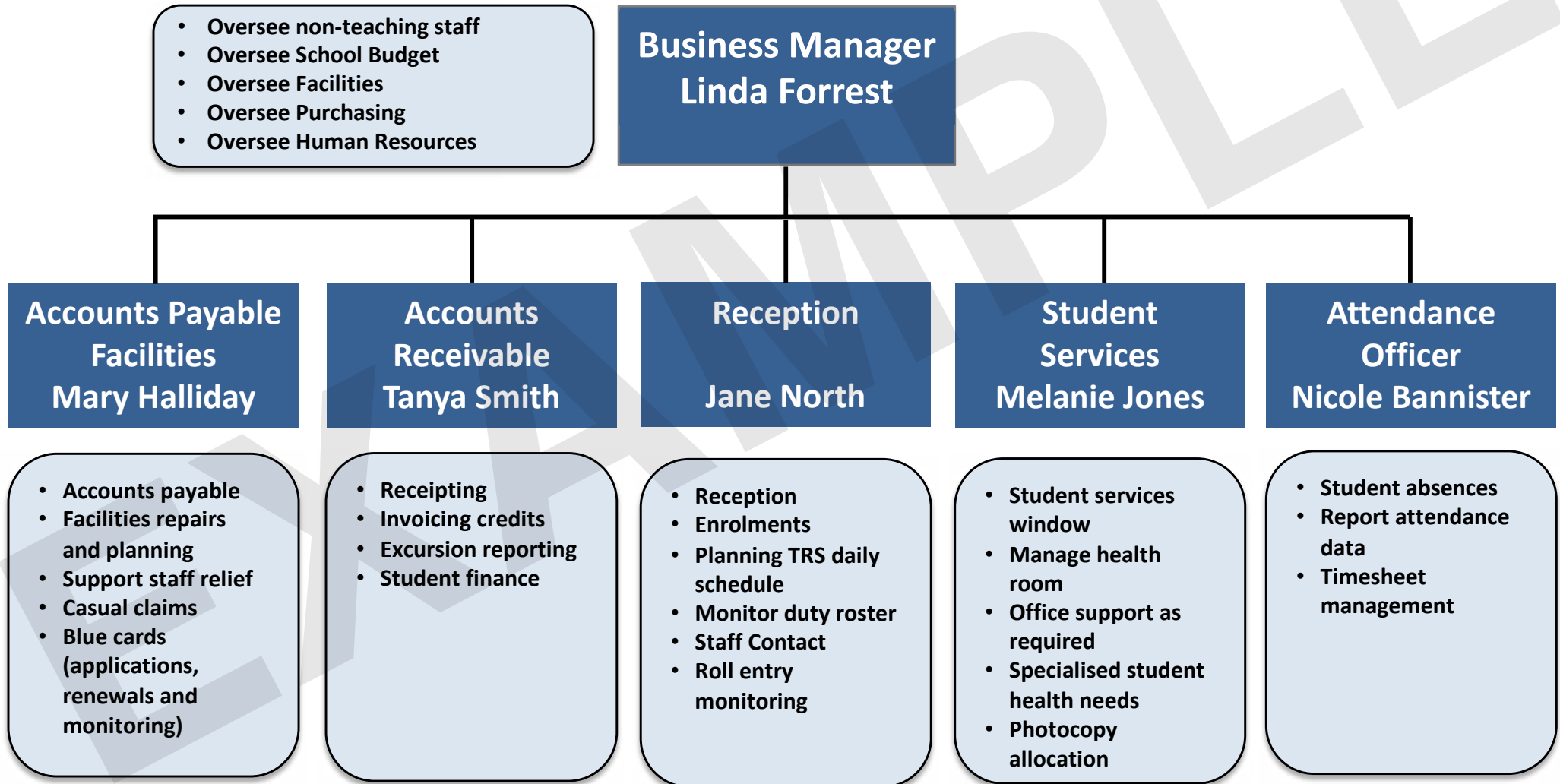


Team Foundations and Level Up

Team Chart



Team: Administration





Team Activity Cycle

With an effect size of 1.57, CTE is the single largest factor impacting upon student learning (Hattie 2017). CTE is comprised of 4 Factors (Bandura 1997) which relate to the 4 KPIs of High Performance Teams

CTE 4 Factors	HPT 4 KPIs
 Achievement & Satisfaction	 Vision & Action
 Performance Feedback	 Performance Reporting
 Sharing & Peer Support	 Leveraging Diversity
 Affective States	 Work/Life & Wellbeing

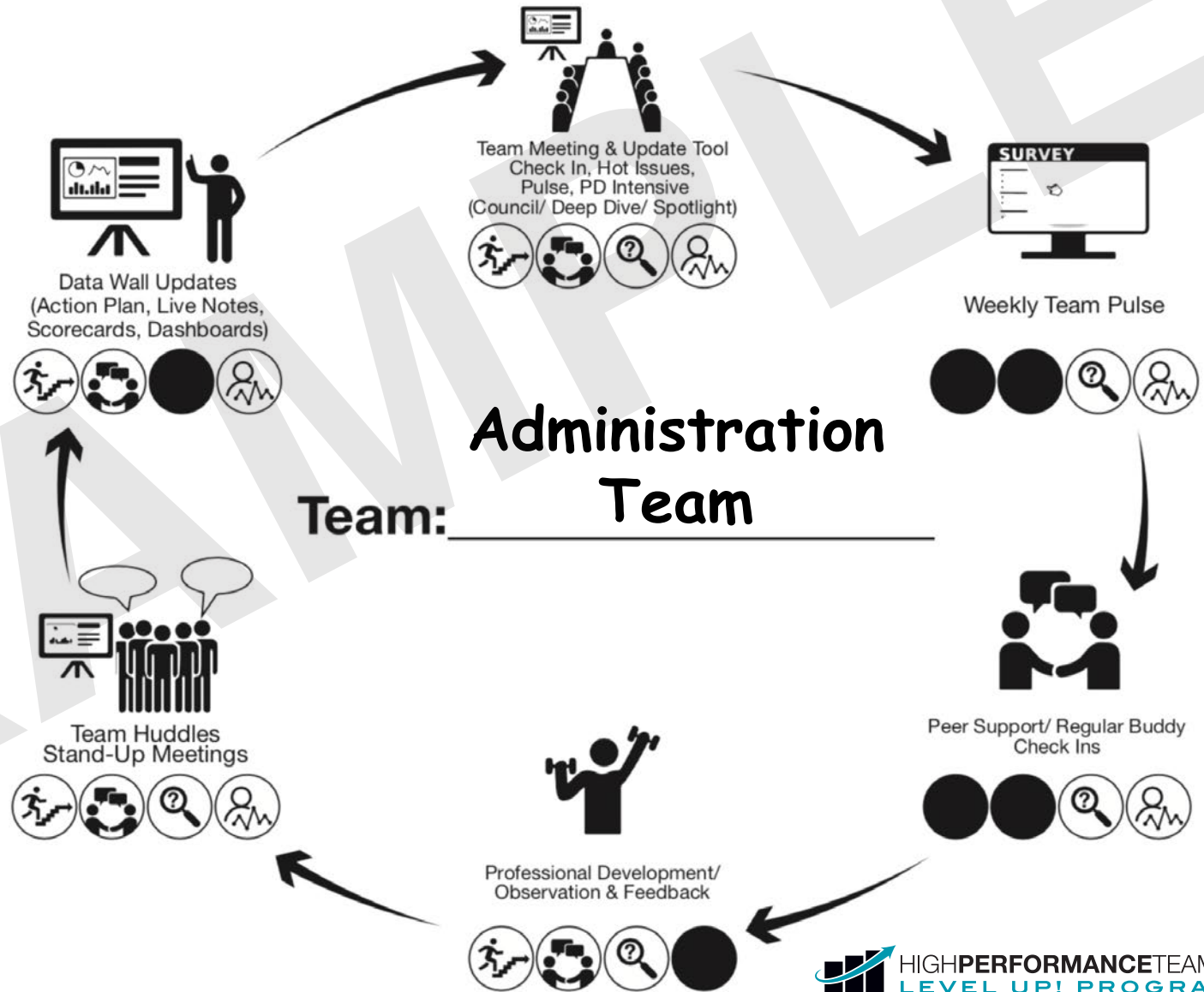
Our Team Schedule

Team Meetings:
Thursday Off Pay Week
9:55-10:55am

Team Huddles/Stand Ups:
Thursday Pay Week (15 mins)

Buddy Check Ins:
Weekly all team members









Professional Development:
In Team Meeting when required
15 mins

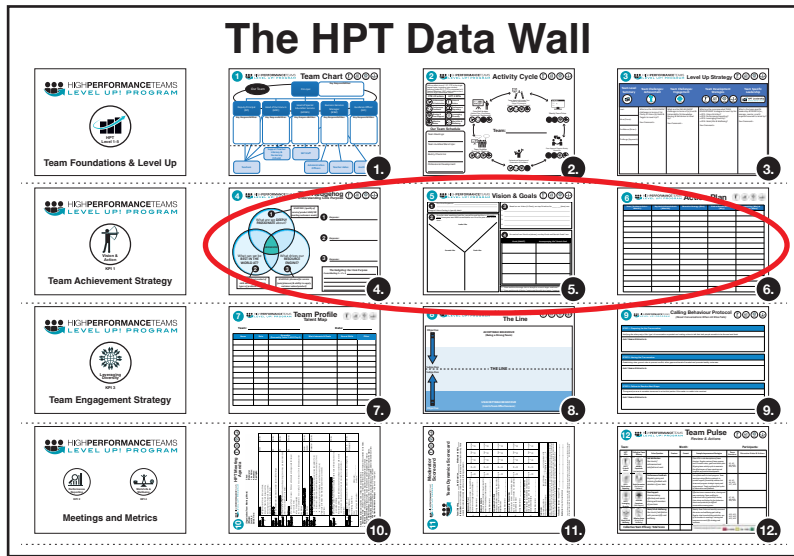




Level Up Strategy

Team: Administration Team

Team Level Summary	Team Challenges: Achievement	Team Challenges: Engagement	Team Development Strategies	Team Specific Leadership
			   	 HPT Leadership MANAGE, MENTOR & COACH
<p>2, 2, 3, 2, 3, 2 (AVG 2.3)</p> <p>LEVEL 2</p> <ul style="list-style-type: none"> Value: 1x Focus: Constructive Confidence: 50% Drive: Acceptance Challenge: Systems Approach: Manage 	<ul style="list-style-type: none"> Improve Activity Cycle - Implement regular team meetings, huddles and check ins. Limited processes / protocols to report staff compliance re key indicators to SLT. No up-to-date action plan of key goals and targets. Limited understanding of key admin roles by school staff. Need to actively use Team Pulse Data to improve overall team performance. 	<ul style="list-style-type: none"> Needing to improve communication between teaching staff and admin team - particularly around roles and compliance and differing personality styles. Long standing team members and new team members - need to complete team building to establish trust and a culture of feedback. Above and below line to clarify ways of working - using calling behaviour protocols effectively. 	<ul style="list-style-type: none"> Communicate the admin Team Chart to all staff to increase their understanding of different roles in the team and display in office. Implement Activity Cycle and review each term. Regularly review the Team Data Wall, Purpose, Goals and Action Plans - review progress regularly through fortnightly HPT Team Meeting. Team Talent Map, Above & Below Line and Feedback Protocols on Data Wall. Trust Matched Teaming & Team Pulse for Wellbeing Planning. 	<p>Manage / Mentor</p> <ul style="list-style-type: none"> Manage - implement activity cycle and team meetings Manage - work closely with BM to set up new processes in Action Plan Mentor - work towards increasingly frank feedback - practice being OK with being uncomfortable.



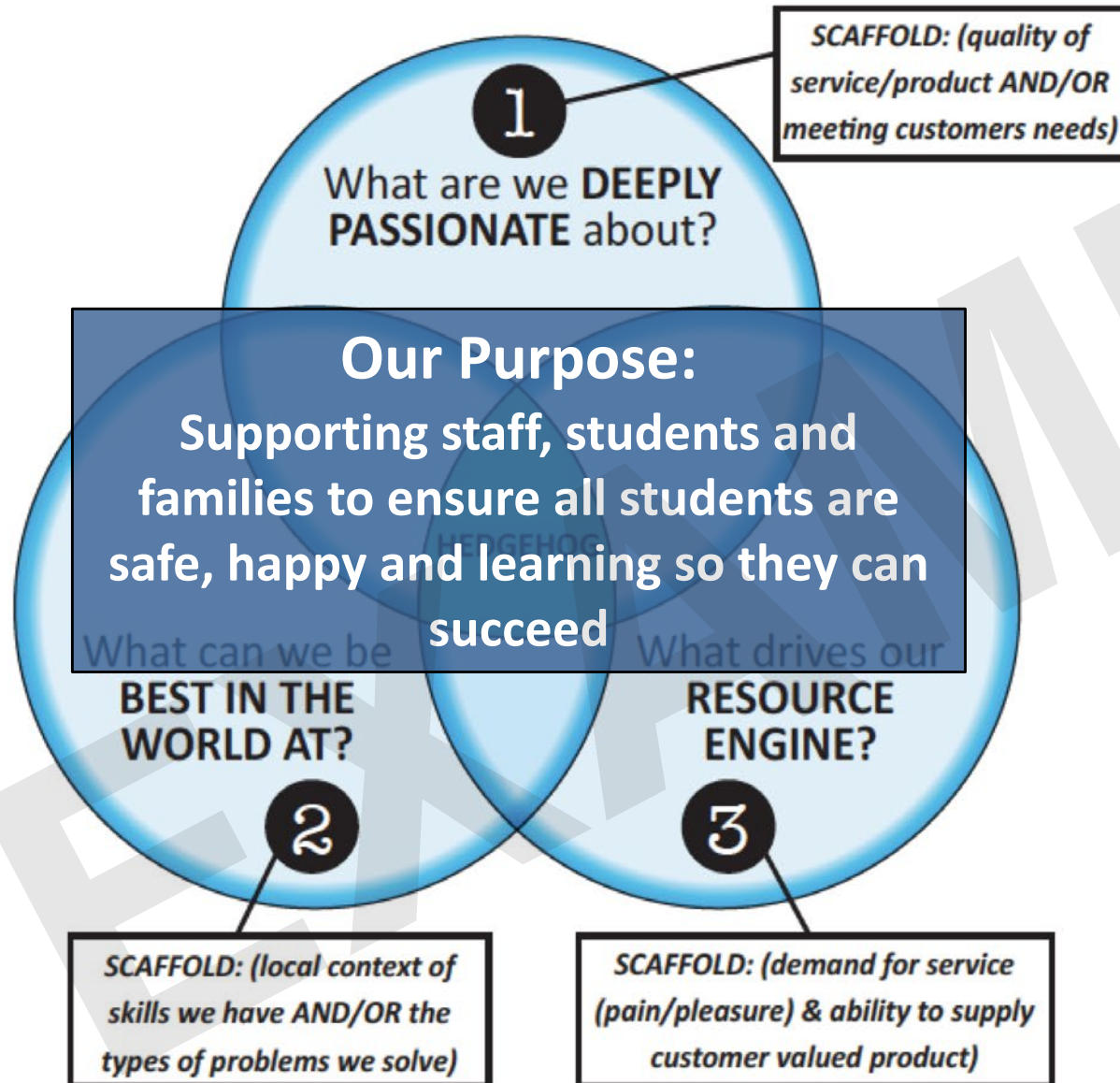
KPI 1

Team Achievement Strategy

The Hedgehog

Understanding Core Purpose

Team: Administration

**1**

Passion: Inclusion of every student (no student misses out), link between parent/teacher/student, student welfare

2

Best in the World: Ensuring EQ policies are met to support the wellbeing and achievement of students & staff

3

Resource Engine: Policies, allocation of budget, staff and student relationships & communication, up-to-date student medical information



Vision & Goals

1

Our Core Purpose is: Supporting staff, students & families to ensure all students are safe, happy and learning so they can succeed

Range of Vision Casting is : 12 months

2

Describe what would we look like, sound like and feel like in 12 months time if everyone was 100% committed to our Core Purpose 100% of the time...

Looks Like

- Organised and streamlined processes
- Happy staff, students and parents
- High compliance with EQ policies
- Excellent relationships between admin team & staff
 - Payments made on time
- Consistent use of communication templates by all staff
- 100% compliance with admin reporting by teaching staff

Sounds Like

- Welcoming
- Friendly
- Fun
- Compliments
- Positive language
- Asking for help
- Checking in
- Consistent messaging across staff and admin

Feels Like

- Support
- Clear
- Respectful
- Team work
- Comradery
- Calm
- Happy
- Safe

3

Based on our Vision (Y-Chart), our top Priorities for The Next 12 Months are:

1. Staff: Implement checklist / protocol to improve staff compliance with admin reporting
2. Parent Payments/Info for Student Excursions: Implement new reminder payment system
3. Staff-Parent Communication: Create a centrally coordinated communication process

4

For each of our Priorities (above), our Key Goals and Stretch Goals* are:

Goals (SMART)	Accompanying 10x* Stretch Goal
Introduce new admin reporting checklist for teaching staff and have 100% compliance in completion of roll marking and attendance at timetabled duty by the end of Semester 2	Fast-track completion of goal by end of Semester 1.
Implement new reminder payment system for parents with 95% compliance by the end of Semester 2	Fast-track completion of goal to 100% compliance by the end of Semester 1
Introduce a centrally coordinated communication process for staff-parent communication with 100% staff compliance by end Semester 1	Fast-track completion of goal by end of Term 1

1. *How could we leverage this to benefit to a much larger audience?

2. *How could we do it faster / easier and/or with less inputs / resources?

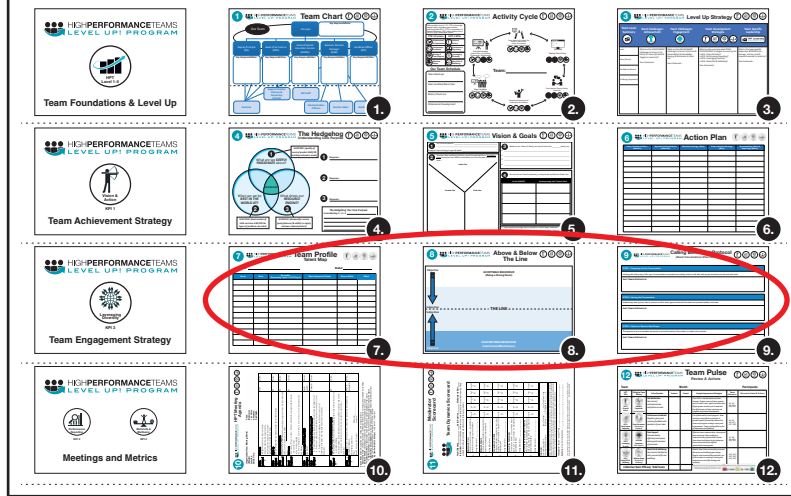


HPT Action Plan

Team: Administration Team

Issue (Problem to Solve – What P1)	Key Goals & Stretch Goals (What P2)	Execution Strategy (How)	Link to Broader Strategy (Why)	Accountability (Who) and Reporting (When)
Priority 1: Staff: Implement checklist / protocol to improve staff compliance with admin reporting Goal: Introduce new admin reporting checklist for teaching staff and have 100% compliance in completion of roll marking and attendance at timetabled duty by the end of Semester 2				
No current reporting checklist to monitor staff compliance with EQ Policy and Guidelines regarding completion of roll marking and attendance at timetabled duty	Admin checklist developed and introduced and achieve 100% staff compliance in roll marking at attendance at timetabled duty by end Sem 2 (Sem 1 = Stretch)	<ul style="list-style-type: none">• Develop checklist for use by admin• Develop monthly dashboard for reporting to leadership team on staff compliance• Staff information sessions on new checklist and reporting protocol• Monthly reporting to staff on key indicators• Review	Student safety and wellbeing is a school-wide priority	<ul style="list-style-type: none">• Reception & Attendance Officer (T1, W2)• Reception, Attendance Officer & Business Manager (T1, W3)• Business Manager (T1, W4)• Reception, Business Manager and LT (Ongoing)
Priority 2: Parent Payments/Info for Student Excursions: Implement new reminder payment system Goal: Implement new reminder payment system for parents with 95% compliance by the end of Semester 2				
Parent payments/permission slips not being completed on time leading to students either (1) missing out on excursions or (2) significant follow-up required by accounts receivable and payments often not being received	Develop and implement new reminder payment system for parents with 95% compliance by end of Semester 2 (100% by Sem 1 = stretch)	<ul style="list-style-type: none">• Develop new reminder payment system• Implement new reminder system• Develop and implement tracking system re compliance• Review reminder system	School budget being met and payments received on time	<ul style="list-style-type: none">• Accounts Receivable & Student Services (T1, W2)• Business Manager (T1, W3)• Accounts Receivable (T1, W5)• Accounts Receivable & Business Manager (ongoing)
Priority 3: Staff-Parent Communication: Create a centrally coordinated communication process Goal: Introduce a centrally coordinated communication process for staff-parent communication with 100% staff compliance by end Semester 1				
Inconsistent staff-parent communication processes across the school. Administration often not aware of what information has been sent to parents so do not know how to respond to parent enquiries and critical information being missed	Introduce a centrally coordinated communication process for staff-parent communication with 100% compliance by end of Semester 1 (Term 1 = stretch)	<ul style="list-style-type: none">• Review and update all current templates for parent communication• Develop new communication templates• Staff information sessions on new communication process• Implement communication process• Develop and implement tracking system• Review	Customer service a key role of the administration team to ensure high parent satisfaction and engagement	<ul style="list-style-type: none">• Admin Team (T1, W3)• Admin Team (T1, W4)• Business Manager (T1, W4)• Admin Team & Business Manager (T1, W4)• Admin Team (T1, W5 - ongoing)• Admin Team (ongoing)

The HPT Data Wall



HIGHPERFORMANCETEAMS
LEVEL UP! PROGRAM



KPI 3

Team Engagement Strategy



Team Profile

Talent Map

Team: Administration Team

Name	Role	Strengths (Personality Traits / Work Skills)	Work Interests & Goals	Secret Skills	Other
Linda Forrest	Business Manager	Blue/Green - Direct, gets on with the job, multi-tasking, memory, knowledgeable	Budgeting	Played netball for NSW	Grandmother to 6
Jane North	Reception	Blue/Yellow - Knowledgeable, multi-tasking, redirecting, customer service, strong, confident	Completing tasks, scheduling of TRS	Drawing	Water skiing
Tanya Smith	Accounts Receivable	Red/Yellow - Interactions with school community, sense of humour, helpful, problem solver, knowledgeable	Having children go on excursions - going the extra mile	Truck driving, collecting corks	Rock climbing
Nicole Bannister	Attendance officer	Red/Green - Friendly, gets on with it, interactions with parents, empathetic	Feeling confident and competent in current roles	Travelled Australia for 4 months	Camping
Melanie Jones	Student services	Green/Blue - Organised, gets on with it, quiet achiever, knowledgeable, follows procedures	All kids are safe	Ballroom dancing	Enjoying weekend reading
Mary Halliday	Accounts Payable / Facilities	Green/Red - Keeps others on task, organisation, empathy, completes tasks	Learning BM role to assist and support	Walk long distances	Anything active!



Above & Below The Line

Team Name: Administration Team

Objective



Acceptable Behaviour

- Communicate in all 4 colours
- Be present and actively contribute
- Celebrate others
- Be open to new ideas
- Come to meetings prepared and organised
- What's said in the room stays in the room
- Say what you mean and mean what you say
- Stick to deadlines
- Check in with each other to understand work pressures

Subjective

The Line

Subjective



- Taking things personally
- Devices in meeting
- Side conversations in meetings
- Unexpected incompleteness of tasks
- Avoiding tough conversations
- No 'carpark' conversations

Objective

Unacceptable Behaviour



Calling Behaviour Protocol (Having A 'Reset' Conversation)

STEP 1: Preparing for the Conversation

Notifying the other party of the 'type' of conversation requested and setting an appropriate time to talk.

OUR TEAM APPROACH IS: *Organise a 1:1 meeting time – where both can be present and really listen – meet within a maximum of 2 working days – face to face (preference) – safe place as agreed - max 30 min. Flag verbally (preference) or email that it is a “Reset Conversation” and give as much info as able to.*

STEP 2: Having the Conversation

Establishing clear ground rules to prevent conflict, allow breaks if needed and promote healthy outcomes.

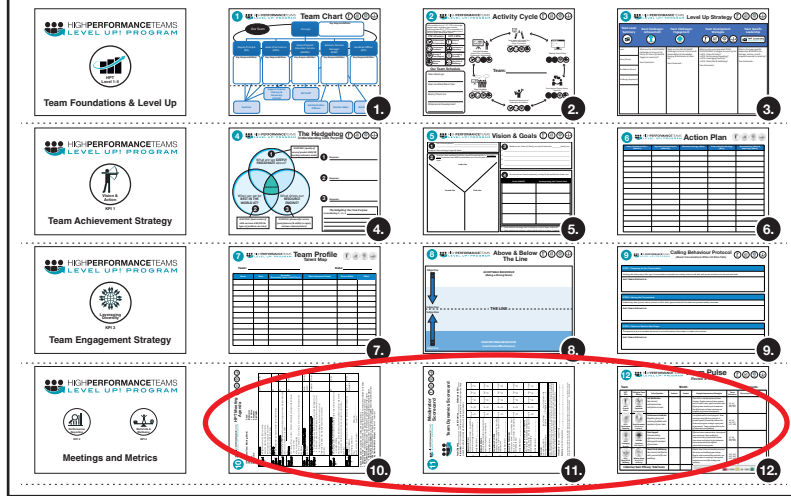
OUR TEAM APPROACH IS: *Use red/ yellow cards is a tap out signal as needed. Use SBAR (Situation, Background, Assessment, Recommendation) Protocol & speak respectfully. Use “I” statements and have a clear outcome you are seeking that is realistic upon reflection.*

STEP 3: Failure to Resolve Next Steps

The agreed process to escalate issues and involve third parties if the matter is unable to be resolved.

OUR TEAM APPROACH IS: *If needed to defer part-way through due to difficulty, then reflect & re-convene with mutually agreed third party support. If any party escalates to their line manager include other party in the communication (CC no BCC).*

The HPT Data Wall



HIGHPERFORMANCETEAMS
LEVEL UP! PROGRAM



KPI 2



KPI 4

Meetings & Metrics



HPT Meeting Agenda



(Organisation) Team Meeting (60min)

(Mission)

Location:

Date & Time:

Chair:

Moderator:

Live Notes:

Attendees:

Apologies:

Item 1 <i>Inclusion 1</i>	Welcome <ul style="list-style-type: none">• Organisation Mission & Values Share;• Specific Team Role & Accountability;• Meeting Team Purpose & Outcomes;• Moderator Cards & Ground Rules	Chair	2 mins
Item 2 <i>Support 1</i>	Warm-Up One word barometer; Ice-breaker and/or Success & Challenge	All	3 mins
Item 3 <i>Proactive 1</i>	Team Member Updates Week/s Prior & Week/s Ahead Exception Reporting (2 mins max per team member) (Refer to Team Data Wall) <i>Live Notes:</i>	All	8 mins
Item 4 <i>Proactive 2</i>	Hot Issues <ul style="list-style-type: none">• Pair & Share Top 2-3 Issues – Write on whiteboard and vegas vote (5 ticks per person) (3 mins)• Top 2 topics selected• 1 min – elaborate / 1 min – clarify / 3 mins – discuss / 1 min takeaway action <i>Live Notes:</i>	All	15 mins
Item 5 <i>Strategic 1</i>	Senior Leaders Briefing and Q&A <i>Live Notes:</i>	Senior Leader	10 mins
Item 6 <i>Strategic 2</i>	Deep Dive Presentation & Strategy Discussion* <ul style="list-style-type: none">• Present strategic issue & question for discussion (use template) (7 min)• Discussion / brainstorm (use whiteboard to track conversation) (7 min)• Presenter comment on takeaway value of discussion (1 min) (*alternate with Action Plan Review & Update item as needed) <i>Live Notes:</i>	Presenter	15 mins
Item 7 <i>Support 2</i>	Team Pulse: Culture & Communication Update <ul style="list-style-type: none">• Wellbeing Update – Team Pulse Survey data review & note of forward actions to promote wellbeing• Culture Update – round table discussion of notable personal news and events among team. Clarification of key forward messages for stakeholders. <i>Live Notes:</i>	All	5 mins
Item 8 <i>Accountable</i>	Close (Barometer, Takeaway Actions, Moderator Feedback & Next Mtg Roles) Moderator Feedback: Next Meeting Date/Time: Chair: Deep Dive Topic & Presenter: Moderator: Live Notes:	Chair & Moderator	2 mins

Ground Rules (Moderator using Red Card / Yellow Card as signal to Chair)

1. **Openness & Trust** – Chatham House Rule – Discussion ‘off record’ with ‘on the record’ documented in Live Notes.
2. **Balanced Debate** – Respecting both sides of the argument and allowing diversity of views.
3. **Competency over Role** – Respecting the ‘value’ of the person’s opinion regardless of their ‘status’.
4. **Issues over Personalities** – Staying ‘issues’ focused and not letting personalities overpower the agenda.
5. **Accountable Actions & Clear Outcomes** – Clear next steps and/or SMART actions recorded for each item.
6. **Device Rule** – Only if needed with Chair’s Permission – On Task & On Topic!

End of Meeting Team Performance Ratings (1 – very low to 5 – very high)



Moderator Scorecard



Team Dynamics Scorecard

Team/Meeting _____ **Date/Duration** _____ **Moderator Initials** _____

Instructions: Use the scale below to indicate how each factor applies to your team meeting. Please evaluate the statements honestly and without over-thinking your answers.

1.	Openness & Trust <i>A climate of trust and candour – sharing difficult information and engaging in spirited debate</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
2.	Balanced Debate <i>A culture of balanced debate through respect for dissenters and probing of silent participants</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
3.	Competency Over Role <i>Utilising professional competencies over roles/positions to ensure expertise is brought to the debate/decision</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
4.	Issues Over Personalities <i>The discussion remains on key strategic issues/topics and is not overtaken by personalities associated with issues</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
5.	Accountable Actions & Clear Outcomes <i>Clear individual accountabilities established for each group member with key due dates for measurable deliverables</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>

Total Scores

Total Performance Score: _____

Sum of 5 Ratings _____ out of a maximum of 25

Percentage Performance Score: _____

Total Score _____ multiplied by 4 = _____ %

Notes – Key Competencies: (a) Be able to identify and communicate individual (i.e., technical, strategic, governance, relational or political) skill sets to the rest of the group and have an awareness of the balance of skill sets across the group; (b) Assimilate and synthesise complex information quickly; (c) Develop and deliver a convincing argument; (d) Be innovative and think beyond the normal curve; and (e) Understand issues at both the detailed/local level and 'big picture' whole of organisation level.

Yellow Card – Caution – Keep on Track _____

Red Card – Stop – Refocus/Redirect _____











Collective Team Efficacy




HPT Pulse: Review & Actions

Team: Administration

Month: November

Participants: 6

HPT 4 KPIs (inputs)	CTE Domains (Outputs)	Pulse Question	Previous*	Current*	Example Improvement Strategies	Team Boosters	Discussion Notes & Actions
 KPI 1: Vision & Action	 Mastery Experience (Job Satisfaction)	Your level of achievement and satisfaction at work.	72.14%	62.50%	Clear KPIs in role descriptions of team charters. Regular review of team purpose and 12-month vision, goals and action plan. Aligning team activity cycle to maximise the effectiveness of team meetings and targeted professional development.	#1, #2, #3, #13, #14, #15	
 KPI 2: Performance Reporting	 Social Persuasion (Performance Feedback)	Regularly giving and receiving feedback with members of your team.	64.29%	63.34%	Use of data walls to track progress. Team meetings using effective protocols to provide support, proactively address hot issues and progress strategic inquiry and improvement. Timely and beneficial cycles of observation and feedback.	#4, #5, #6, #16, #17, #18	
 KPI 3: Leveraging Diversity	 Vicarious Experience (Peer Support)	Communicating effectively and openly sharing with members of your team.	76.43%	80.12%	Effective team communication, sharing and peer mentoring. Team profiling to understand risks of personality clashes, clear above and below the line behaviour charts and protocols for difficult conversations among peers.	#7, #8, #9, #19, #20, #21	
 KPI 4: Work/Life & Wellbeing	 Affective States (Work/Life & Wellbeing)	Your Level of satisfaction with your work/life and wellbeing.	64.29%	67.19%	Weekly Team Pulse and monthly scorecard discussion and wellbeing goal setting. Regular short team building activities, use of ice breakers in meetings, training and awareness on work/life strategy and resilience.	#10, #11, #12, #22, #23, #24	
Collective Team Efficacy Score			69.29%	68.28%	*Combined average of all team scores		

 0-54%  55-74%  75-100%