

From survey to making a positive difference: Examples from Danish schools

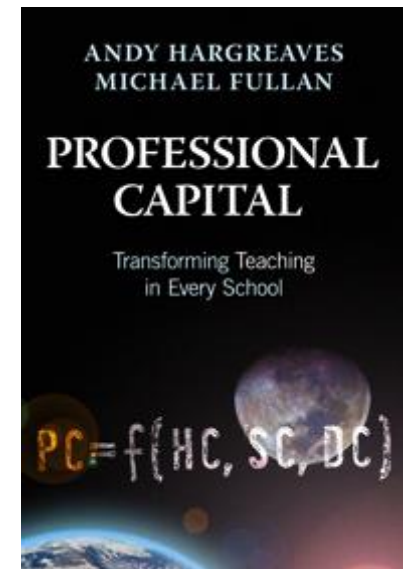


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Professional capital: Social capital for schools



Human capital



Social capital

Decision capital



Professional capital

**THE MOST REVOLUTIONARY
FORMULA SINCE $E=mc^2$**

$$PC = f(HC, SC, DC)$$

ANDY HARGREAVES
MICHAEL FULLAN

PROFESSIONAL CAPITAL

Transforming Teaching
in Every School

$$PC = f(HC, SC, DC)$$

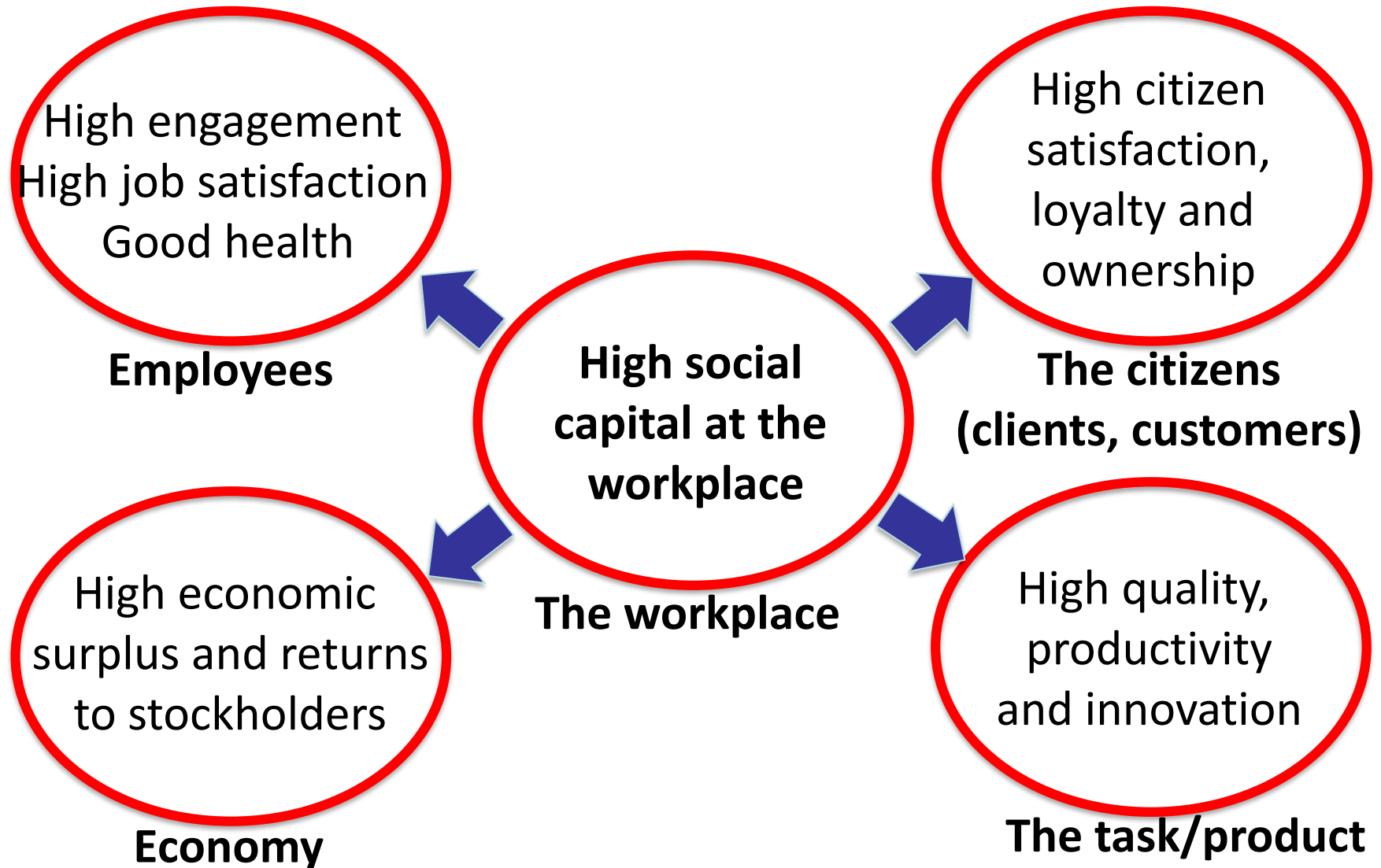
Professional school capital: The setting

- About 300 public schools (1-9th grade) with about 15,000 respondents. (Response rate: 84%).
- About 220 upper secondary schools (10-12th grade). About 13,400 respondents. (Response rate: 83%).
- Main emphasis on social and professional capital at school level.

The process

- Long term collaboration with the unions. Active consent and participation by school leaders, workers' representatives, municipalities and unions.
- A standardized questionnaire with 45 questions and 30 dimensions. (Mostly COPSOQ).
- E-mails with questionnaires to all employees.
- Reports sent out to all schools in advance.
- A two-day seminar for all schools in the municipality (8-12 schools at the time).
- Introduction to theories and results (TSK). Group work by all schools making a strategy for the school. Sparring by TSK.
- Mutual sparring by the schools.
- Feedback and information to all employees at the schools.
- Often: School-meeting with TSK .
- After two years: A new study with same tool plus process evaluation.

The four effects of high social/professional capital



Overview: All the schools in a small municipality

Matrixoversigt mod benchmark, farvet i forhold til afvigelse fra landsgennemsnit (cut-point 7,5)

Tekst	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Professionel kapital														
Professionel kapital	64.6	61.7	69.8	62.3	65.9	64.1	84.2	56.3	63.1	69.9	60.3	66	63.1	72.8
Social kapital	65.2	60.7	70	66.1	65.3	66.4	91.1	52.6	67.4	67.2	61.9	67.3	64.4	75.7
Tillid	69.7	62.3	77.8	72.2	69.1	68.8	96.4	58.1	70.7	70.6	67.2	73.8	71.9	78.5
Retfærdighed	60.7	59.1	62.3	59.9	61.5	64.1	85.7	47.1	64.1	63.8	56.5	60.7	56.9	72.9
Samarbejdet mellem kolleger	83.2	85.7	83.9	77.8	85.2	82.4	83.9	81.5	79.1	88.8	78.7	81.2	81.2	94.4
Samarbejdet mellem ledelsen og medarbejderne	55.1	46.6	59.2	54.3	58.3	55.7	90.5	43.8	57.2	59	50	52.8	63.8	66.2
Human kapital	67.7	66.3	72.2	66.3	69.6	66.4	78.6	61.6	64.3	73.7	63.8	69	66.2	70.1
Beslutningskapital	60.9	58.2	67.2	54.5	62.7	59.4	82.9	54.7	57.6	69	55.2	61.7	58.8	72.5
Kerneopgaven														
Oplevet kvalitet	56.1	53.1	59.9	50	57.1	53.1	85.7	44.8	57.8	63	56	60.7	50	63.9
Kriterier for kvalitet	54.3	52.7	64.2	51	51.5	43.8	78.6	45.3	46.5	70.8	49.1	57.1	43.8	68.1
Eleverne: Manglende motivation	56.3	61	55.2	59.2	56.1	53.1	57.1	55.8	57	47.9	65.5	52.4	58.8	43.1
Eleverne: Støj og uro i timerne	52.8	57.2	52.6	61.7	54.6	53.1	42.9	54.1	48.4	47.9	62.1	44	41.2	43.1
Eleverne: Sociale og psykiske problemer	60.2	68.8	55.6	68.4	64.3	57.8	57.1	63.4	55.1	53.1	65.5	52.4	48.8	51.4
Jobfaktorer														
Arbejds mængde	52.9	54.3	45.9	60.5	54.1	54.7	46.4	55.2	53.3	48.7	56	47	54.4	51.4
Indflydelse i arbejdet	71.2	67.5	75.9	68.4	72.4	66.4	92.9	65.1	68.9	76	69.4	75	73.1	77.8
Mening i arbejdet	79.7	80	82.3	77.6	82.7	85.2	91.1	72.7	74.4	85.2	78.9	81.5	76.9	81.9
Relationelle faktorer														
Ledelseskvalitet	56.1	47.1	62.3	57.1	54.8	57.8	80.4	45.6	57.2	63.3	50.9	59.5	65.6	58.3
Anerkendelse fra ledelsen	63.1	53.4	65.1	65.3	65.3	68.8	89.3	55.8	62.1	69.8	57.8	67.9	70	68.1
Anerkendelse fra kollegerne	71.1	73.3	76.3	65.8	71.9	70.3	78.6	72.1	66	74.5	65.5	72.6	63.8	77.8
Anerkendelse fra eleverne	61.9	55.5	61.6	65.3	63.8	64.1	78.6	60.5	61.3	68.2	60.3	57.1	55	70.8
Anerkendelse fra samfundet	48.6	43.2	51.7	45.9	52	51.6	67.9	50	43.4	53.1	45.7	48.8	45	59.7
Mobning	25.9%	19.2%	22.4%	28.6%	36.7%	12.5%	14.3%	46.5%	29.7%	14.6%	34.5%	14.3%	35%	0%
Person-arbejde faktorer														
Arbejde-privatlivskonflikt	51.3	53.9	45	55.9	53.1	54.7	39.3	61.9	53.7	43	52.2	42.9	49.4	43.8
Loyalitet	61.3	59.4	70.7	57.4	67.3	54.7	80.4	52.3	59.8	70.8	53.9	48.8	45	77.1
Tilfredshed med arbejdet	72.6	69	79.9	72.8	74.8	66.7	100	58.9	74.5	79.2	72.4	66.7	66.7	74.1
Engagement i arbejdet	77.1	72.6	81.9	78.1	78.1	76.6	92.9	71.5	75.4	78.6	76.7	75	80	84.7
Helbred og velbefindende														
Stress	35	38.2	32.1	37.5	34.9	40.6	19.6	43.6	34.4	30.7	37.5	26.8	29.4	29.9
Udbrændthed	39.7	43.5	35.8	42.3	37.8	45.3	25	49.7	38.3	33.9	40.9	36.3	41.2	31.9
Søvnbesvær	31.1	32.2	29.1	31.1	31.6	36.7	33.9	33.1	26.8	32.3	36.2	27.4	30.6	29.9
Selvurderet helbred	62	56.2	63.8	59.7	64.8	60.9	75	57	60.2	68.2	65.5	66.7	61.2	66.7

Overview: School report

Oversigt

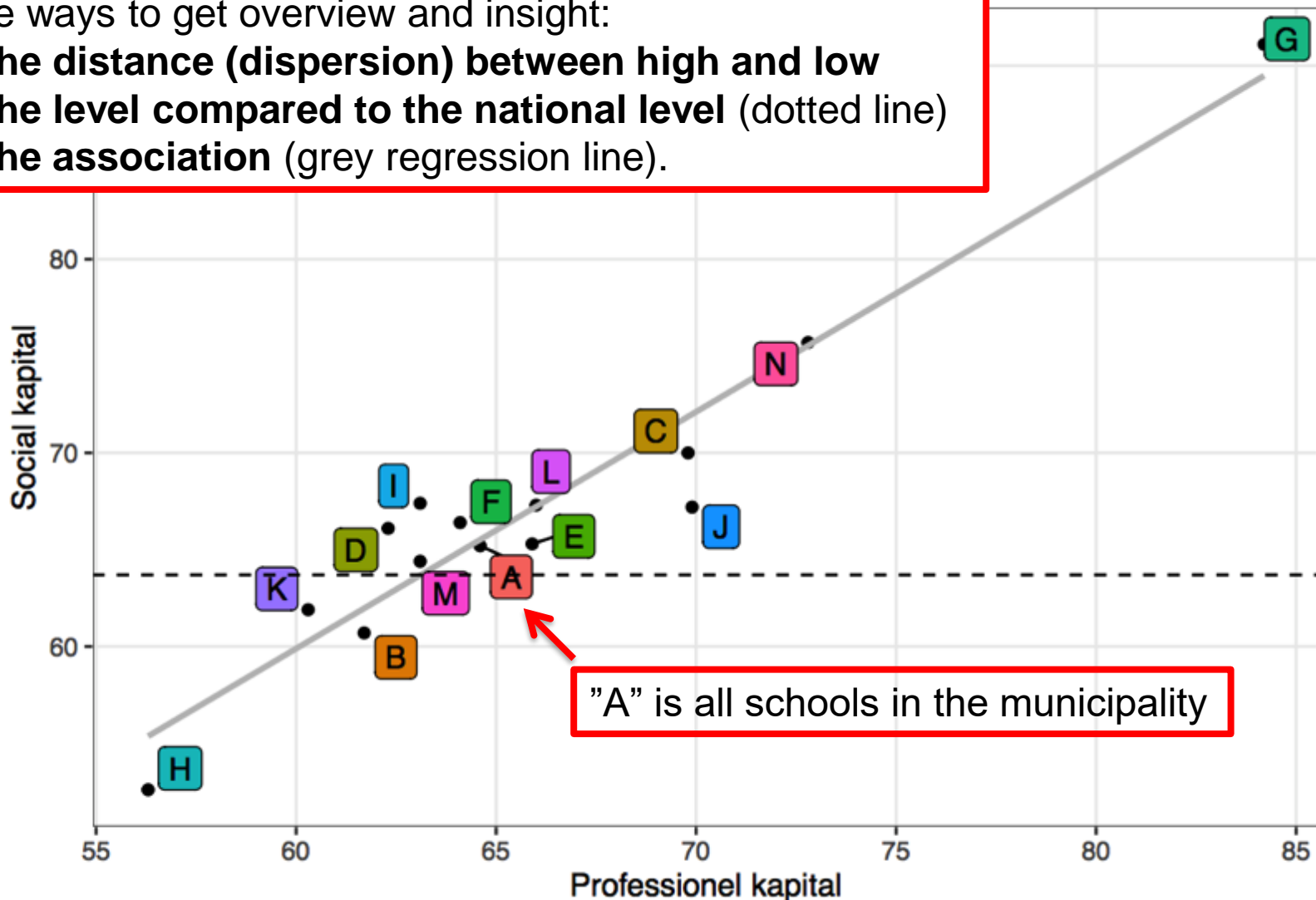
Svarprocent: 78% (49 besvarelser, 63 respondenter)

	2019	Lands gennemsnit	Difference
	Point (0-100)	Point (0-100)	Point (0-100)
Professionel kapital			
Professionel kapital	65.9	-	-
Social kapital	65.3	63.7	1.6
Tillid	69.1	68	1.1
Retfærdighed	61.5	59.4	2.1
Samarbejdet mellem kolleger	85.2	75.9	9.3
Samarbejdet mellem ledelsen og medarbejderne	58.3	55.4	2.9
Human kapital	69.6	66.3	3.3
Beslutningskapital	62.7	-	-
Kerneopgaven			
Oplevet kvalitet	57.1	69.6	-12.5
Kriterier for kvalitet	51.5	-	-
Eleverne: Manglende motivation	56.1	-	-
Eleverne: Støj og uro i timerne	54.6	-	-
Eleverne: Sociale og psykiske problemer	64.3	-	-
Jobfaktorer			
Arbejds mængde	54.1	45.5	8.6
Indflydelse i arbejdet	72.4	74	-1.6
Mening i arbejdet	82.7	74.9	7.8
Relationelle faktorer			
Ledelseskvalitet	54.8	53.7	1.1
Anerkendelse fra ledelsen	65.3	64.3	1
Anerkendelse fra kollegerne	71.9	74.5	-2.6
Anerkendelse fra eleverne	63.8	-	-
Anerkendelse fra samfundet	52	51.3	0.7
Mobning	36.7%	29.1%	7.6%
Person-arbejde faktorer			
Arbejde-privatlivskonflikt	53.1	40.9	12.2
Loyalitet	67.3	63.8	3.5
Tilfredshed med arbejdet	74.8	77.8	-3
Engagement i arbejdet	78.1	74.2	3.9
Helbred og velbefindende			
Stress	34.9	29	5.9
Udbrændthed	37.8	30.8	7
Søvnbesvær	31.6	19.4	12.2
Selvurderet helbred	64.8	63.9	0.9

Professional and social capital in schools in a municipality

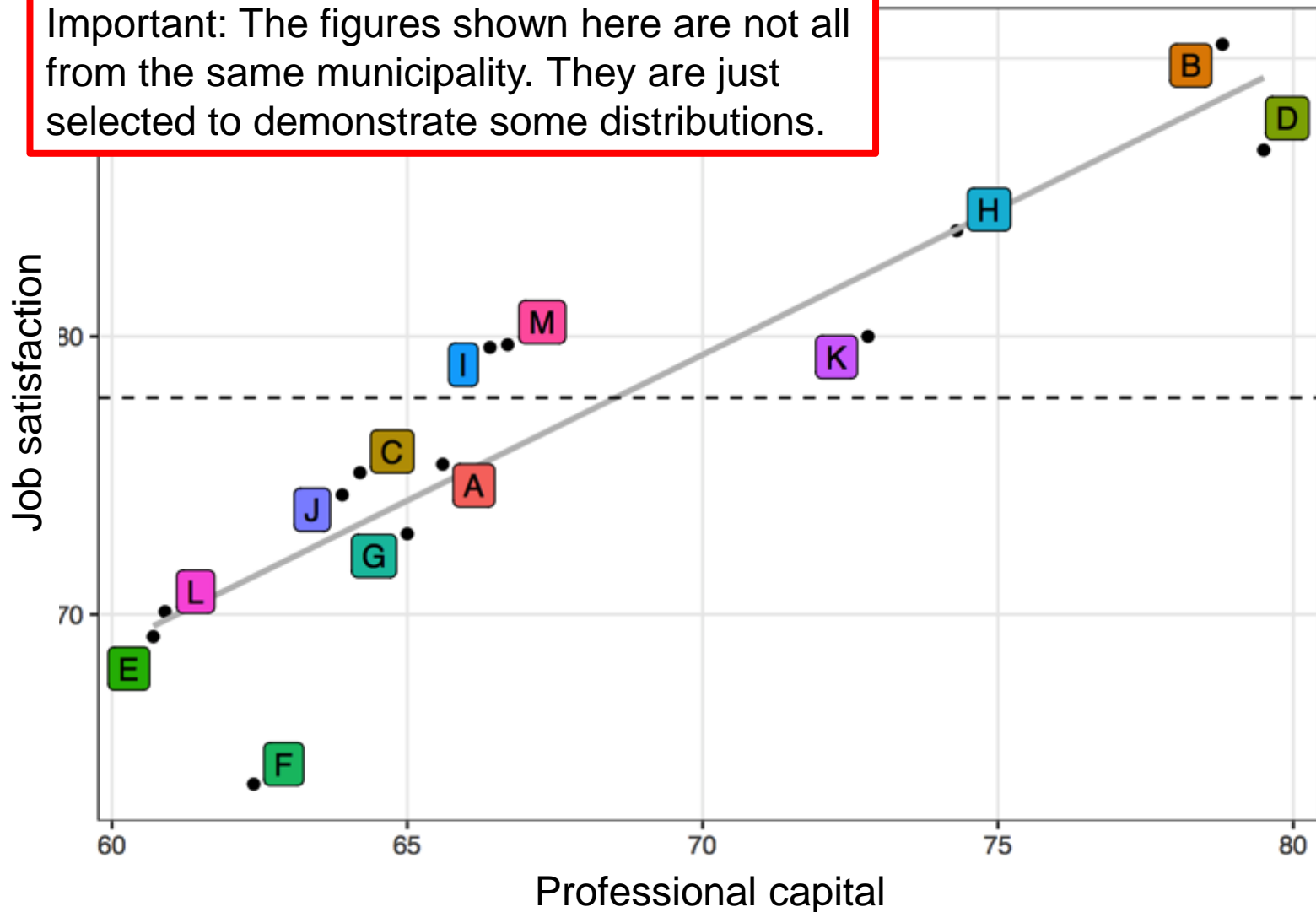
Three ways to get overview and insight:

1. The distance (dispersion) between high and low
2. The level compared to the national level (dotted line)
3. The association (grey regression line).

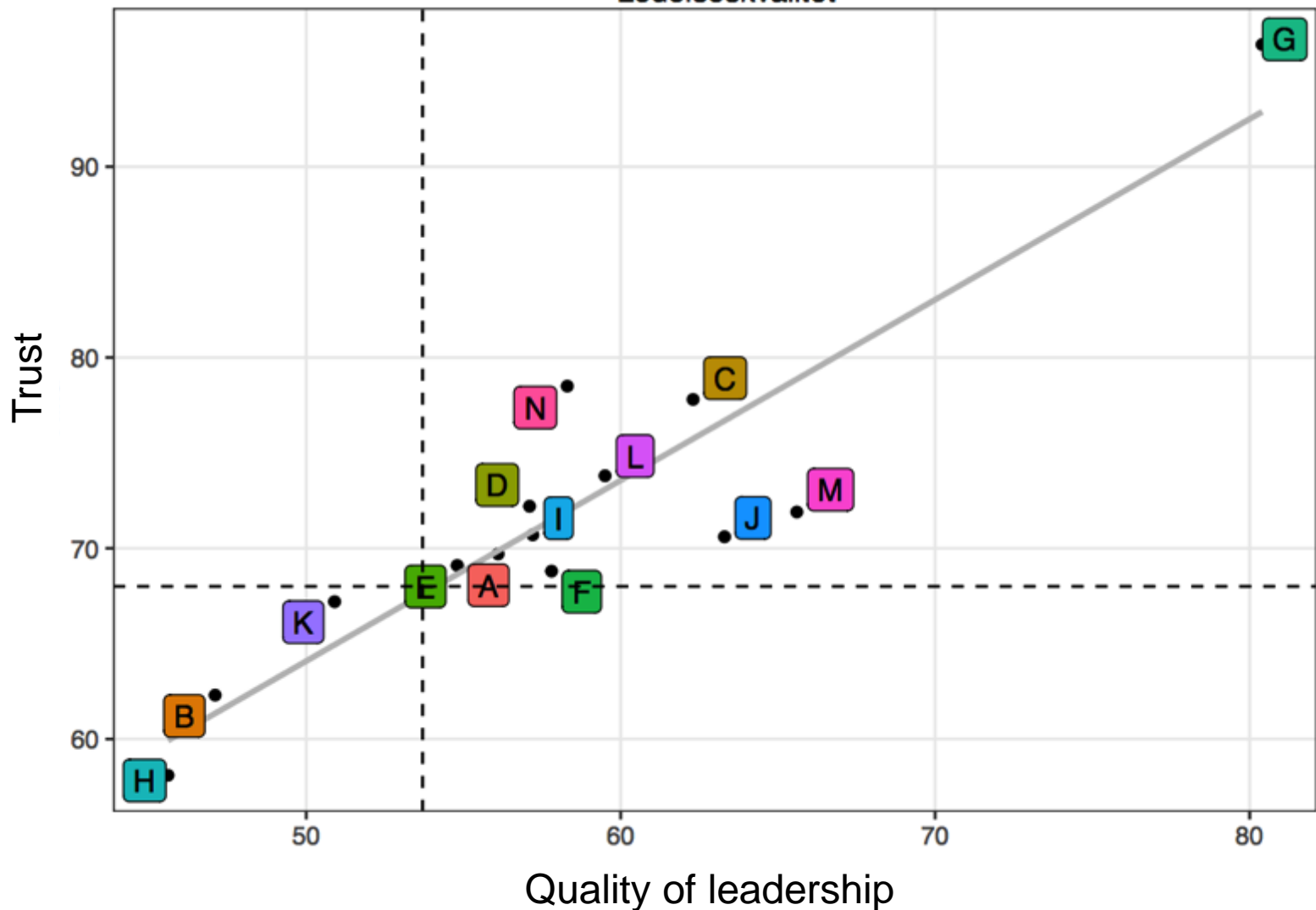


Professional capital and job satisfaction in the schools of a municipality

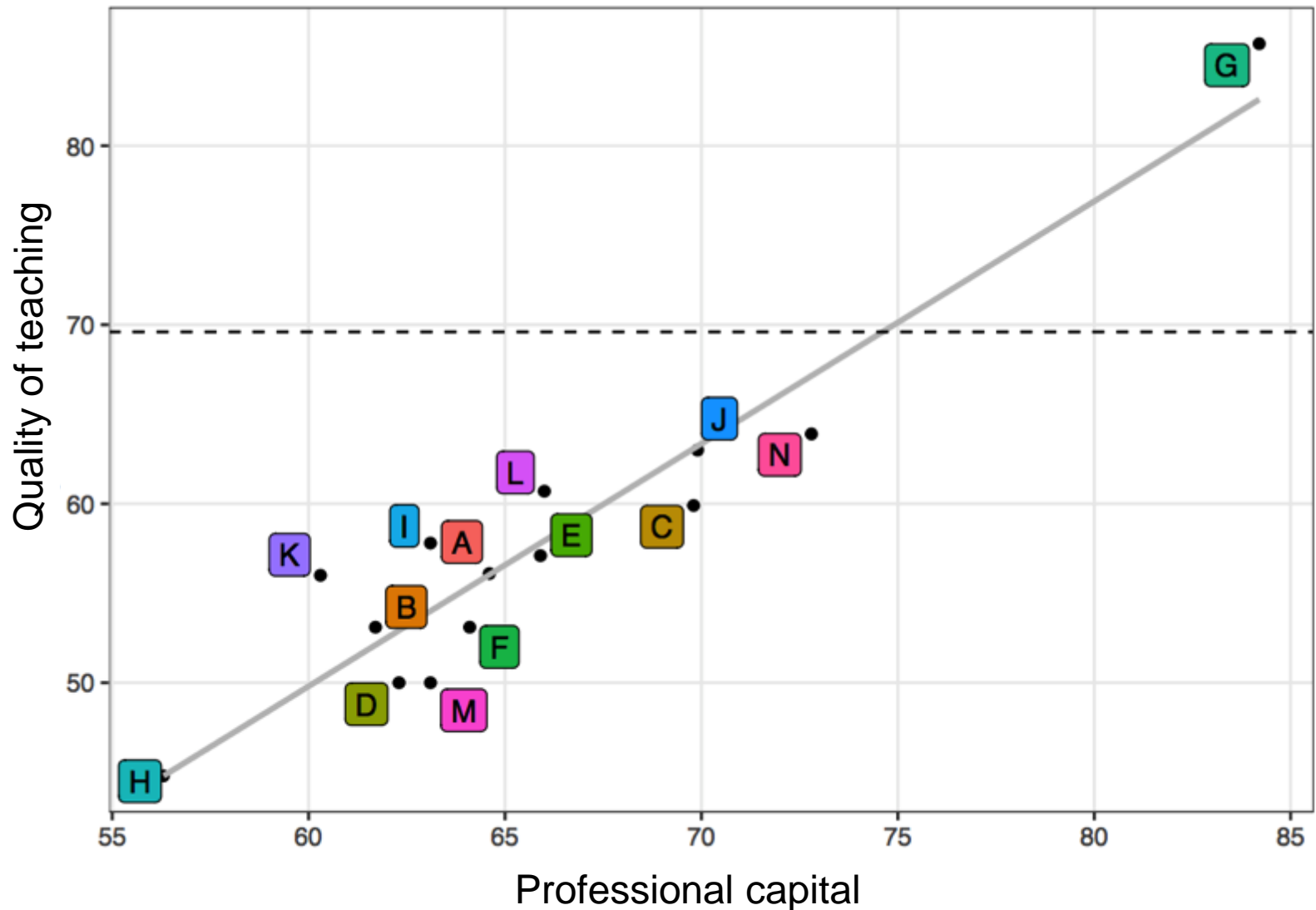
Important: The figures shown here are not all from the same municipality. They are just selected to demonstrate some distributions.



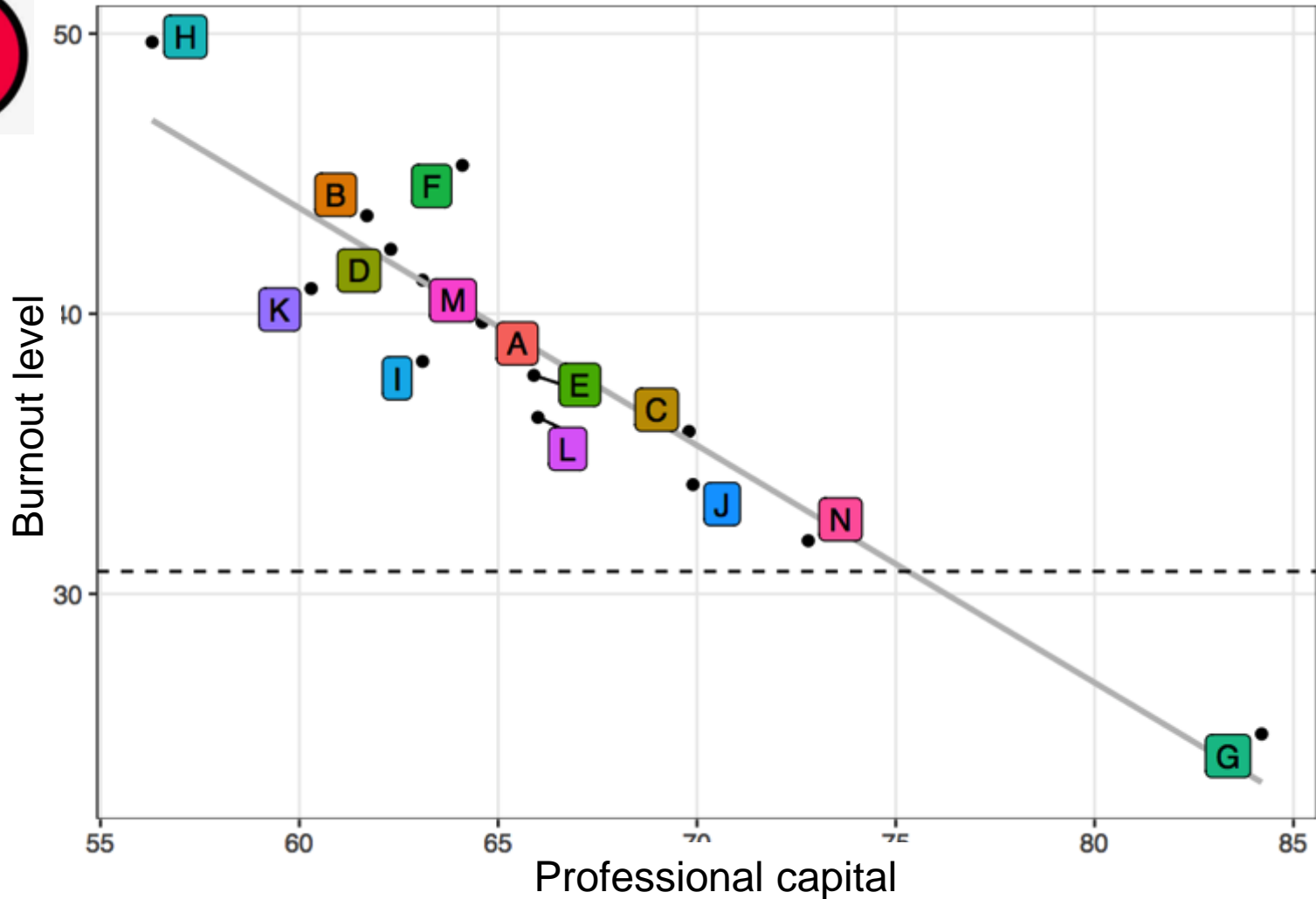
Quality of leadership and trust



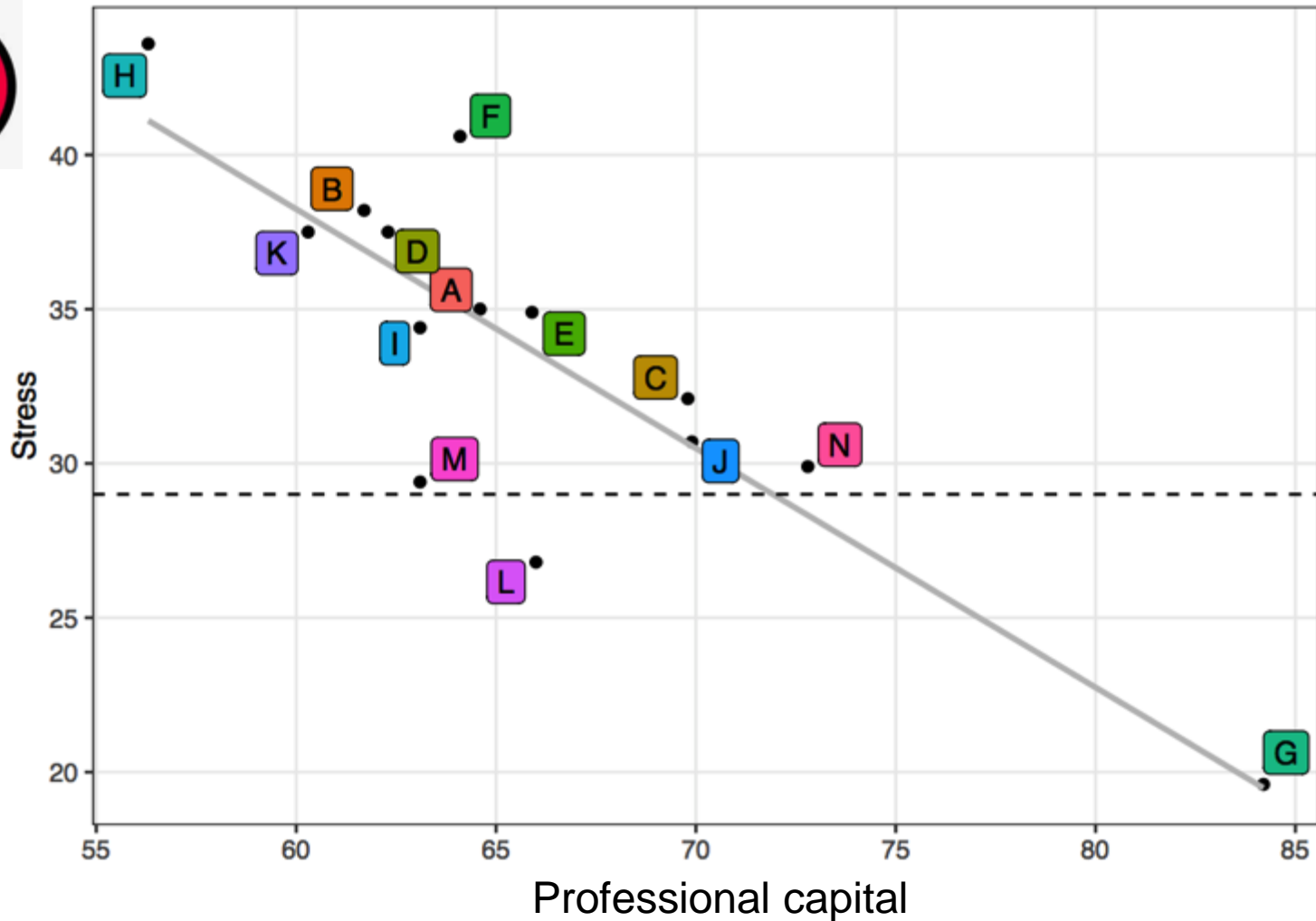
Professional capital and perceived quality of teaching



Professional capital and burnout



Professional capital and stress



Social capital and grades in Copenhagen schools

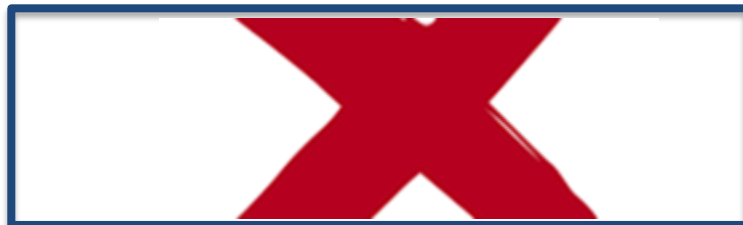
School social capital 2010:

Average school grades 2010-2012:	Low	Middle	High	Number of schools
High	7%	36%	53%	15
Middle	53%	21%	27%	15
Low	40%	43%	20%	14
Number of schools	15	14	15	44

What matters most for employee satisfaction and engagement?



The school!



All in all

- Municipalities, school leaders, teachers and other employees have ownership
- The main objective is not higher job satisfaction but building a better school
- We never use terms such as "risk factor"
- High social/professional capital, high quality of leadership, high job satisfaction and engagement, and high quality go hand in hand

"The strong triangle"

The students/pupils

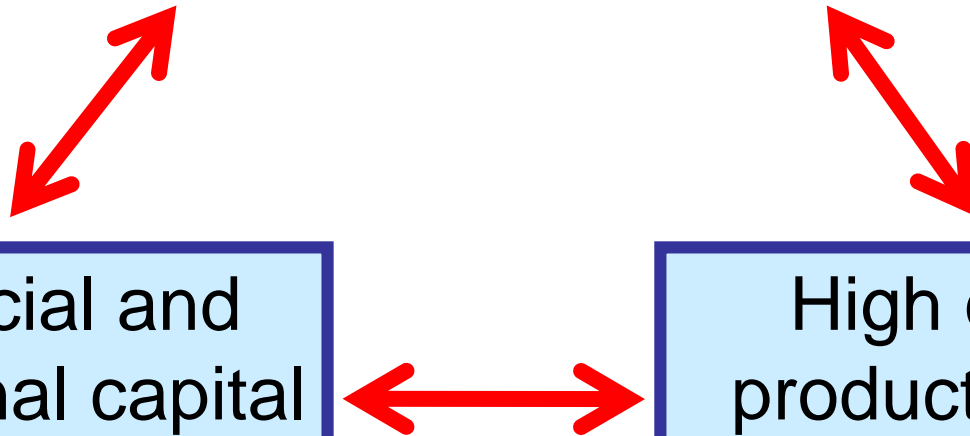
Pupil/parent
satisfaction,
loyalty, and co-
ownership

High social and
professional capital
at the school

The employees

High quality,
productivity and
innovation

The task



Remember: We have high goals

