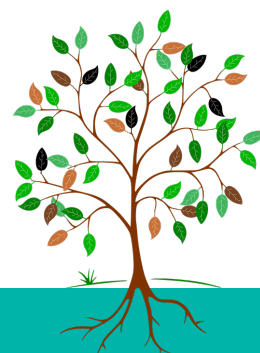


# PRINCIPAL WELLBEING PROJECT

Catholic Education Sandhurst

## STRATEGIC FRAMEWORK for PRINCIPAL WELLBEING



# INTRODUCTION

The Principal Wellbeing Project is supported by the centrality of the Charter of Sandhurst School Improvement (CoSSI), ensuring it is at the heart of our endeavours through the vision and intentions developed through the Project. Leadership in a Catholic school co-creates a vision for a community in which all may have life in abundance (John 10:10) and where human flourishing is the core purpose. This is particularly pertinent for Principals within the context of this project.

Principals play a significant role in the development of children and young people, ensuring they are successful learners and active citizens in their school and wider community. Principalship is a significant leadership role that generates high levels of satisfaction, while at the same time, generates high degrees of challenges, particularly as the role continues to be increasingly complex.

In response to the results of the Australian Principal Occupational Health, Safety and Wellbeing Survey over the past six years, and the known demands of Principals in regional and rural contexts, Catholic Education Sandhurst is committed to the development of a strategic response to support the ongoing professional development, health and wellbeing of leaders of our schools.

The collection and analysis of authentic and credible data has determined the strategic framework for development and implementation. The strategic intentions demonstrate a high-level commitment to achieving a desirable future for our Principals. The validated strengths of our Principals are acknowledged and form the basis for a salutogenic approach to enable a proactive response to the emerging priorities from the data.

The Principal Wellbeing Project, strategic in its approach, aspires to ensure that our Principals are well (in every regard), valued and supported. The implementation of the strategic framework will ensure ongoing formation and development of Principals, resulting in effective leadership of school communities for our young people.

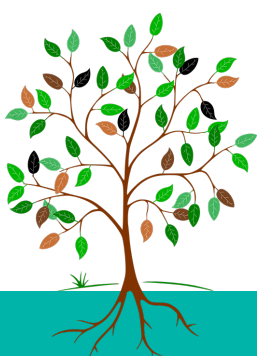
Catholic Education Sandhurst is committed to working in relationship with our school leaders through a collaborative, faith based and service orientation approach. The formation of a Diocesan Principal Wellbeing Reference Team honours the importance of working in relationship and engaging with school leaders as agency for change. The commitment to collaboration will lead to improved working conditions for our leaders, provide opportunities for the continued development of leadership capacity, while also ensuring that Principalship within a Catholic school is a role that will inspire many who possess leadership aspirations.



PAUL DESMOND

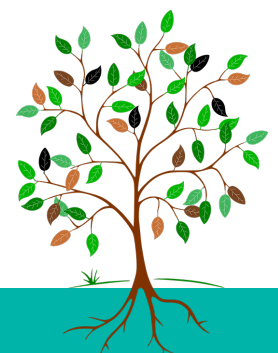
**Director of Catholic Education Sandhurst**

August 2017



# STRATEGIC INTENTIONS

- 1. Principal and Deputy Principal networks have a strategic intent that includes performance development and collegiate support.**
- 2. A culture of professional supervision and coaching is part of normal practice for Principals.**
- 3. All Principals demonstrate a commitment to their health and wellbeing.**
- 4. Principals are skilled and supported to manage the performance of staff.**
- 5. Clear strategies and guidelines articulate acceptable behaviour to ensure respectful relationships between families and schools.**
- 6. Support for Principals is reflective of context and career stage.**
- 7. The role of the Principal and Deputy Principal is clearly defined and articulated.**
- 8. The Leadership Framework enables growth and capacity building that ensures sustainability and succession planning for Principalship.**
- 9. The enactment of specific plans ensures a greater percentage of women are applying for and being appointed to Principalship.**



# STRATEGIC INTENTION - ONE

*Principal and Deputy Principal networks have a strategic intent that includes performance development and collegiate support*

- GOAL**      **TO** build professional networks for Deputy Principals F-12
- TO** build a highly collaborative professional learning community with the Deputy Principals
- TO** build and develop Principal networks across the Diocese

# STRATEGIC INTENTION - TWO

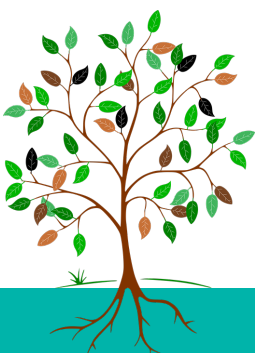
*A culture of professional supervision and coaching is part of normal practice for Principals*

- GOAL**      **TO** ensure that all Principals engage with professional supervision on a regular basis
- TO** ensure that all Principals have the opportunity to engage with executive coaching to support ongoing leadership growth and development

# STRATEGIC INTENTION - THREE

*All Principals demonstrate a commitment to their health and wellbeing*

- GOAL**      **TO** provide Principals with access to annual executive health checks
- TO** provide Principals with a framework that supports their individual health and wellbeing
- TO** support Principals with the development of a personalized health plan
- TO** be proactive in responding to the excessive workload and workhours of Principals



# STRATEGIC INTENTION - FOUR

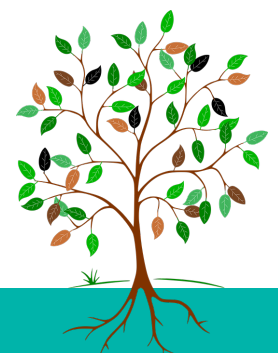
*Principals are skilled and supported to manage the performance of staff*

- GOAL**      **TO** develop a culture of coaching in relation to the performance development of staff
- TO** ensure that Principals have consistent and clear processes to support the performance management of staff
- TO** support Principals to build highly professional cultures within school communities

# STRATEGIC INTENTION - FIVE

*Clear strategies and guidelines articulate acceptable behaviour to ensure respectful relationships between families and schools*

- GOAL**      **TO** develop clear behavioural guidelines and expectations for parents within school settings relevant to context
- TO** strategically connect with the Parent Leadership and Family Engagement Strategy in support of further building healthy attitudes and respectful behaviours
- TO** continue to build a safe, positive and engaging culture with a focus on respectful behaviours as the norm



## STRATEGIC INTENTION - SIX

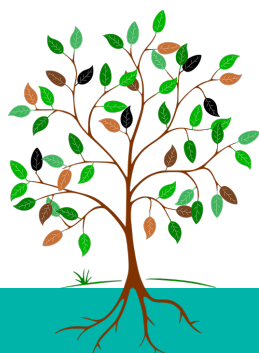
*Support for Principals is reflective of context and career stage*

- GOAL**      **TO** strategically plan for additional support for Small School Principals
- TO** develop a systemic framework for Principal Induction for new and transitioning Principals
- TO** identify and utilise the experience and expertise of mentors for new and transitioning Principals
- TO** foster and promote formal study through accredited tertiary pathways

## STRATEGIC INTENTION - SEVEN

*The role of the Principal and Deputy Principal is clearly defined and articulated*

- GOAL**      **TO** develop an overview of the role of the Principal and the Deputy Principal
- TO** promote the role of Principal in school, parish and wider community



## STRATEGIC INTENTION - EIGHT

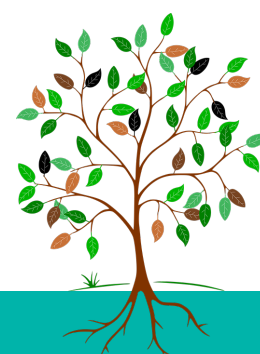
*The Leadership Framework enables growth and capacity building that ensures sustainability and succession planning for Principalship*

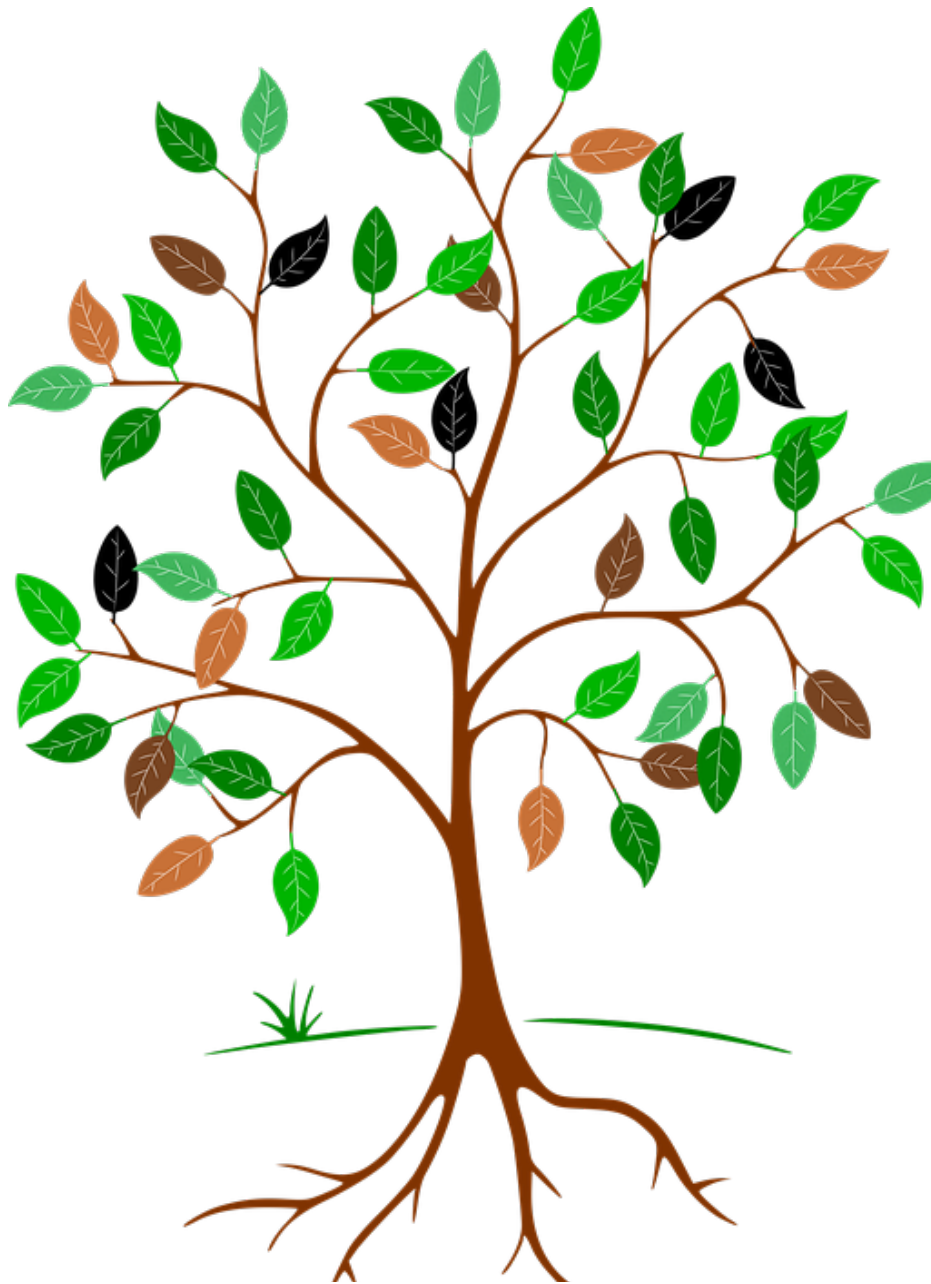
- GOAL**      **TO** build leadership capacity through a systemic framework and approach within the Catholic context
- TO** strategically consider leadership pathways and formation opportunities aligned with the Leadership Framework
- TO** identify leaders within schools and provide preparation and formation for Principalship
- TO** strategically develop processes to support the sustainability of long term, experienced Principals

## STRATEGIC INTENTION - NINE

*The enactment of specific plans ensures a greater percentage of women are applying for and being appointed to Principalship*

- GOAL**      **TO** further explore data related to women in leadership to determine plans and actions
- TO** identify talent and accelerate the formation and development of women in leadership





# CATHOLIC EDUCATION SANDHURST