

HEARTS AT WORK



Why Happy Teachers Create Great Schools

*A Resource Book for Principals, Leadership Teams, and Teachers on
Fostering Teacher Wellbeing, Strengthening Morale,
and Developing Schools of Excellence*



**CHAPTER ALIGNED REFLECTIONS, ACTIVITIES, ASSESSMENTS,
PULSE SURVEYS AND MORE FOR PRINCIPALS, LEADERSHIP TEAMS,
TEACHERS, STUDENTS AND PARENTS**

CHAPTER 12

Using Data to Monitor and Improve Morale

Chapter Summary

- Data helps leaders move from assumptions to informed action.
- Well-designed surveys give teachers a safe, structured voice.
- Analysis turns feedback into insight, not just reports.
- Closing the feedback loop builds trust and sustained engagement.
- When leaders adapt based on data, morale improves through consistency and care.

Reflections & Action Guide

Using Data to Monitor and Improve Morale

1. Designing Surveys and Feedback Tools

Chapter Purpose

Collect meaningful feedback without overwhelming teachers.

Reflection Prompts (Principal)

- Do our surveys clearly explain why we are asking these questions?
- Are we asking too many questions—or the right ones?
- Do teachers trust that their responses are confidential?
- Which voices may be missing from our feedback data?

Action Steps

- Define one clear goal for each survey before drafting questions.
- Limit surveys to 5–10 focused questions.
- Include at least one open-ended question for nuance.
- Communicate purpose, confidentiality, and timeline clearly.

Aligned Chapter Activity

Survey Design Audit

- Review last staff survey
- Remove unclear or low-value questions
- Rewrite questions in simple language
- Pilot with 2–3 teachers before launch

2. Analysing Data for Actionable Insights

Chapter Purpose

Move from data collection to informed leadership decisions.

Reflection Prompts (Principal)

- What patterns or trends stand out most in the data?
- Which issues appear repeatedly across responses?
- Are we looking at data in isolation or alongside lived context?
- What is one insight that demands immediate attention?

Action Steps

- Focus on 2–3 priority indicators (e.g., workload, support, trust).
- Use simple visuals (bar charts, trends over time).
- Pair numbers with teacher comments to understand why.
- Discuss findings with the leadership team before acting.

Aligned Chapter Activity

Data-to-Insight Review Meeting

- Highlight key trends
- Identify root causes
- Decide what needs quick action vs. long-term planning

3. Closing the Feedback Loop with Teachers

Chapter Purpose

Build trust by showing that feedback leads to action.

Reflection Prompts (Principal)

- Have we clearly told teachers what we learned?
- Do teachers know what actions were taken—and why?
- How often do we close the loop publicly?
- Where have we unintentionally stayed silent?

Action Steps

- Share a summary of findings with staff.
- Communicate “What we will do / What we can’t do yet / Why”.
- Invite teacher representatives into solution planning.
- Set regular feedback-review cycles (termly or quarterly).

Aligned Chapter Activity

“You Said – We Did – What’s Next” Tracker

- Display in staff room or shared digital space
- Update consistently
- Celebrate improvements linked to feedback

4. Adjusting Leadership Strategies Based on Data

Chapter Purpose

Use data as a compass, not a report card.

Reflection Prompts (Principal)

- Which leadership practices need adjustment based on data?
- Where am I holding on to strategies that are no longer working?
- How openly do I share data with my team?
- How do we celebrate improvements, not just identify gaps?

Action Steps

- Set data review routines (monthly or termly).
- Make small, testable changes rather than sweeping reforms.
- Share data transparently and invite teacher input.
- Publicly acknowledge progress and improvements.

Aligned Chapter Activity

Leadership Adjustment Plan

- Identify one leadership habit to change
- Link it to specific data
- Track impact over time

Principal Reflection

- What does our data say about how teachers feel, not just how they perform?
- How consistently do we turn feedback into visible action?
- What one change will most improve trust and morale right now?

Principal Action Commitment

One immediate action (next 30 days):

One data practice to strengthen this term:

How I will communicate progress to teachers:

Leadership Reminder

Data builds morale only when it leads to listening, action, and follow-through.

Teacher Morale Pulse Survey

Your Voice Matters

Purpose (to share with teachers):

This short survey helps school leadership understand teacher morale and improve support, communication, and working conditions. Responses are confidential and will be used only for improvement.

Instructions

Please rate each statement honestly.

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Section A: Feeling Heard & Valued

1. I feel my opinions and concerns are genuinely listened to by school leadership.
2. I feel safe sharing honest feedback without fear of negative consequences.
3. My efforts as a teacher are noticed and appreciated.

Section B: Surveys & Feedback Practices

1. Surveys or feedback requests in this school are clear and easy to respond to.
2. The questions asked focus on issues that truly matter to teachers.
3. Feedback tools (surveys, meetings, check-ins) respect my time.

Section C: Action on Feedback (Closing the Loop)

1. School leadership shares the results of teacher feedback clearly.
2. I can see visible changes based on teacher feedback.
3. When suggestions cannot be implemented, reasons are explained honestly.

Section D: Data-Informed Leadership

1. Decisions made by leadership are supported by data and teacher input.
2. Leadership adapts strategies when feedback shows something isn't working.
3. Data is used to improve morale, not to blame or control teachers.

Section E: Overall Morale & Trust

1. I feel motivated to give my best effort at this school.
2. I trust school leadership to use feedback fairly and responsibly.
3. Overall, teacher morale in this school is positive.

Open-Ended Reflection (Optional but Powerful)

1. One thing leadership is doing well to support teacher morale:
2. One change that would most improve teacher morale right now:
3. Any suggestion you would like leadership to consider:

Optional Quick Check (1 question only – ultra-pulse)

If you had to rate teacher morale today, what would it be?

Very Low Low Neutral High Very High

How Principals Should Use This Survey

- ✓ Run once per term (not more often)
- ✓ Share a 1-page summary with staff
- ✓ Identify 2 actions maximum per cycle
- ✓ Communicate progress within 30 days
- ✓ Repeat → compare → improve

Leadership Reminder

Asking for feedback builds trust. Acting on it sustains morale.

Student Morale Pulse Survey

Your Feelings About School Matter

Message to students (to include at the top):

This survey helps the school understand how students feel about school life, learning, and support. There are no right or wrong answers. Your responses are confidential.

Response Scale (for Classes 6–12):

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

(For younger students, emojis or smiley faces can replace numbers.)

Section A: Feeling Safe and Supported

1. I feel safe when I am at school.
2. There is at least one teacher or adult at school I can talk to if I need help.
3. I feel respected by teachers and school staff.

Section B: Belonging and Voice

1. I feel like I belong in my school.

2. Teachers listen to students' ideas and opinions.
3. Students are encouraged to speak up respectfully in class.

Section C: Learning Environment

1. My classes help me learn and improve.
2. Teachers explain things in ways I can understand.
3. I feel comfortable asking questions when I don't understand something.

Section D: School Climate and Morale

1. Most days, I feel happy to come to school.
2. Students in my school treat each other kindly.
3. Problems like bullying are taken seriously by adults.

Section E: Overall Experience

1. I feel motivated to do my best at school.
2. School rules are fair and applied consistently.
3. Overall, my experience at this school is positive.

Student Voice – Optional Questions

1. One thing I like most about my school:
2. One thing that would make school better for students:
3. Anything else you want teachers or the principal to know:

Quick Mood Check (Very Short Option)

How do you feel about school most days?

- 😞 Not good
- 😐 Okay
- 😊 Good
- 😄 Very good

How Principals Should Use Student Morale Data

- Compare results with teacher morale pulse
- Look for gaps between adult and student perceptions
- Share age-appropriate summaries with students
- Act on 2–3 visible improvements
- Close the loop: “You said... We did...”