

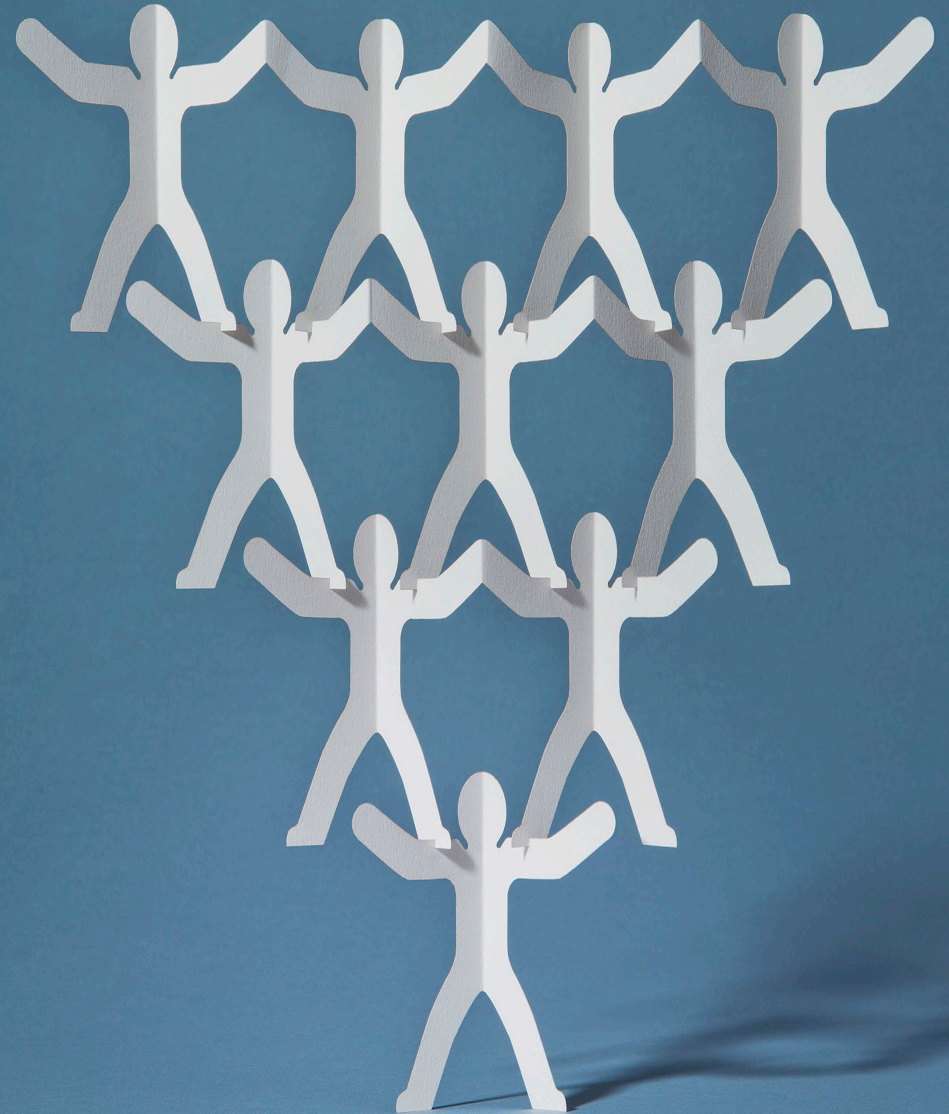
Catholic Education Ballarat

Staff Engagement Survey Leadership Update – August 2023

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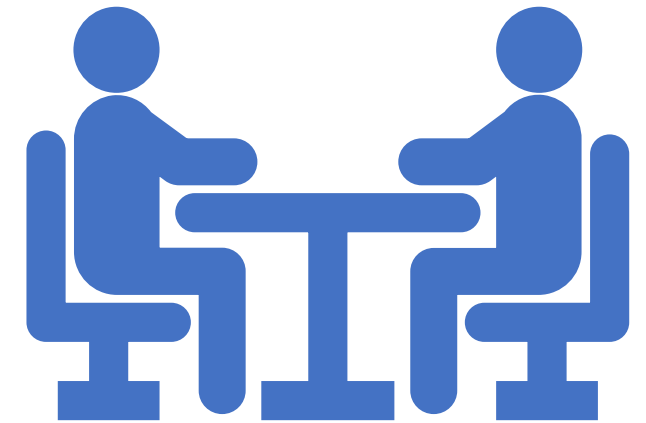


July all CEB staff meeting

- As a reminder

We asked our staff to review and capture any important thoughts and comments on -


- The 9 organisational actions developed from earlier feedback; and
- Success indicators for each action we might use to measure progress.





A sample of thoughts and comments provided on the organisational actions...

- It's reassuring that prior feedback has been actioned - clear evidence of listening and responding.
- It is valued that there is shared responsibility in the actions determined.
- Great to talk about survey results as a team, was a good opportunity and hugely helpful - this has moved us forward and goodwill gained. Open genuine dialogue that progresses action.
- Link it with our professional goals.
- Crucial Conversations – great it is being offered as PD.
- We welcome the ability for all to have and to hold crucial conversations.
- **We're not feeling like organisational actions are required due to the team debriefs and the work happening at a team level.**
- It is good it has been kept front of minds in our meetings.
- The actions listed are in the day-to-day components of our work that we should all be doing.
- There is a personal responsibility to seek better communication when you feel you are not receiving it.
- Need people to take personal responsibility – not wait for things to be done to them or for them – we are all 'players'.



A sample of the measures suggested on the organisational actions...

- Use of Culture Amp – reviews and other tools available
- Seeing the behaviours modelled
- Participation numbers in crucial conversations PD
- Participation in staff events
- Staff retention – all these measures will impact this!
- How do you measure a verbal interaction? Many of these actions are communication-based and will be more of a ‘feeling’ or observation of seeing behaviours rather than a clear measure.
- We can influence some of these actions, but not sure how we will measure them
- Focusing on communication will see a shift in all actions.



In summary...

The comments captured about the organisational actions all have a common communication element

Communication

Crucial conversations

- Providing feedback and having conversations that matter, even if they are difficult.
- Being provided with the opportunity to engage in PD that will assist in providing feedback and having difficult conversations.

Communicating - engagement survey debrief

- Positive connection and feedback regarding info shared in team meetings and wider CEB meetings.
- Conversations at the team level during the survey rollout were positive and helped many teams progress.
- Keep engagement survey and action plans on team agendas.

Spirit of communication

- Partnering.
- Presumption of good intent.



What does this feedback invite?

The comments invite us to use every communication interaction to enhance possibilities...

Crucial conversations

- Encourage participation in Crucial Conversations PD (will be on the 2024 PD calendar with sessions running each term).
- Use the framework for crucial conversations to provide feedback and have necessary conversations, even tough ones.
- Remember the link between the principles of Catholic Social Teaching, Dialogue and crucial conversations; the dignity of the human person, and listen to understand.

Communicating – connection to information

- Engage in genuine dialogue with people.
- Keep engagement survey actions on the agenda for teams to work.
- Provide regular feedback and recognition of efforts - consider existing tools available to do this.
- Continue to consider ways of being inclusive to all team members in all office locations.

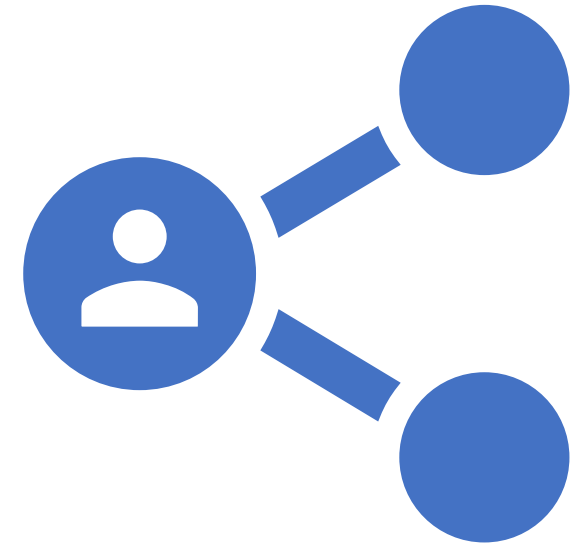
Spirit of communication

- Partnering – work together for greater outcomes and less duplication of effort.
- Presumption of good intent.

These things, done well, will equal increased engagement and productivity.

Next steps

- Overall focus on communication for positive impact on all organisational actions



Appendix slides

- Where have we been? Actions since survey in March
- Organisational actions





Where have we been?

- March - survey
- April - collate results
- April - CEB all staff meeting: share results and group activity
- April - Roll out team results
- May/ June - 12+ team debriefs
- May/ June - 4+ sessions to discuss survey results with leadership
- Countless conversations across all teams
- July - CEB all staff meeting: actions since roll out

Action	Leadership Team	Whole CEB Team
Use partnering language and lead by example, bringing together the benefits of cognitive diversity, complementary skills, experiences, and backgrounds.	✓	
Actively partner with others to support the delivery of quality outcomes and beneficial relationships.	✓	✓
Model giving and receiving constructive and respectful feedback.	✓	✓
Acknowledge the contributions of others through relational interactions (be authentic).	✓	✓
Assume good intent in feedback or comments.	✓	✓
Provide and participate in 2-way feedback.	✓	✓
Participate in <i>crucial conversations</i> professional learning and practice it.	✓	✓
Provide clear and consistent communication on key strategic and operational changes and updates.	✓	
Access communication channels available (eg: read staff newsletter) provide feedback where you don't feel you are getting clear or consistent feedback.	✓	✓