



UNIVERSITY OF SASKATCHEWAN

Saskatchewan Education
Leadership Unit

COLLEGE OF EDUCATION
USASK.CA/EDUCATION/SELU

Employee Engagement in Saskatchewan School Divisions

Literature Review, Conceptualization and
Policy Analysis

SELU Presentation

September 25, 2015

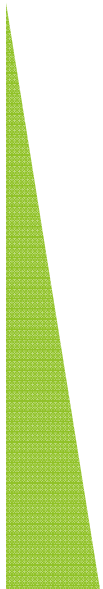
Introductions



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Agenda

- ▶ Introductions and Outcomes
- ▶ What is Employee Engagement?
- ▶ *Here's What:* What do we know?
- ▶ *So What?* What is your division doing to engage employees?
- ▶ *Now What?* What are the next steps?
- ▶ Leadership Conversation Starters
- ▶ Questions and Comments

SELU's Mission

1. To promote educational leadership through the design and implementation of pd;
2. To conduct research and projects on leadership and matters affecting educational leadership in the province;
3. To provide a forum where significant educational and administrative issues are addressed; and
4. To provide a communication line among the various provincial and local organizations involved in leadership development.

Getting to Know SELU

- ▶ Self-sustaining organization
- ▶ Department of Educational Administration, College of Education, University of Saskatchewan
- ▶ Established in 1986 by the Ministry of Education
- ▶ Mandate is to support leadership development

SELU Organization

- ▶ Governed by the Department of Ed. Admin
- ▶ Director: Dr. David Burgess
- ▶ Associate Director: Patricia Prowse
- ▶ Management Advisory Committee has representatives from various organizations

2015-2016 Management Advisory Board

- ▶ Ministry of Education
- ▶ STF
- ▶ University of Saskatchewan
- ▶ University of Regina
- ▶ SSBA
- ▶ LEADS
- ▶ SASBO
- ▶ Ministry of Advanced Education
- ▶ SSBL
- ▶ SASC
- ▶ First Nations Educational Authorities
- ▶ SELU

SELU Commitments

- ▶ Principals' Short Course
- ▶ National Congress on Rural Education Canada (March 20-22, 2016)
- ▶ Fall Conference- Student Engagement and 21st Century Skills
- ▶ Educational Assistant Modules
- ▶ Clients-education and human services

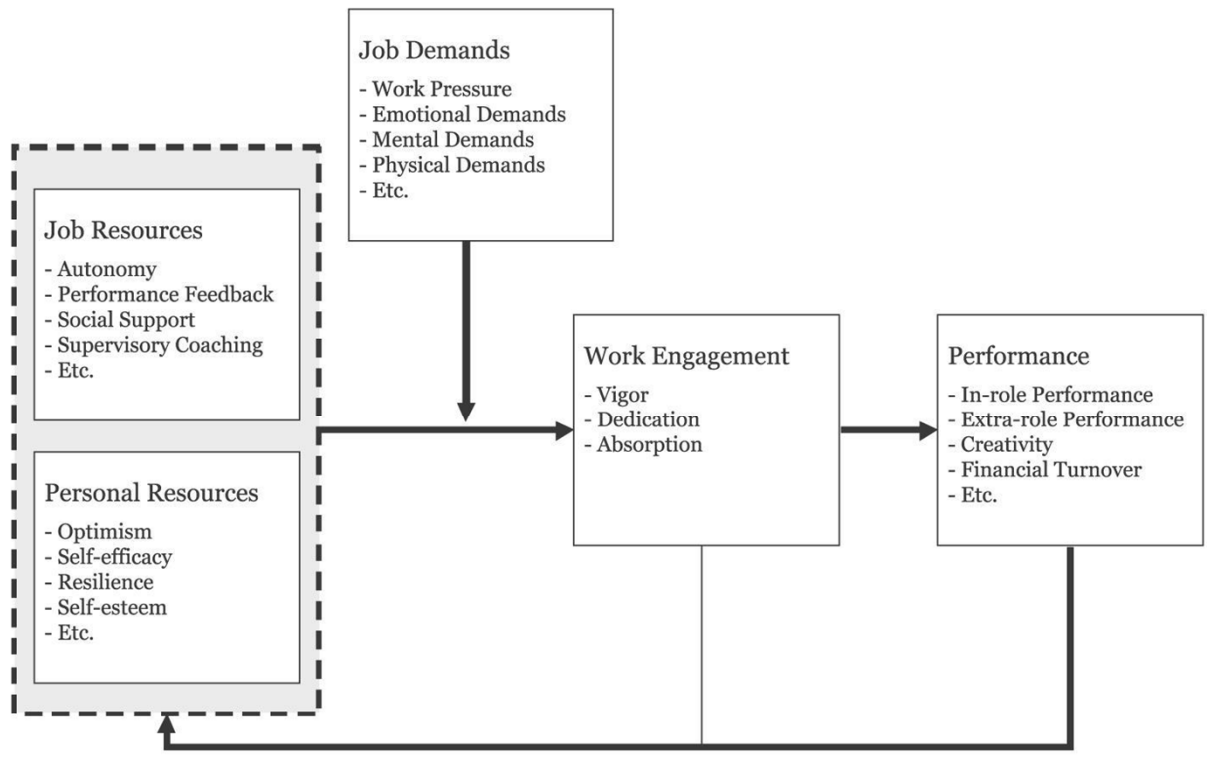
What is Employee Engagement?

- ▶ Related concepts - can confuse analysis
- ▶ Internal (satisfaction) v. External (behaviour)
- ▶ Vigor (levels of energy)
- ▶ Dedication (enthusiasm and pride)
- ▶ Absorption (being fully engrossed in work)
- ▶ Internal states precede behaviour
- ▶ How can employers gauge the internal states of employees?

Here's What: What do we know about employee engagement?

- ▶ Organizations need engaged workers to meet ambitious goals and targets
- ▶ Engaged workers provide significant benefits for organizations
- ▶ Research reports positive relationships between employee satisfaction and engagement and organizational outcomes
- ▶ Worthy topic for boards and senior administration to pursue

Job Demands-Resources Model



Source: Based on Bakker & Demerouti (2007)

Employee Engagement Factors

- ▶ Messaging
- ▶ Employee Voice and Agency
- ▶ Employee Discretion and Control
- ▶ Professional Life
- ▶ Health and Well-being
- ▶ Clarity of Purpose
- ▶ Leadership

Employee Engagement Practices

Messaging

- ▶ Appreciation, recognition, and celebration of accomplishment
- ▶ Surveying staff about their satisfaction levels
- ▶ Open, transparent, and frequent communication

Voice and Agency

- ▶ Seeking input from staff on board decisions
- ▶ Employee participation in decisions
- ▶ Shared decision making
- ▶ Seeking open dialogue with employees on issues

What are we doing well? What else could be done?

Employee Engagement Practices

Employee Discretion

- ▶ Autonomy
- ▶ Job Flexibility

Professional Life

- ▶ Seeking input from staff
- ▶ Supervisory Coaching
- ▶ Peer to Peer Networks
- ▶ Cultures of Collaboration
- ▶ Paying attention to staff development

What are we doing well? What else could be done?

Employee Engagement Practices

Health and Well-Being

- ▶ Support for work-life balance/
Employee Assistance
- ▶ Psychosocial Safety Climate
- ▶ Equity and fairness

Clarity of Purpose

- ▶ Clear Goals and Expectations
- ▶ Alignment of goals among stakeholders
- ▶ Focus on quality

What are we doing well? What else could be done?

Employee Engagement Practices

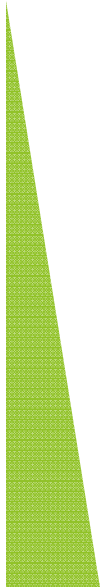
Leadership

- ▶ Transformational Leadership
- ▶ Engagement Oriented Leadership
- ▶ Stability in Leadership

What are we doing well? What else could be done?

Cross-generational Interaction: What do you need to know?

- ▶ Baby Boomers - born between 1943 and 1964
- ▶ Gen Xers - born between 1965 - 1982
- ▶ Gen Ys/Millennials - born in 1982 - 2000
- ▶ Generation Z???? - 2003 to present



Generational Engagement

- ▶ What are the characteristics of your workforce?
- ▶ What are the implications of this for your school division?
- ▶ What might your division do to develop generational engagement strategies?

Career Stage and Engagement

- ▶ Neophyte employees
 - ▶ Support
- ▶ Second stage employees
 - ▶ Moving to autonomy
- ▶ Late stage employees
- ▶ Engagement strategies dependent on career stage

Who are engaged employees?

- ▶ “Supermen and Superwomen” may not be engaged employees
- ▶ Highly productive employees who are not engaged can lead to burnout and retention problems
- ▶ Behaviour does not give a complete picture of engagement
- ▶ Need to learn how to assess internal states for a more complete picture

Examples of Best Practices

- ▶ “Difference Makers”
- ▶ “Celebrating Excellence”
- ▶ Employee Recognition Program
- ▶ Differentiated Staff Handbooks
- ▶ Regular staff satisfaction surveys
- ▶ Employee assistance programs

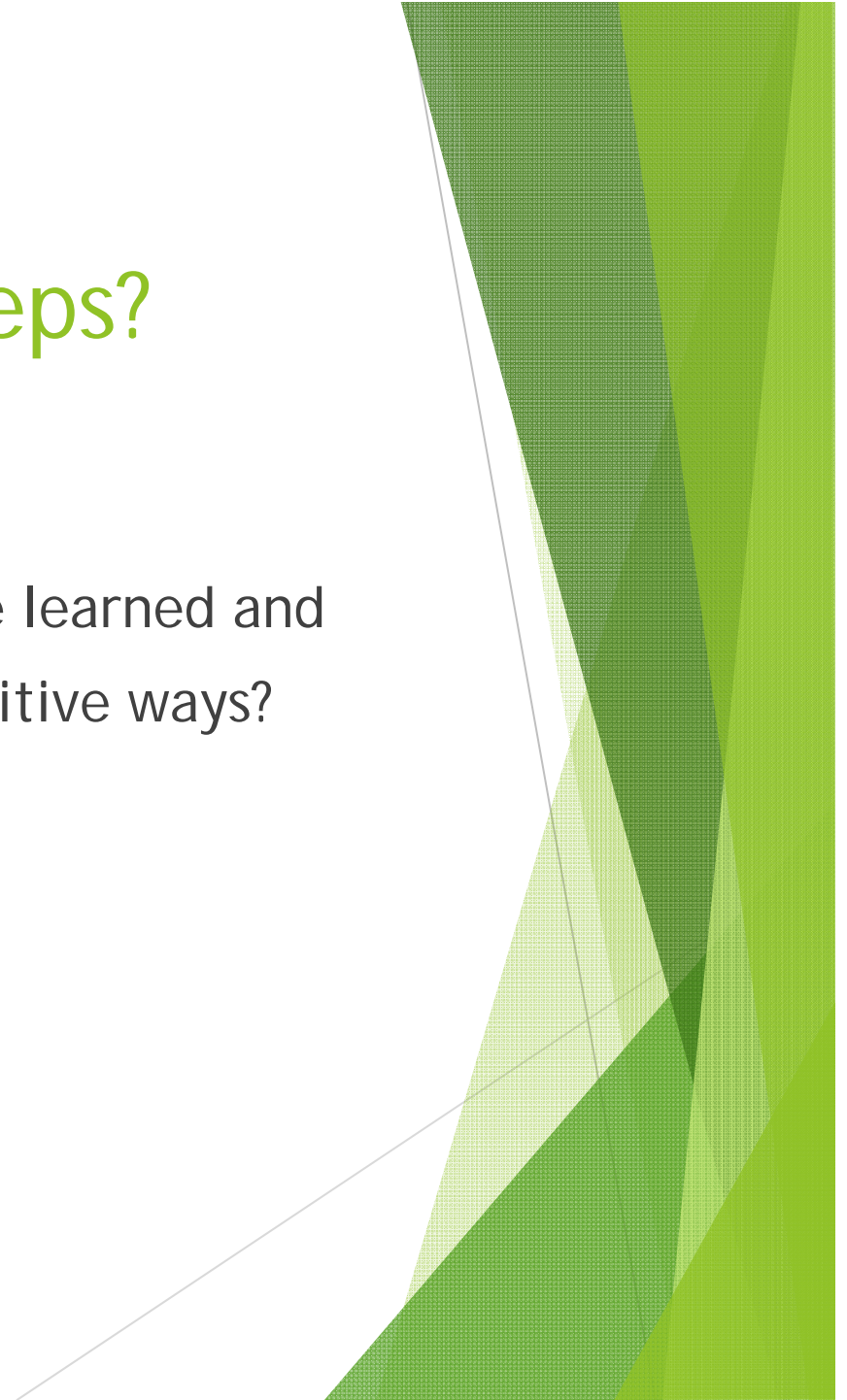
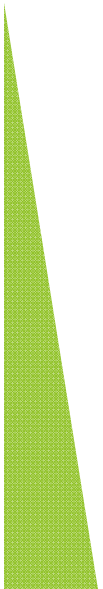
So What? What is your division doing to engage employees?

- ▶ What are you currently doing to address the factors of employee engagement?
 - ▶ Ask open-ended questions/use probes-why, how, what, describe, what do you think about...
 - ▶ Appreciative Inquiry:
 - ▶ What are your division's strengths in this area?
 - ▶ Where are your division's opportunities?

Now What?

What are the next steps?

- ▶ How can you apply what you have learned and impact your school division in positive ways?
- ▶ What are some quick wins?



Leadership Conversation Starters

1. If our division was to maximize employee engagement what would it look/feel like? How would this effort help our division meet our goals and targets?
2. If we were to ask our employee groups to provide feedback on how our school division is attending to the 7 factors discussed today, what would they say?

Leadership Conversation Starters

3. How can we take what our employees say and enhance employee engagement? What do we need to keep doing? Stop doing?
4. If our division could take one step forward to enhance employee engagement what should it be and why?

Questions????????

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