

Strategic Discussion: People: We have a culture of supporting employees through change

Summary Statement: In previous Board strategic discussions we have talked about the inevitability of change, the opportunities change may provide, and the demands and stresses it places on our communities and employees. Dealing with change is difficult, and each employee adapts at a different pace. Much depends on an individual's capacity for change which may be impacted on by other events happening in that person's life at any given time. Our association recognises that supporting our employees well through periods of change has long lasting benefits including high job satisfaction and morale, positive mental health and low employee turnover. We have a range of strategies available to support employees throughout periods of change which include EAP counselling services, a consultative approach to change, regular contact with employees and considering when additional or expert support might be needed. The degree to which our employees are able to connect with each other, show empathy and leadership, and share our vision contributes to a sense of belonging and well being – vital contributors to successful management of change. We create opportunities for our employees to connect, we review the impacts of change, we learn from our mistakes and we're open to doing change differently. Sometimes we don't have a choice about change, but we do have choices about how we approach it and support each other.

Area	Ensure:	Further Initiatives to be explored
Board	<ul style="list-style-type: none"> • Remember the benefits of supporting employees well through periods of change • Monitor relevant trends and changes which will impact our kindergartens in the future (eg demographics, housing, competition) • Remember communication and consultation are essential change management strategies • Maintain regular communications with employees • Celebrate successes 	
Managers, leaders	<ul style="list-style-type: none"> • Prepare employees for shifts and changes in parent's or government's expectations • Be clear, informative and authentic about the rationale for change • Sharing experiences of change can help • Prepare and support leaders to implement (deliver) change • Consultative – open to more than 1 solution • When proposing change, consider strategies to support employees • Look to expert advice • Consider if additional release time is needed by Head Teachers to manage change • Be accessible, know our employees well • Celebrate successes 	<ul style="list-style-type: none"> • Marketing of changes made at kindergarten • Feedback systems available to employees (eg surveys)
Staff	<ul style="list-style-type: none"> • Being an active participant in change experiences can help improve sense of control and achieve better outcomes • Be open and honest about how change is impacting, seek support if needed • Identifying shifts and changes in expectations, feeding it upwards • Prepared and supported in their roles as the deliverers of change • Celebrate successes 	