within this school.	65%	80%	+15%
The school has displayed concern for my welfare.	74%	88%	+14%
Excellent opportunities are provided for staff to develop their skills.	65%	78%	+13%
Whilst working from home, there has been excellent communication within the school.	78%	90%	+12%
There are support mechanisms in school for me if I have worries about school issues.	74%	86%	+12%
I am encouraged to keep up with advancing technology.	80%	91%	+11%
I feel supported if I need help with managing children's behaviour.	80%	91%	+11%
IT issues have been resolved in a prompt manner.	85%	95%	+10%
I have been able to effectively engage in online meetings with my colleagues.	82%	91%	+9%
This school is doing a good job with keeping me safe.	82%	91%	+9%
Students respect the staff members.	78%	87%	+9%
The school is well managed.	72%	81%	+9%
This school has high levels of energy among staff.	63%	72%	+9%
I look forward to working at this school each day.	81%	90%	+9%
Management has given me enough instructions to complete work from home.	84%	93%	+9%
Class sizes are manageable.	83%	91%	+8%
It has been easy for me to use the online resources that the school has provided.	82%	90%	+8%
I am happy with my decision to work at this school.	86%	93%	+7%
The curriculum is innovative and meets the needs of individual children.	70%	77%	+7%
I feel enthusiastic about my teaching.	86%	93%	+7%
My goals are in line with the goals of this school.	81%	88%	+7%
The school staff actively and effectively reinforce moral, ethical, and civic values.	78%	84%	+6%
I am aware of the Highview College values.	89%	94%	+5%
There is effective communication between teachers and non-teachers.	71%	76%	+5%
The school has provided me with adequate resources to be able to effectively work from home.	88%	93%	+5%
This school provides a wide variety of subject choices that suits children's needs.	75%	80%	+5%
Teachers and non-teachers have respect for one another.	79%	83%	+4%
I am able to monitor students' use of technology in an effective manner.	70%	74%	+4%
The resources in this school are of high quality.	80%	83%	+3%
This school's values align with the Christian ethos.	78%	80%	+2%
Staff are caring and supportive of each other.	79%	79%	0%
Overall	77%	86%	+9%

Additional Comments

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

Outstanding supportive culture

"The proactive approach of Executive to issues is to be commended, even if the decisions are not always popular. The IT and SEQTA management team have done an outstanding job as well to ensure teaching staff have the tools and know-how to complete the job appropriately." (Teacher)

"Brilliant school and the Principal has shown a genuine interest in supporting me as a single mother with a disabled daughter at home." (Teacher)

Notes of encouragement / positive change

"We still have a way to go yet, but we are getting there!" (General Staff Member)

"I feel there is a good momentum for change at the moment, and as crazy as it all is I am enjoying being part of it all as I know we will get to the other side and be better and more effective teachers because of it." (Teacher)

"The culture and morale at the College continue to improve. Staff are more professional and much more collegial than in the past." (Teacher)

Positive feedback on remote learning

"The school did a wonderful job during the remote learning. I received a lot of good feedback from parents which was fantastic." (General Staff Member)

Communication of survey results

"I feel that these kind of surveys aren't followed through when the results don't fit the narrative." (Teacher)

Insights and Recommendations

Overall, this survey has shown an increase in satisfaction in a range of areas; an overall mean score of 79% was reported (+6% in 2020). There was a remarkable increase in the mean level of agreement with regard to the school being well managed (61% in 2019 vs 75% in 2020). The survey also recorded a substantial increase in staff members' happiness with their decision to work at Highview College, with a mean score of 88% (up 8% from the 2019 survey). More detailed analyses of the items revealed that some areas elicited high levels of satisfaction while others required attention.

With regard to the standard staff questions (not the remote learning), the highest rated items were for: 'I am happy with my decision to work at this school' and 'I feel enthusiastic about my teaching'. The lowest rated items were for 'The school has high levels of energy among staff' and 'Excellent opportunities are provided for staff to develop their skills'.

Both the qualitative and quantitative data support a significant increase in staff confidence with the way in which the school is being managed. This data can be seen throughout the report in many areas where the staff members' morale and professionalism has increased dramatically. Excellent leadership starts at the top and will have positive results transcending to all levels. It is suggested that this level of commitment to excellence with integrity, discipline and standards be maintained for continued improvement in the overall staff satisfaction and the garnering of a healthy workplace environment.

Overall, general staff members displayed higher ratings than teachers (+4%). Teachers displayed higher ratings than general staff members for only eight of the items. The largest difference was for the item 'The curriculum is innovative and meets the needs of individual children' where there was a 16% difference (general staff members 84% vs teachers 68%).

Overall, leaders displayed significantly higher ratings than non-leaders (+9%). Leaders were equal to or higher than non-leaders for all items. The largest difference was for the item 'I feel well-informed about school matters' where there was a 19% difference (leaders 90% vs non-leaders 71%).

Analyses of the open-ended questions provided a positive overtone and acknowledged the past challenges within the school. Both teachers and general staff members are happy with the way the school is being managed and remain optimistic, looking forward to the future prospect of maintaining a boost in morale, professionalism with colleagues, and a positive work environment.

Areas of strength

Compared with the Independent Schools benchmarks, Highview College had a higher rating in 15 of the 22 items. The greatest differences were for:

- 'Class sizes are manageable';
- 'Students respect the staff members';
- 'I look forward to working at this school each day'; and
- 'I feel well-informed about school matters'.

Areas for improvement

Compared with the Independent Schools benchmarks, Highview College had a lower rating in 6 of the 22 items and provided identical results for one item. The greatest differences were for:

- 'This school has high levels of energy among staff';
- 'This school provides a wide variety of subject choices that suits children's needs';
- 'Teachers and non-teachers have respect for one another'; and
- 'Excellent opportunities are provided for staff to develop their skills'.

Relative to the 2019 survey, Highview College was higher for 18 of the 22 items. The greatest differences were for the following items:

- 'The school is well managed' (+14%);
- 'This school's values align with the Christian ethos' (+14%); and
- 'I feel well-informed about school matters' (+13%).

Highview College was lower for 3 of the 22 items and produced identical results for one item. Two of these three areas decreased marginally, showing a 1% variance compared with the 2019 survey:

- 'The curriculum is innovative and meets the needs of individual children' and
- 'My goals are in line with the goals of this school'.

The greatest decrease (-3%) was for the following item:

- 'Excellent opportunities are provided for staff to develop their skills'.

Introspective statistical analysis remains mostly positive, indicating that Highview College staff are extremely happy to be working at the school, look forward to working each day, and feel enthusiastic about their teaching. However, at present, there appears to be a perceived lack of energy seen among staff, a need for more opportunities to be provided to develop their skills, and a concern with some teachers' inability to monitor students' use of technology.

The 2020 survey and 2019 vs 2020 variance comparison show that staff members feel that the curriculum may not be as innovative as it should be, and that it does not meet the needs of individual children. It is important to note that although this particular statistic fell by 1% from the 2019 survey, it is currently at the same level as the Independent Schools Benchmark (72%). However, the fact that the issue has presented itself in some form or another in all three surveys, does make this a collective issue shared by the school community and a top area for suggested improvement.

Remote Learning

This portion of the report will be dedicated to the added questions pertaining to the topic of remote learning. Similar to the standard questions above, this area reported very positive results with an overall mean satisfaction level of 83%.

The highest rated items in the remote learning area were for: 'I am aware of the Highview College values' (91%), 'The school has provided me with adequate resources to be able to effectively work from home' (90%), and 'IT issues have been resolved in a prompt manner' (89%).

The lowest rated items in the remote learning area were for: 'I have been provided with regular communication about my progress within this school' (70%), 'I feel that I have been able to talk with management about anything that is troubling me' (75%), and 'The school has displayed concern for my welfare' (78%).

It is interesting to note that the responses to the remote learning survey for both student and teachers produced remarkably similar results regarding the highest and lowest rated items. The school should be commended for their ability to create an awareness of the Highview College values and to provide adequate resources for everyone involved to effectively work from home during remote learning. There does seem to be a challenge with effectively communicating at all levels, which seems to have become exceedingly difficult to maintain during this time.

There are several issues specific to remote learning that will be addressed in the recommendation part of this report below.

Based on the insights gained from the foregoing analyses, Highview College should consider:

Recommending activities with a focus on increasing energy levels

Create an awareness with the staff to promote the importance of remaining active throughout the day to support increased energy levels. Suggest just 90 seconds of movement once an hour to increase the flow of oxygen to the brain and provide a boost of energy. In addition, it may be worthwhile for Highview College to hold online exercise sessions for staff, such as stretching or yoga.

Creating a developmental program for staff with added support

It is evident that there is a need for the formation of a developmental program within the school. Annual reviews and goal setting do not seem to be meeting this purpose. Seek feedback from those who feel the school has not displayed a concern for their welfare. The need to develop from within, in the hope of retaining high quality leaders within a school, should be an important consideration.

Conducting regular one-on-one meetings with staff

In addition to the reviews mentioned above, it is important, now more than ever, to offer a time to connect with staff in a one-on-one setting. This allows leadership the ability to set expectations while also checking on the well-being of each individual staff member. It will help staff members to gain a better understanding of how they are progressing and give them an opportunity to discuss with management any issues that may be troubling them.

Sharing findings in this report with the staff and acknowledge responsibility and the implementation of change

One teacher commented on the lack of confidence in the application of surveys like this one and the usefulness of their ability to create real change. It is suggested that a report be made available to the staff outlining key points of concern and the implementation of steps that will be followed from the analysis of this survey. It is an important step in building trust within the staff to share findings and create an environment of transparency and collectiveness when trying to implement change and help create a more positive work environment.

Building an online community presence within the classroom. The statistical analysis shows that teachers are having difficulty monitoring their students' use of technology. One of the most effective ways to ensure students are present is to engage them in a range of activities that are relevant to them. By building a community right from the get-go and encouraging it throughout the course of the class, teachers will be able to monitor participation through engagement.

A final note:

The results indicate some very positive changes among staff members' perceptions over the last year, where there seems to be a more optimistic outlook, and staff feel that the school is headed in the right direction. These results should be embraced, and shared with staff. It is also important that Highview College maintains these high levels of satisfaction and continually looks for ways to improve, based on the voices of staff members. This will assist staff to contribute to these positive changes, where they regularly have the opportunity to provide feedback.

For further information and assistance regarding the implementation of these recommendations, please contact National School Surveys on 03 9067 8855.

Individual Staff Comments

Teacher / General staff member	Comments
Teacher	Brilliant school and the Principal has shown a genuine interest in supporting me as a single mother with a disabled daughter at home
Teacher	I feel that these kind of surveys aren't followed through when the results don't fit the narrative.
Teacher	I feel there is a good momentum for change at the moment, and as crazy as it all is I am enjoying being part of it all as I know we will get to the other side and be better and more effective teachers because of it
Teacher	Some questions needed an option between slightly agree and agree, or an opportunity to elaborate/justify response. .
Teacher	The culture and morale at the College continue to improve. Staff are more professional and much more collegial than in the past.
Teacher	The proactive approach of Executive to issues is to be commended, even if the decisions are not always popular. The IT and SEQTA management team have done an outstanding job as well to ensure teaching staff have the tools and know-how to complete the job appropriately.
General Staff Member	The school did a wonderful job during the remote learning. I received a lot of good feedback from parents which was fantastic.
General Staff Member	We still have a way to go yet, but we are getting there!