



**Glen
Education**
Growing People you
can be proud of



Building a *thriving* workplace

Client success story and key takeaways for your organisation

Glen Education is a not-for-profit, early years management organisation. They undertake the operational management and employer responsibilities for 23 kindergartens in Glen Eira, Monash, Kingston, Bayside, Stonnington and Boroondara. Glen Education's historical roots are grounded in the belief that its purpose is to provide exceptional management and high-quality services to the community.

As an organisation committed to hearing, understanding and embracing feedback, Glen Education partnered with Insync to provide a secure and independent platform for employees to share feedback with confidence. In this case study, we examine the key strategies implemented by Samantha Kolasa, CEO, and Melissa MacMaster, General Manager of Operations, Education, and Pedagogy, at Glen Education, to cultivate a thriving workplace, unpinned by strong people practices.

THE RESULTS

Glen Education has maintained top-tier engagement scores for nearly a decade. Their focus on transparent communication, leadership development, and a growth-driven culture has placed them in the top 10% of Insync's benchmarks* in many areas, since their first measurement in 2016.

**Insync's benchmark evaluates employee survey results across similar organisations, offering a trusted measure of workplace performance and success.*

Glen Education's approach highlights that engagement is a continuous journey, not a one-time initiative. By fostering a culture that values feedback, systematically and predictably measures the employee experience, and consistently strives for improvement, they've created a thriving, resilient workforce.



How to create a workplace where people thrive

Glen Education's success is based on the consistent execution of core workplace strategies. Here are the key approaches they've embedded to achieve top-tier performance:

1. Clear and transparent communication

- Regular updates: Leadership provides updates at the start and end of each term, along with mid-term check-ins to ensure alignment and clarity.
- Feedback channels: Informal discussions, surveys, and focus groups create an open space for employees to voice their opinions and feel heard.
- Transparent decision-making: Employees are kept informed about organisational direction and are empowered to contribute their ideas.

How you can apply it: Create regular touchpoints for communication, encourage feedback through multiple channels, and ensure that decision-making processes are transparent and inclusive.

3. Inspiring, consistent and responsive leadership

- Clear vision: Leaders align staff with long-term organisational goals, ensuring clarity and purpose in their work.
- Regular engagement: Senior leaders actively engage with staff to understand their challenges and provide tailored support.
- Leadership development: Investment in training and development ensures that leaders are equipped to inspire and guide their teams effectively.

How you can apply it: Strong leadership is a cornerstone of employee engagement. Ensure your leaders set a clear vision, regularly engage with their teams, and are well-equipped to lead by example.



2. A culture of growth and support

- Feedback-driven culture: Mistakes are viewed as learning opportunities, not setbacks, encouraging ongoing development.
- Wellbeing initiatives: Support for both personal and professional resilience through structured wellbeing programs.
- Recognition of perseverance: Regularly acknowledging employees' efforts reinforces the value of continuous improvement.

How you can apply it: Foster a culture that values learning and resilience. Support employees in their personal and professional development to enhance overall engagement and effectiveness.

4. Inclusion and diversity

- Multilingual support: Glen Education leverages its multilingual staff to serve non-English-speaking families better, ensuring inclusivity in the educational environment.
- Collaborative hiring decisions: Team members are involved in hiring decisions to ensure cultural and value alignment with prospective employees.
- Cultural celebrations: Glen Education embraces a broad range of cultural events, ensuring celebrations are inclusive for all employees.

How you can apply it: Prioritise diversity and inclusion in hiring, team-building, and cultural events. Leverage diversity as a strength in both operational and employee engagement strategies.

Glen Education respects individuals and values their differences

Top 25%
of the benchmark

5. Professional development

- Strengths-based performance development: Moving away from one-size-fits-all performance reviews, Glen Education tailors development processes to individual needs, making them more meaningful.
- Ongoing learning opportunities: Structured career pathways and leadership training enable employees to advance their careers.
- Knowledge sharing: Employees who attend professional development programs are encouraged to share their learning with the broader team, fostering a culture of collaboration.

How you can apply it: *Implement a tailored, strengths-based approach to performance reviews and development. Encourage ongoing learning and knowledge sharing across teams.*

Glen Education has effective processes for developing employees

Top 10%
of the benchmark

7. Supporting employees to make the best use of their skills

- Role alignment: Employees are encouraged to focus on their strengths, which enhances job satisfaction and performance.
- Cross-functional opportunities: Staff are given the chance to broaden their skill sets through cross-departmental initiatives.
- Succession planning: Opportunities to step into leadership support roles allow employees to grow without the pressure of full responsibility.

How you can apply it: *Align roles with individual strengths and provide opportunities for growth and skill enhancement to drive engagement and job satisfaction.*

I am able to make best use of my skills and abilities in my role

Top 10%
of the benchmark

6. Reward and recognition practices

- Input-driven recognition: Staff are consulted on preferred forms of recognition, making appreciation more personal and meaningful.
- Blended recognition: Formal awards are complemented by informal praise, creating a balanced approach to recognition.
- Consistency in recognition: Glen Education ensures that employees are acknowledged regularly, whether through public praise or small gestures, such as snacks, reinforcing the importance of daily appreciation.

How you can apply it: *Regular and varied recognition, informed by employee preferences, enhances engagement and reinforces a culture of appreciation.*

Glen Education recognises the achievements of its people

Top 10%
of the benchmark

Glen Education's success in employee engagement is rooted in perseverance, continuous feedback, and leadership commitment. The key takeaway? Employee engagement is a journey, not a destination. By embedding transparency, fostering a growth mindset, and recognising the value of every employee, Glen Education ensures that its people thrive. Start small, stay consistent, and watch engagement levels improve.

