PRINCIPAL APPRAISAL FOR DEVELOPMENT

360° Feedback Process

REPORT

FOR

SAMPLE SCHOOL

MAY, 2010

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Introduction

This report provides feedback from the *Principal's Appraisal for Development Survey* that the Principal and other members of the school community recently completed.

Survey Distribution

The survey was sent to the Principal and a number of other types of respondents (such as Parent, Teacher and Student) and was designed to gather views about the Principal's performance in six key areas, as follows:

1. Religious Leadership
2. Educative Leadership
3. Staff Leadership
4. Strategic Leadership
5. Organisational Leadership
6. Leader Capabilities

Each area included a number of items. Responses to a five point likert scale (where 5 = Strongly Agree and 1 = Strongly Disagree) were collated and mean values were recorded. For each item, the mean value of responses is presented in this report.

Following the six generic sections there is a seventh section of school-specific scaled items.

In addition to the scaled items two open-ended questions were also included. The open-ended responses are presented in Appendix A.

Method of Analysis

After the surveys were collected they were sent to Simons & Associates Pty Ltd for data entry and analysis. At this point the surveys were sorted into each of the respondent groups and all quantitative data were then entered into a database. The database was used to calculate mean scores and frequencies. All qualitative data are typed into a separate spreadsheet, which is then attached to the report.

Finally, the report was then sent to the Griffith Business School for interpretation and editing. All data were encrypted and archived on CD-Rom.

Important Note

The *Feedback Report* is not a test result or formal assessment of competence — it is an exercise to inform personal and professional development.

Response Rate for this Survey

Type	Number
Principal	1
Parent	1
Teacher	1
Student	1
Total	4

SCALED QUESTIONS

Definitions and Examples of the Six Generic Areas

Area	Definition	Sample item
1. Religious Leadership	This section deals with how the Principal leads the school spiritually and how his or her leadership relates to the mission of the school and the Church.	Nurtures the Catholic life of the school
2. Educative Leadership	This section deals with the Principal's oversight of the school's academic program and the way it is delivered.	Builds a collaborative learning culture
3. Staff Leadership	This section deals with how the Principal encourages and supervises staff and others.	Implements appropriate staff performance management
4. Strategic Leadership	This section deals with how the Principal ensures that relevant policies and procedures are implemented.	Effectively facilitates appropriate change
5. Organisational Leadership	This section deals with how the Principal implements his leadership in the school and relates to members of the school community.	Complies with policy and legislation
6. Leader Capabilities	This section deals with how the Principal implements his leadership in the school and relates to members of the school community.	Acts with honesty and integrity

OPEN-ENDED QUESTIONS

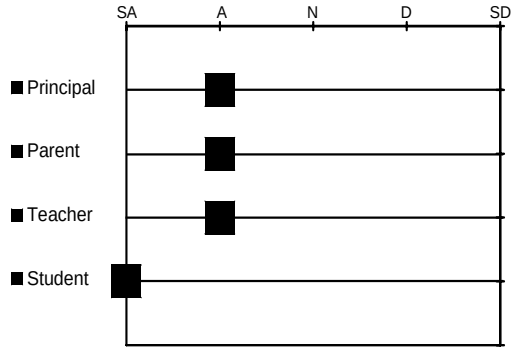
1. What should this Principal be thanked or congratulated for in their leadership?
2. What areas would you identify for the Principal's future leadership development?

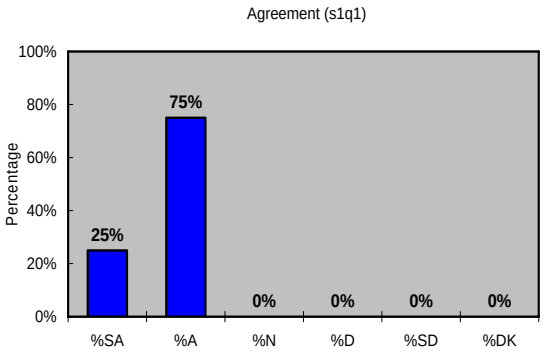
The Scaled Response Items

In this part of the report responses to the sets of items that comprise the *Principal's Appraisal for Development Survey* are displayed followed by the school-specific items, in similar order to the items that were presented to the Principal. Empty columns indicate that no response was received. Please note that occasionally percentages may not add up to 100% due to rounding.

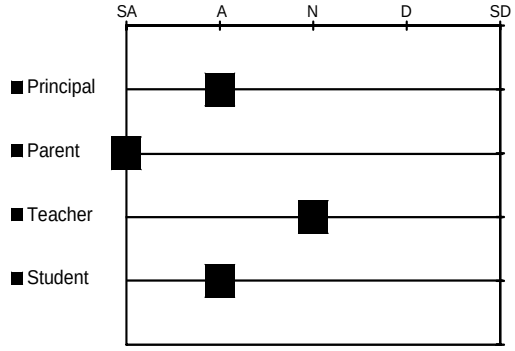
1. Religious Leadership

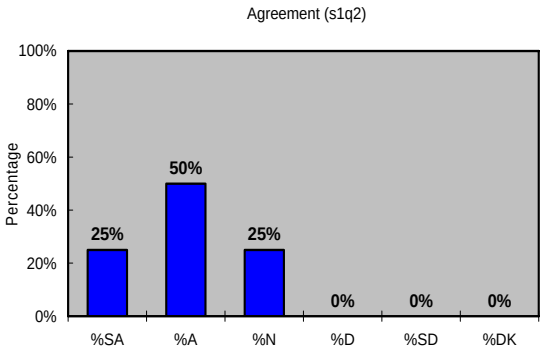
1 Clearly communicates and promotes the Archdiocesan vision within the school



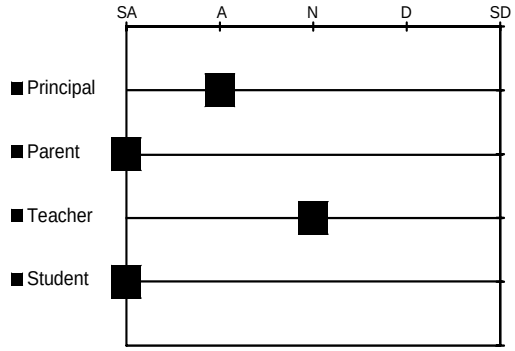


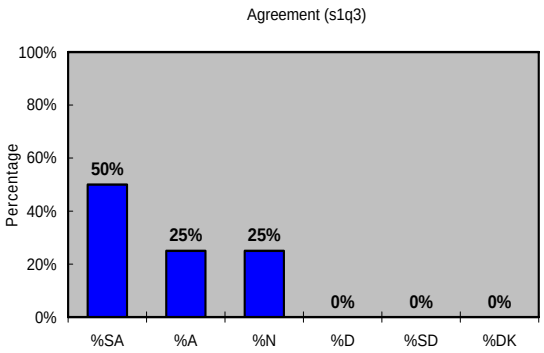
2 Nurtures the Catholic life of the school



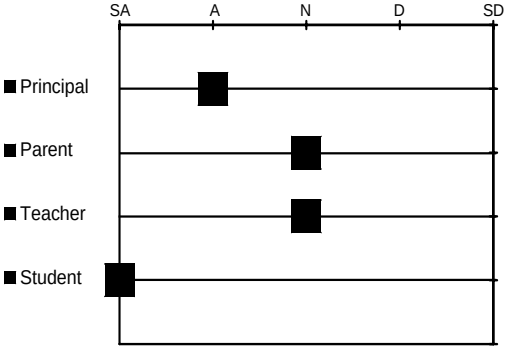


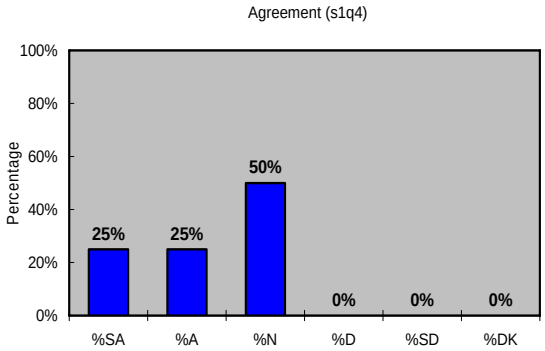
3 Promotes school partnerships with the official relgious community (ie parish priest, deanery, (Arch)/Diocesan communities)



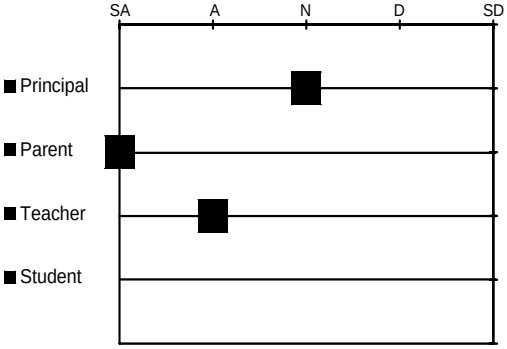


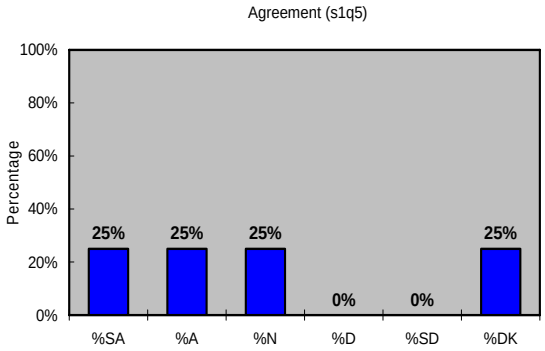
4 Provides effective leadership in Religious Education



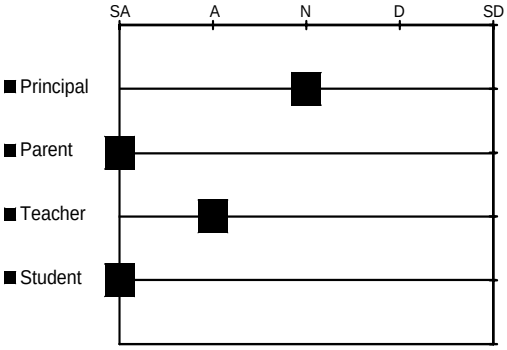


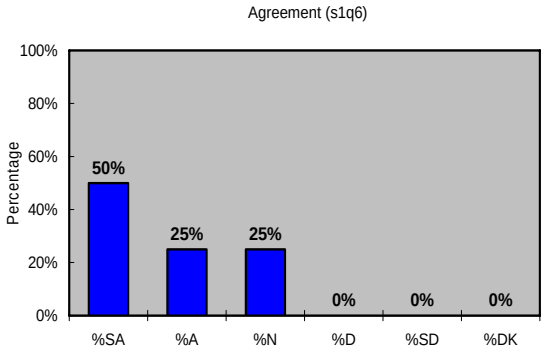
5 Has a positive influence on the development of the religious dimension of all aspects of school life



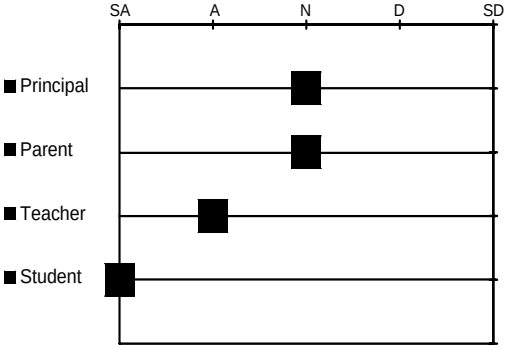


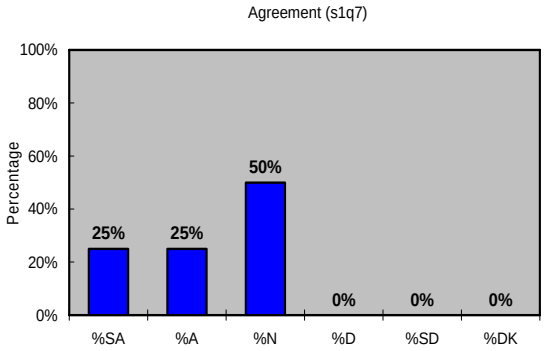
6 Effectively implements pastoral care



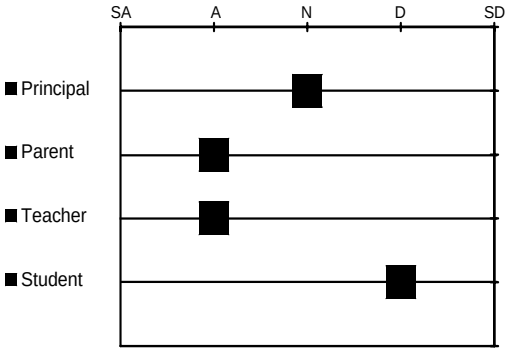


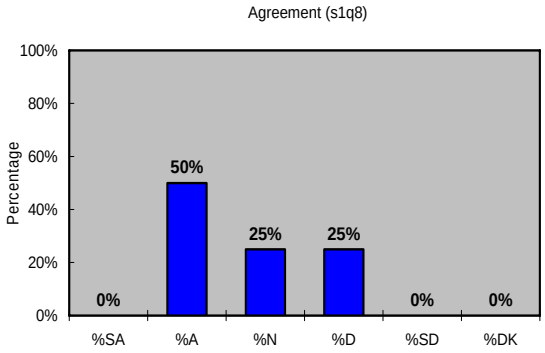
7 Nurtures staff in their spiritual and religious formation



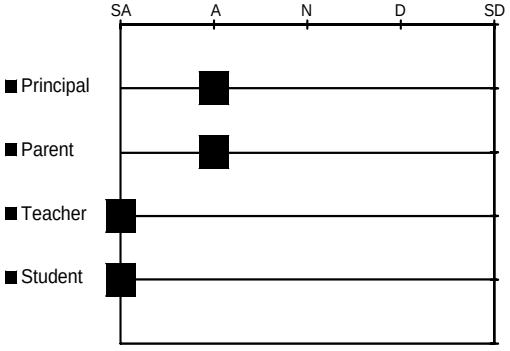


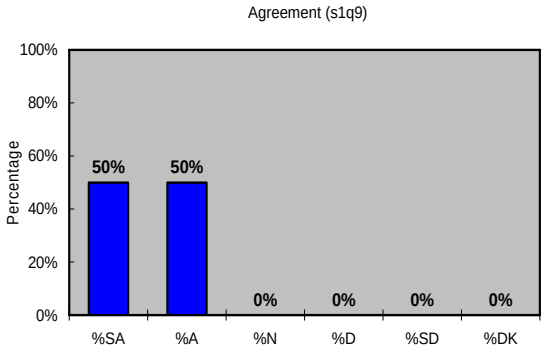
8 Facilitates Christian community service and social justice





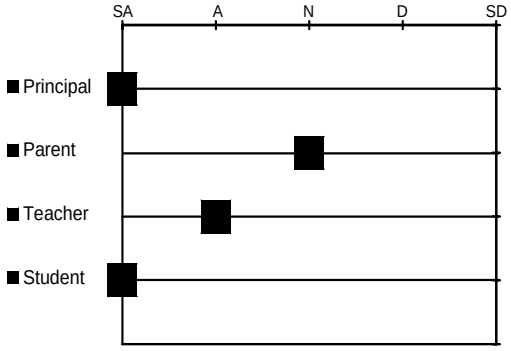
9 Effectively caters for the poor and marginalised

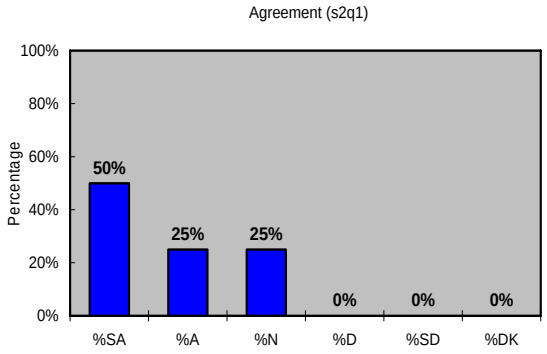




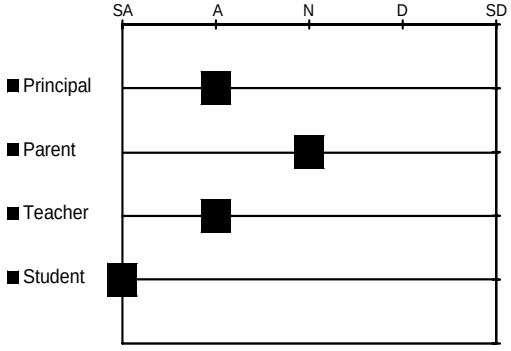
2. Educative Leadership

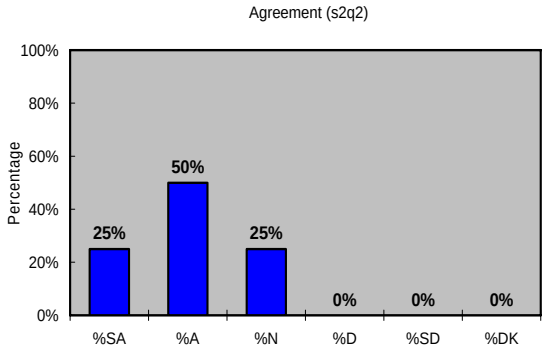
1 Develops and promotes a Catholic educational vision



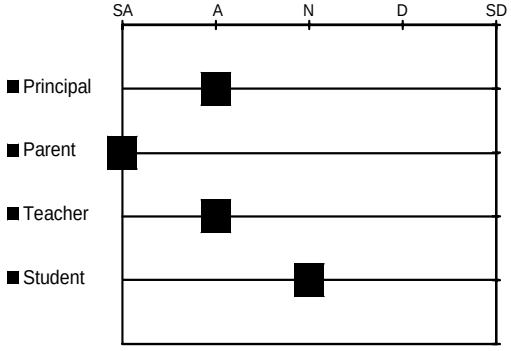


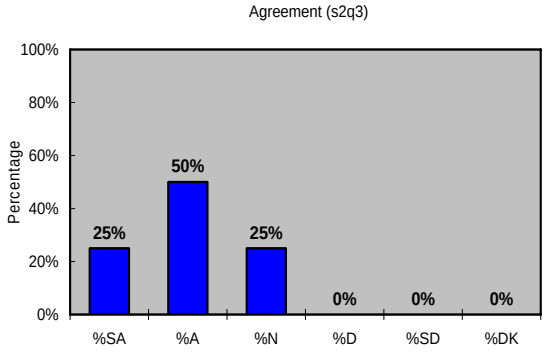
2 Builds a collaborative learning culture



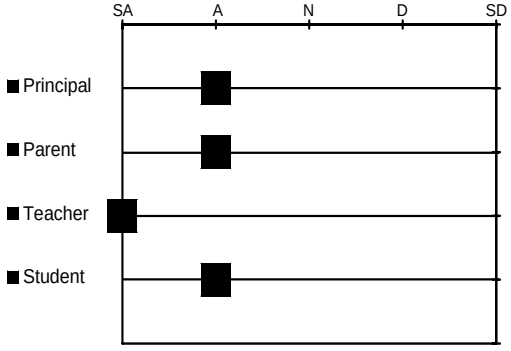


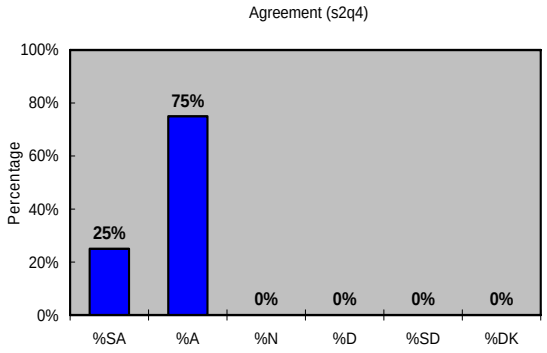
3 Facilitates effective teaching and learning



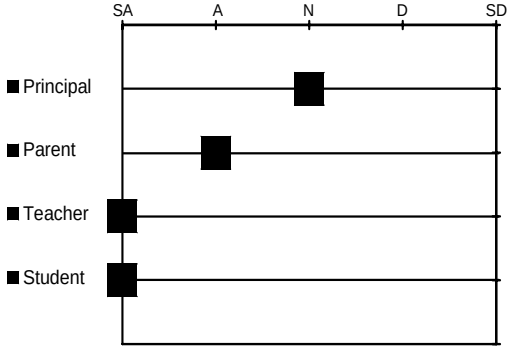


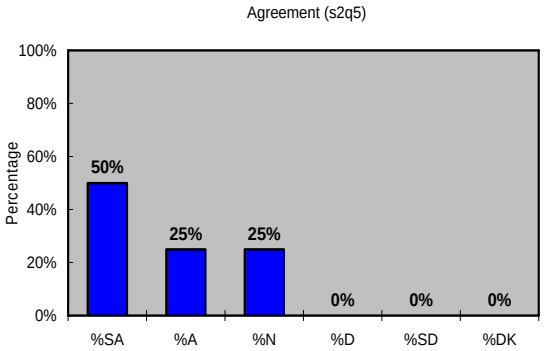
4 Ensures high quality curriculum



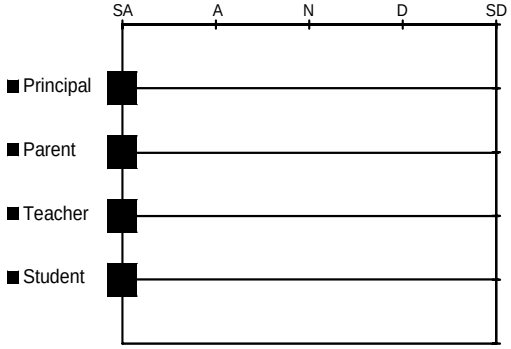


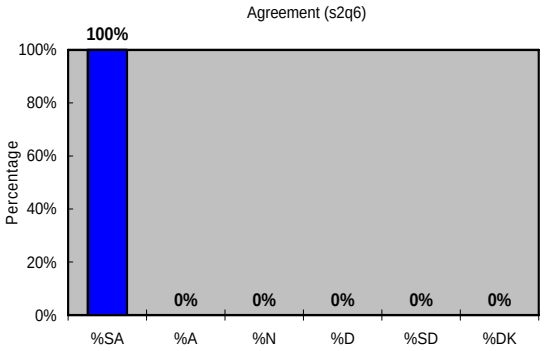
5 Focuses on student learning outcomes



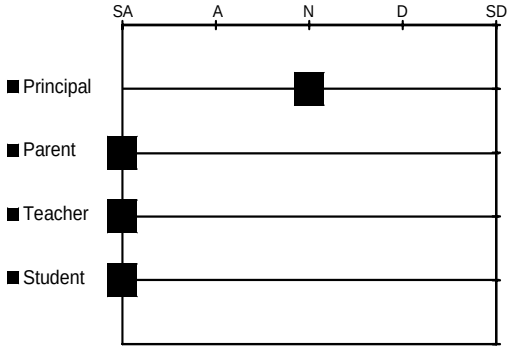


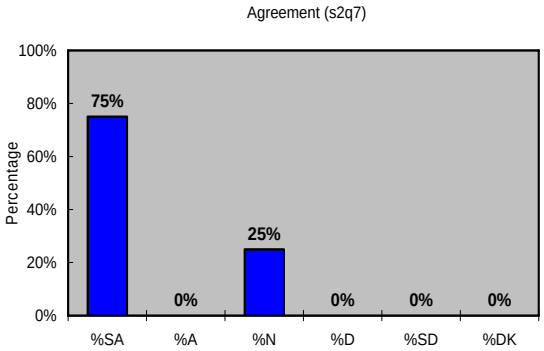
6 Provides for the diverse needs of students



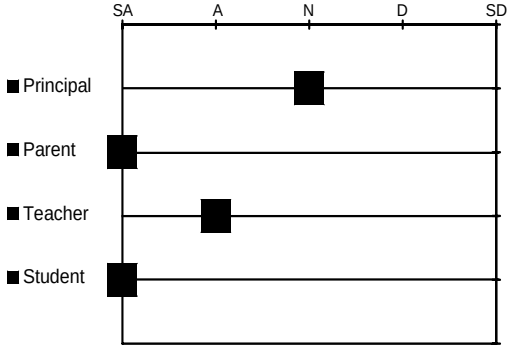


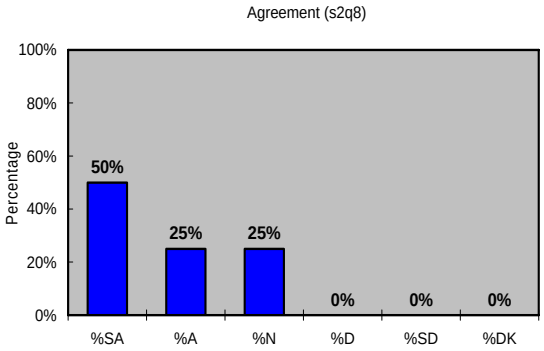
7 Ensures that appropriate assessment and reporting processes are implemented





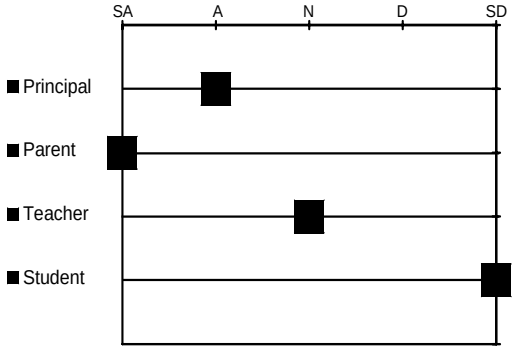
8 Ensures the quality of programs, practices and performance

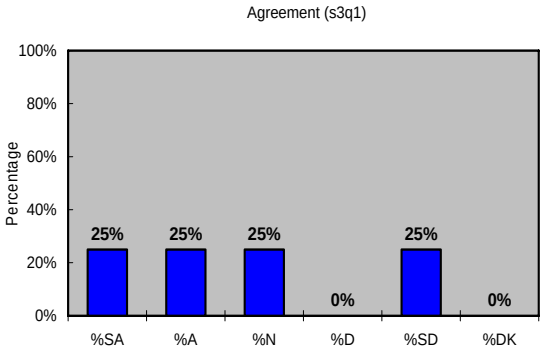




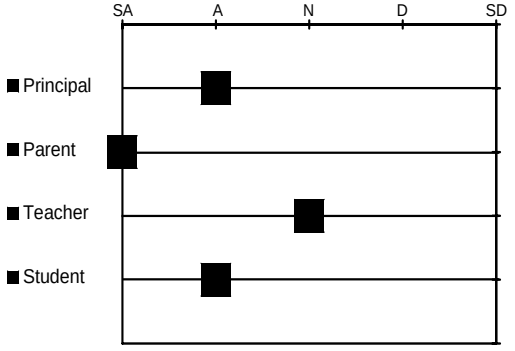
3. Staff Leadership

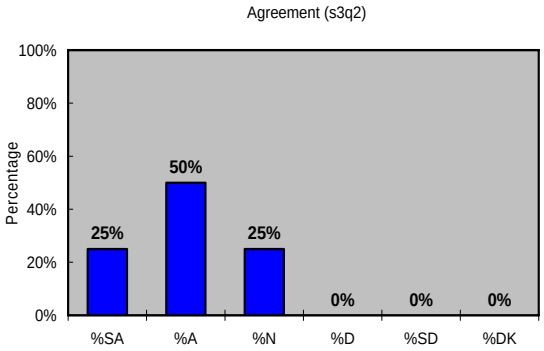
1 Ensures effective recruitment, selection & induction for staff



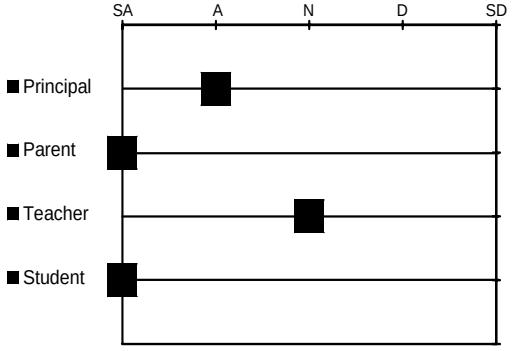


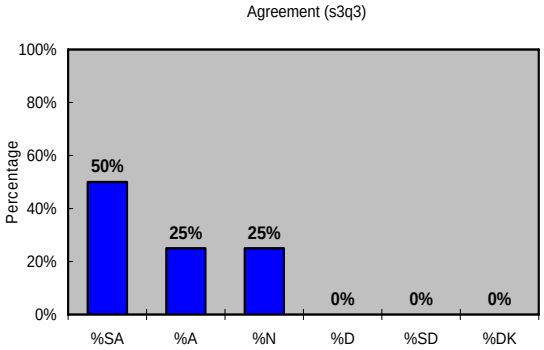
2 Implements appropriate staff performance management



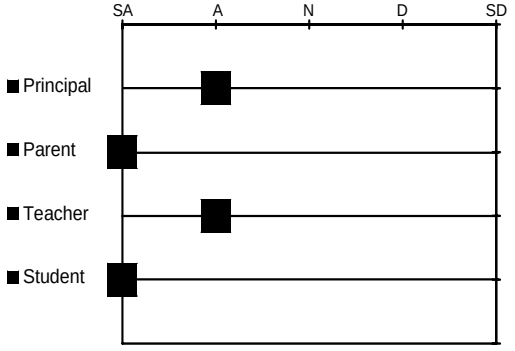


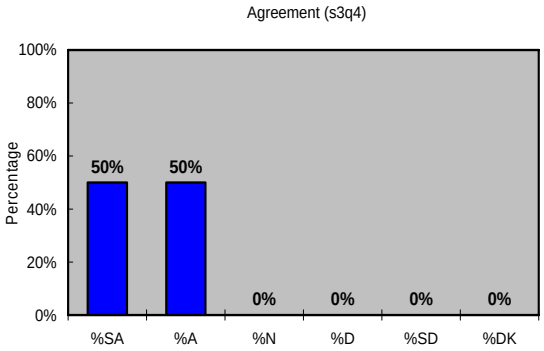
3 Manages staff efficiently and effectively



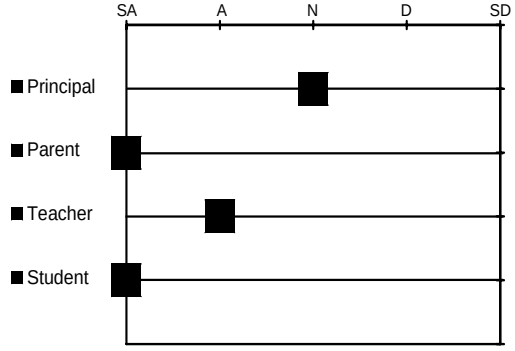


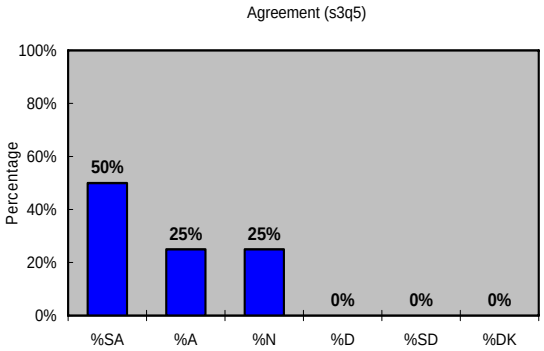
4 Communicates effectively with students, staff and parents



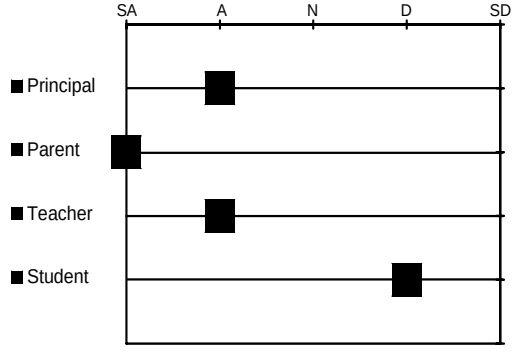


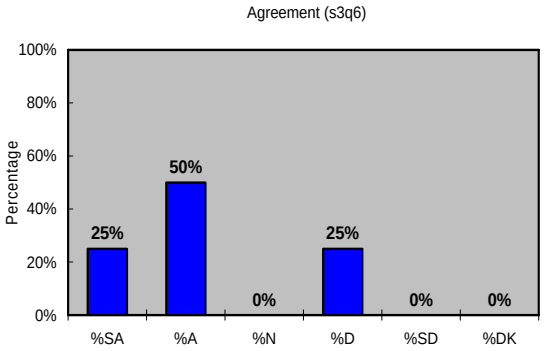
5 Cultivates productive working relationships



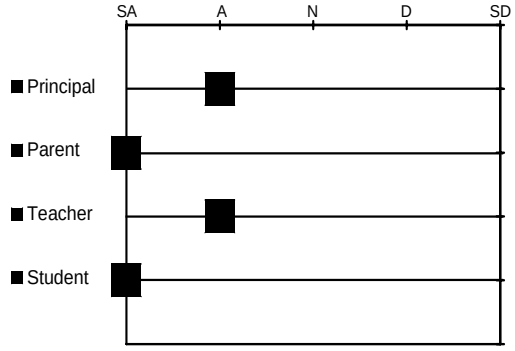


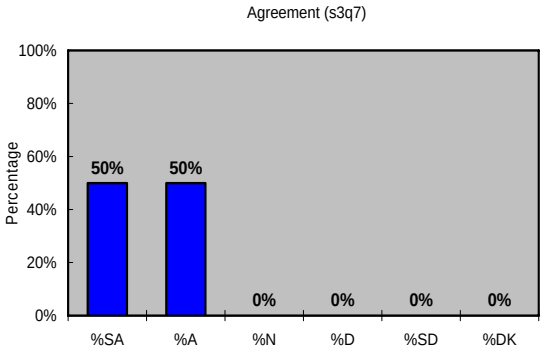
6 Facilitates healthy staff relationships and a positive staff culture



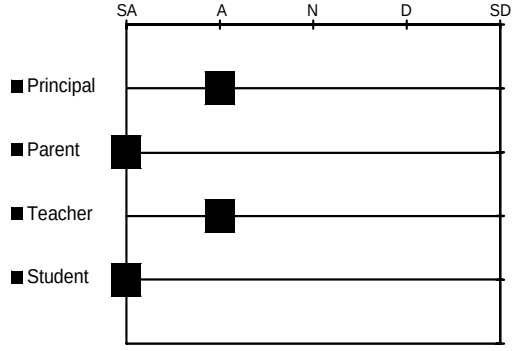


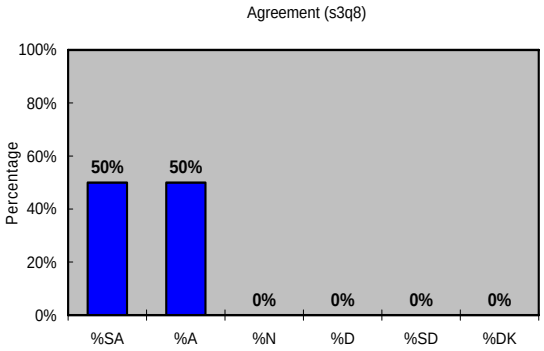
7 Provides leadership development opportunities for staff





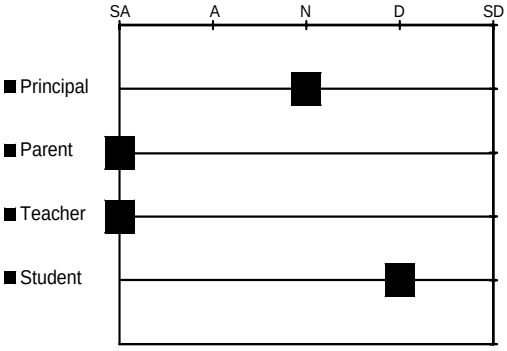
8 Ensures appropriate developmental learning opportunities for staff

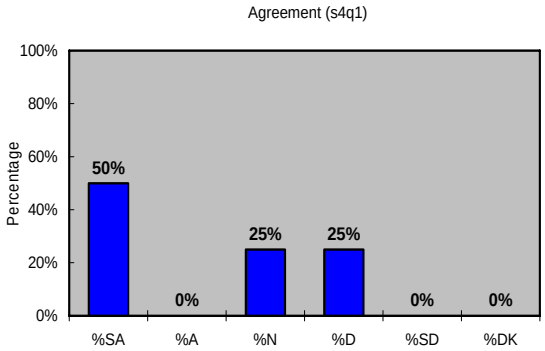




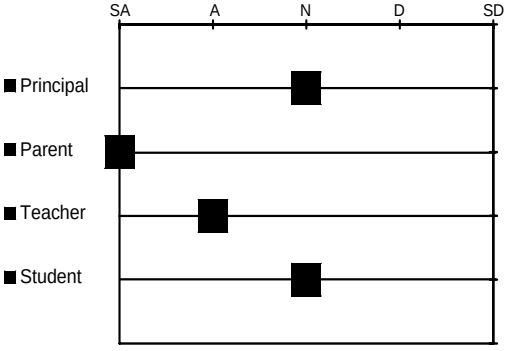
4. Strategic Leadership

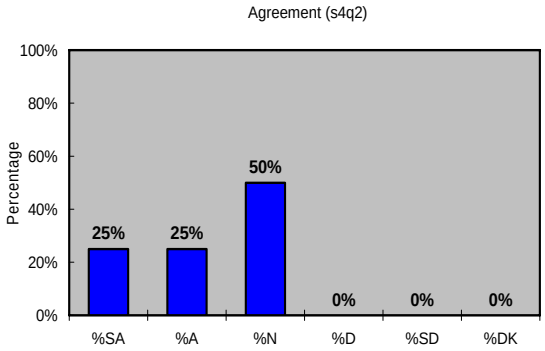
1 Applies the (Arch)/Diocesan vision to the school context



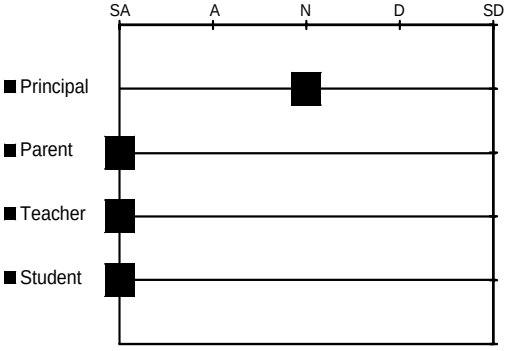


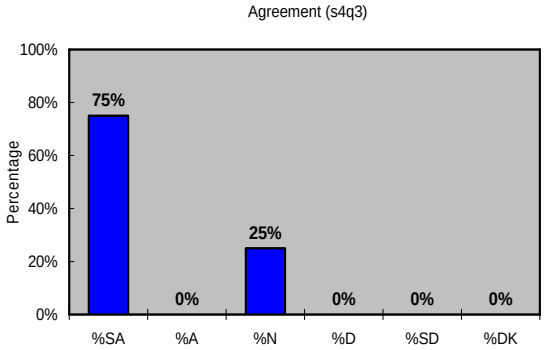
2 Ensures that the school works in partnership with the Catholic Education Head Office



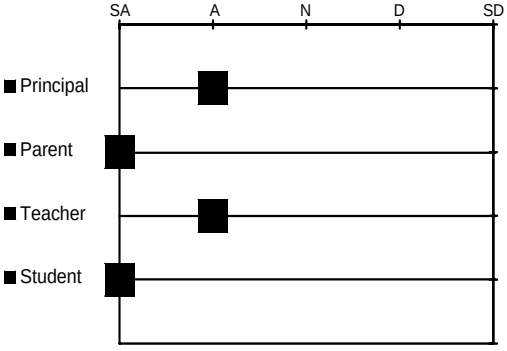


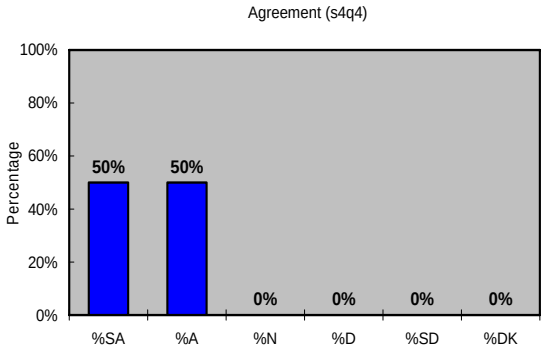
3 Ensures that the school has an annual renewal plan and manages the implementation of this plan



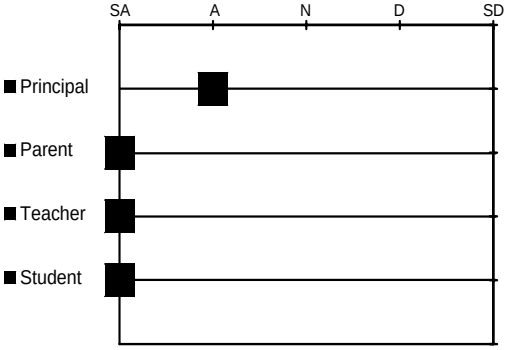


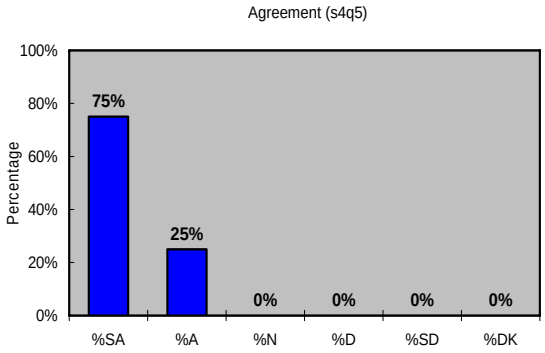
4 Engages the school community in processes of reflection, self review and improvement



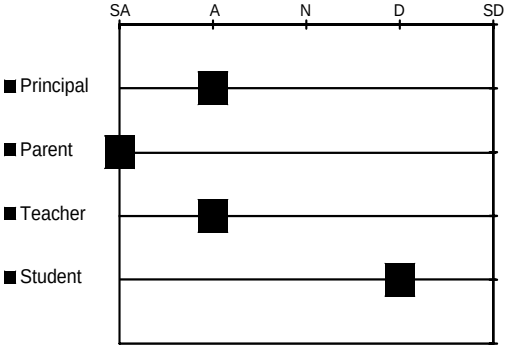


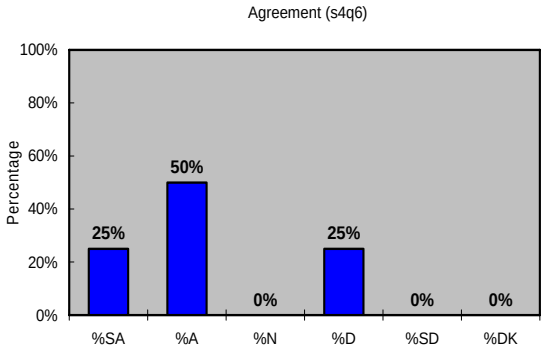
5 Effectively facilitates appropriate change



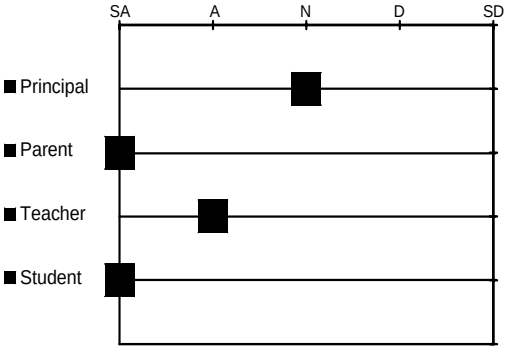


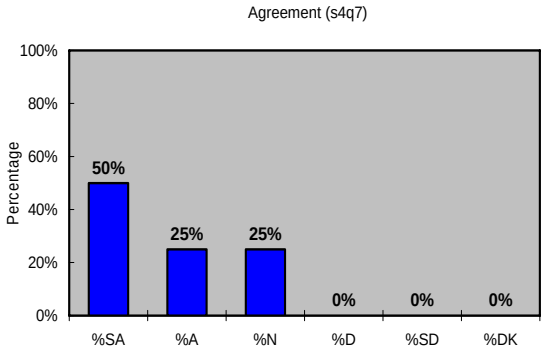
6 Promotes and markets the school in the community





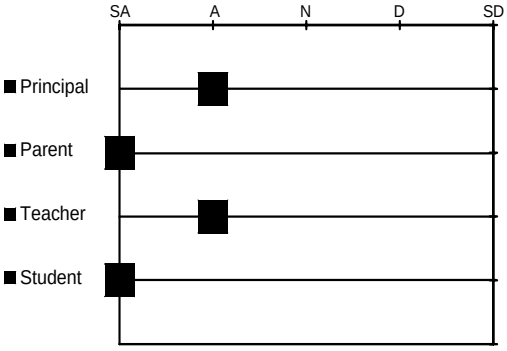
7 Works in partnership with parents, especially the School Board and Parents & Friends Association

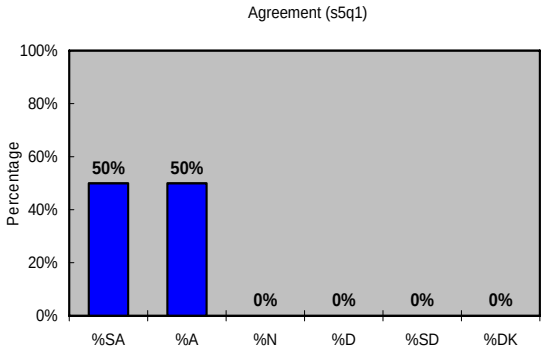




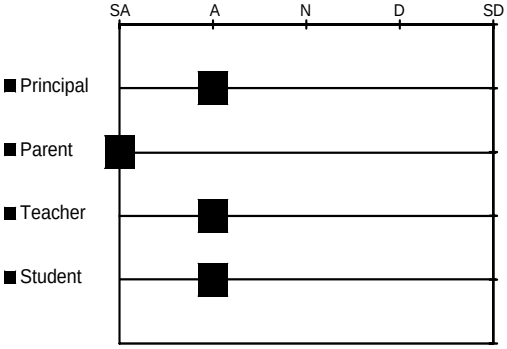
5. Organisational Leadership

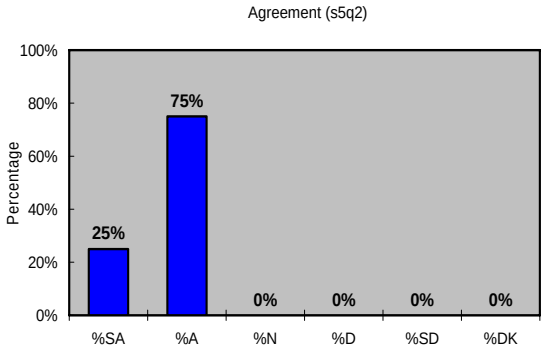
1 Ensures policies, processes and activities align with the school strategic renewal plan



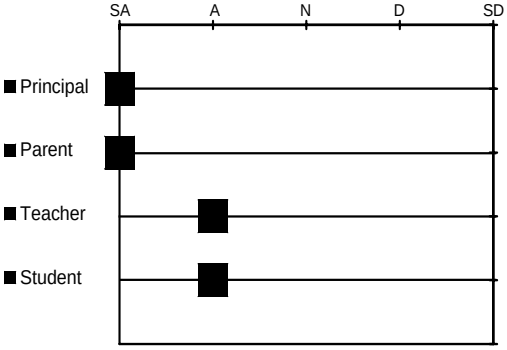


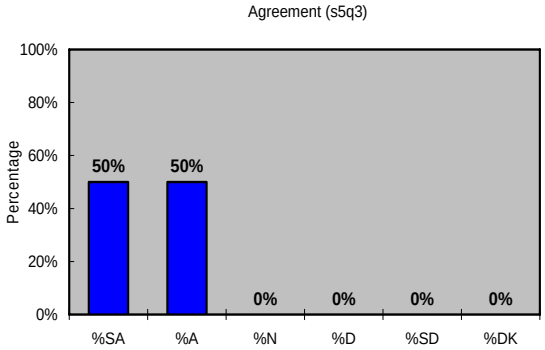
2 Complies with policy and legislation



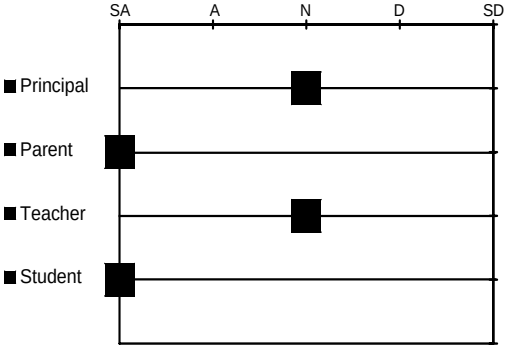


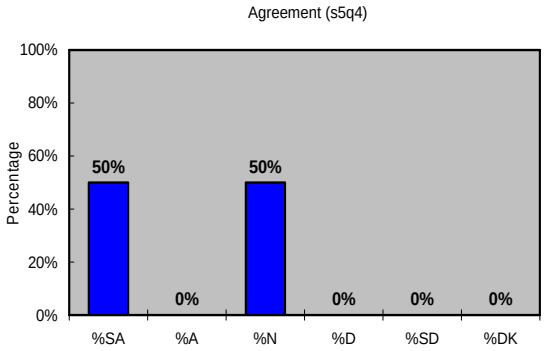
3 Ensures effective financial management of the school



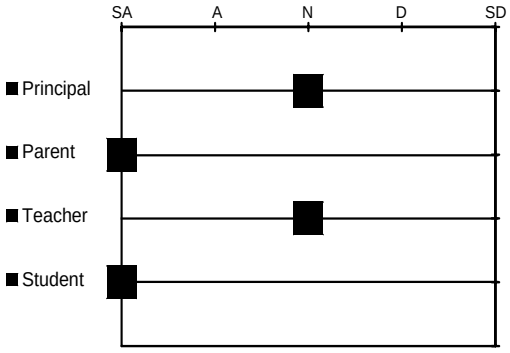


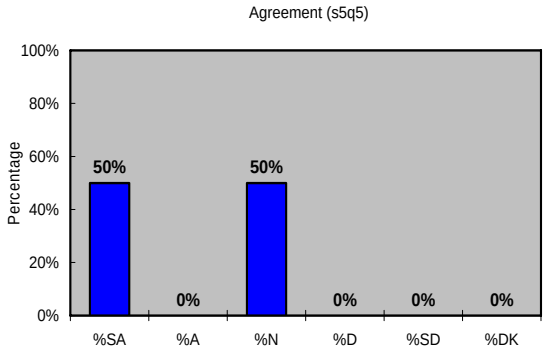
4 Facilitates the implementation of information technology in the school



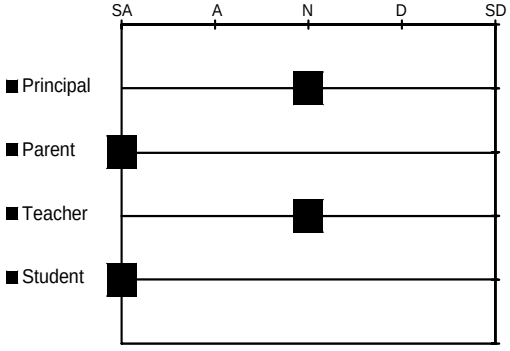


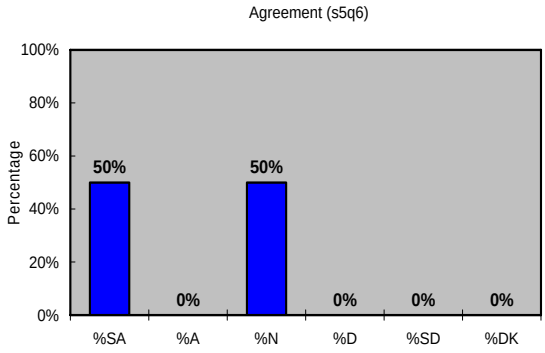
5 Effectively manages school enrolments within policy and resources



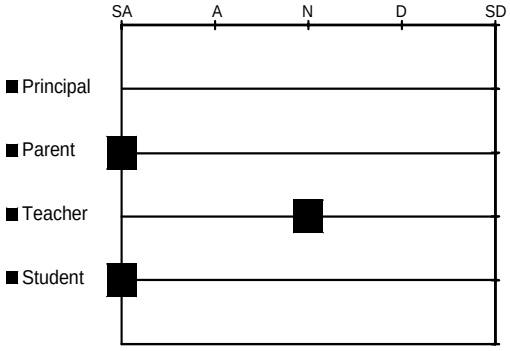


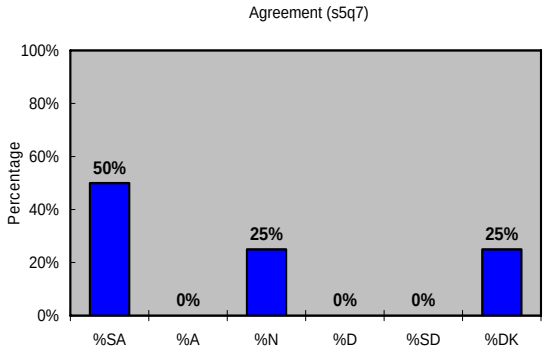
6 Ensures appropriate risk management for the school



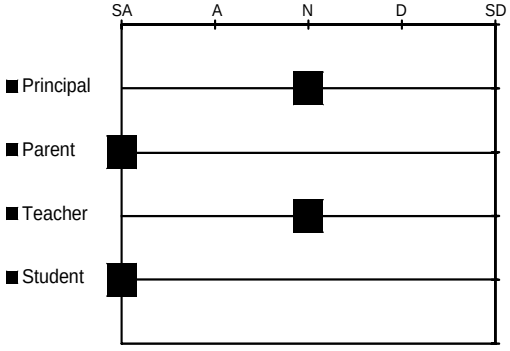


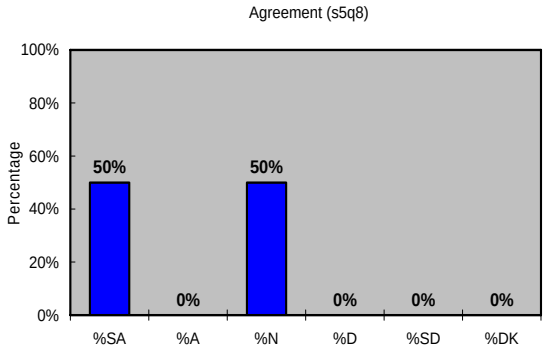
7 Has efficient systems of data and records management



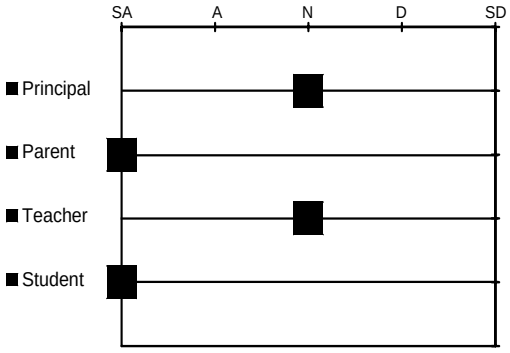


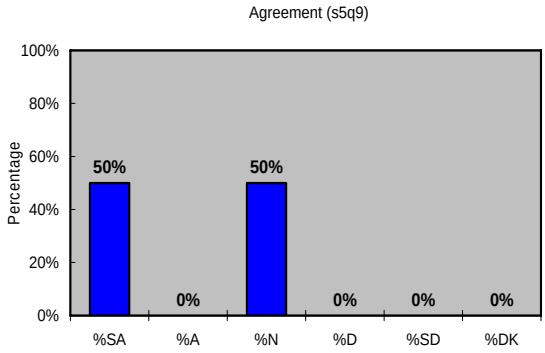
8 Ensures facilities are maintained and enhanced as appropriate





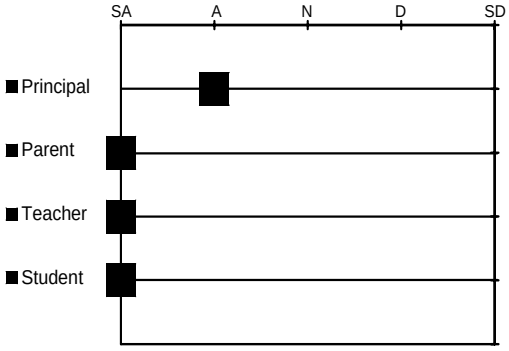
9 Has established effective communication and decision making processes

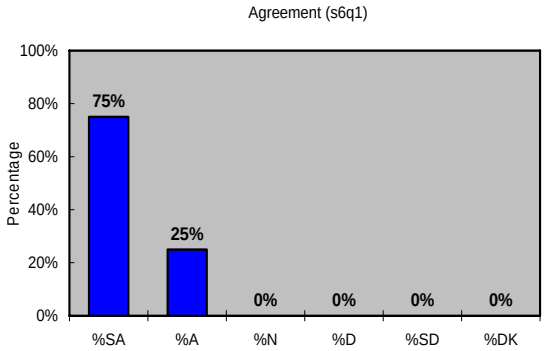




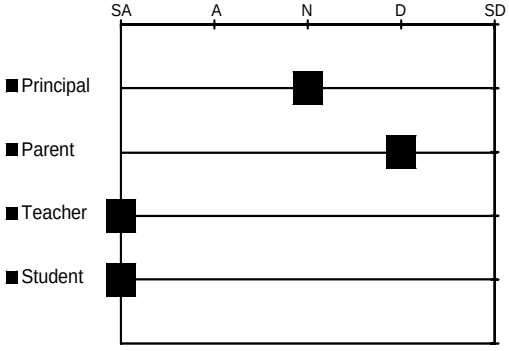
6. Leader Capabilities

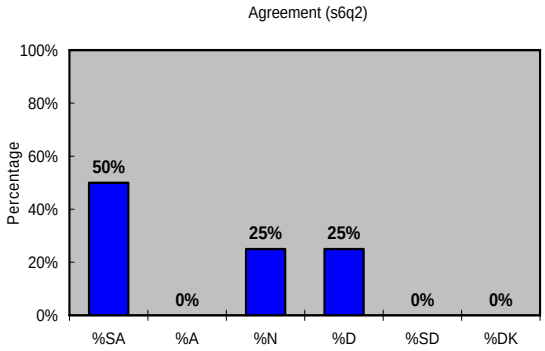
1 Establishes regular patterns of prayer, worship and service



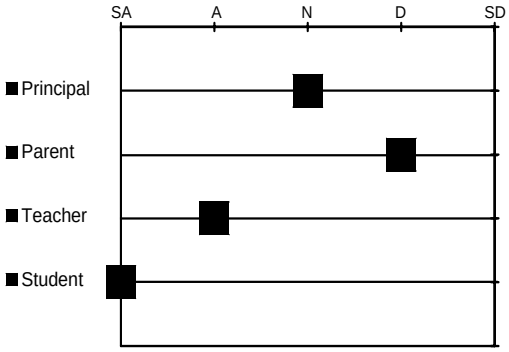


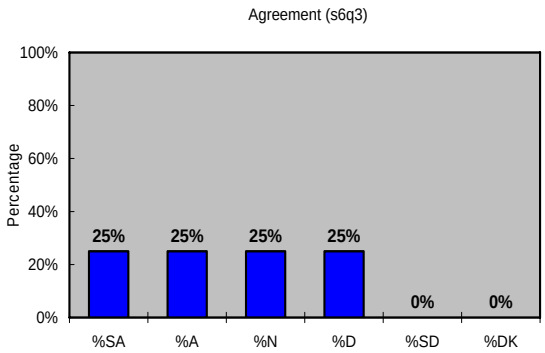
2 Communicates and shares a personal faith



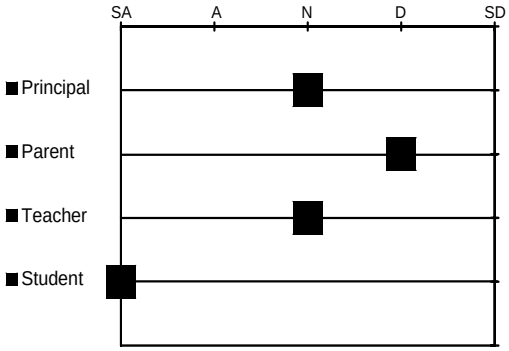


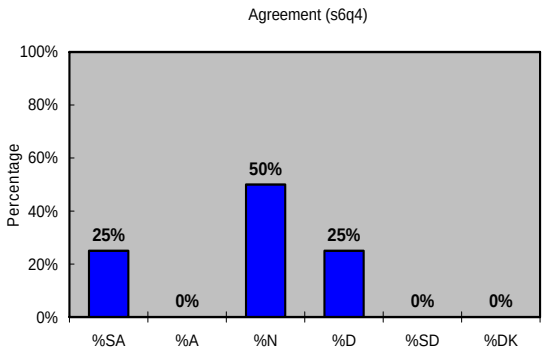
3 Acts with honesty and integrity



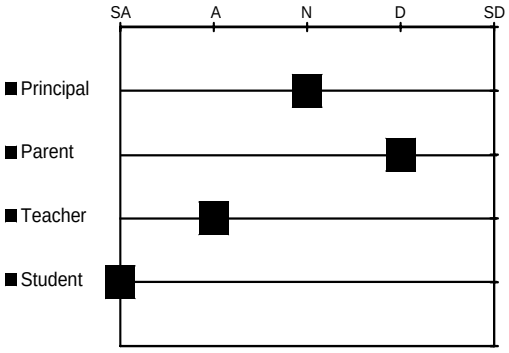


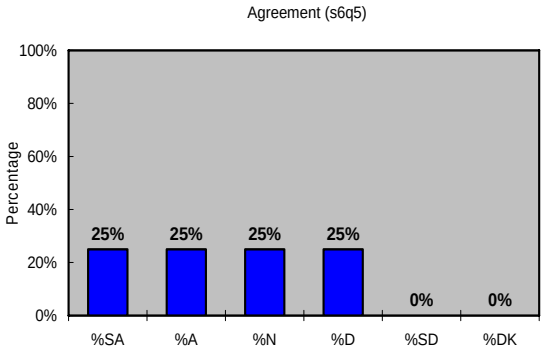
4 Is thoughtful and caring



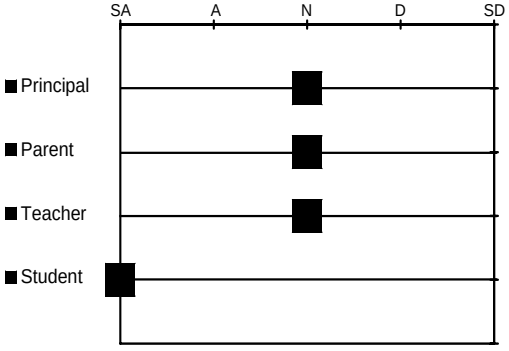


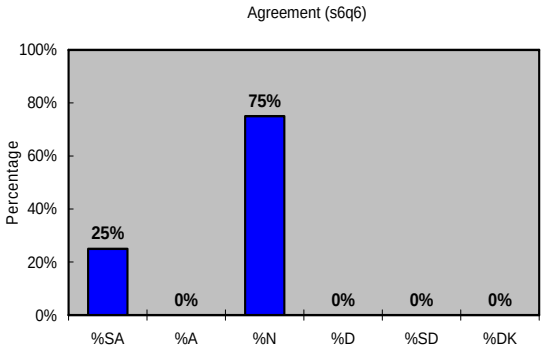
5 Effectively integrates work and personal life



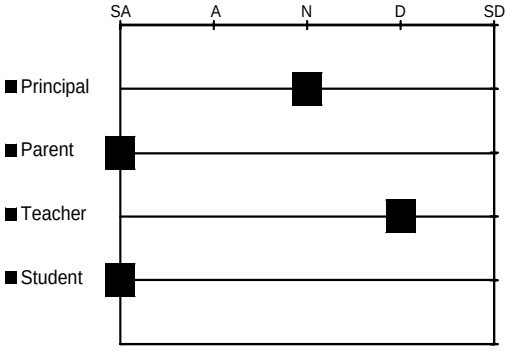


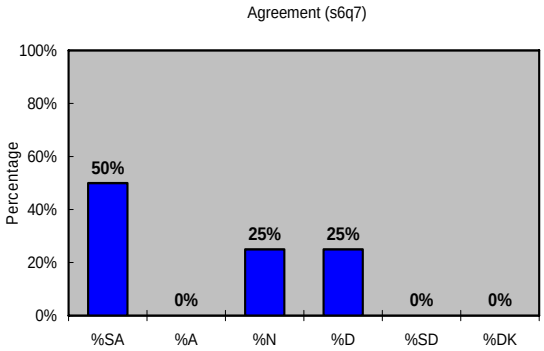
6 Displays optimism, enthusiasm, confidence, curiosity and resilience



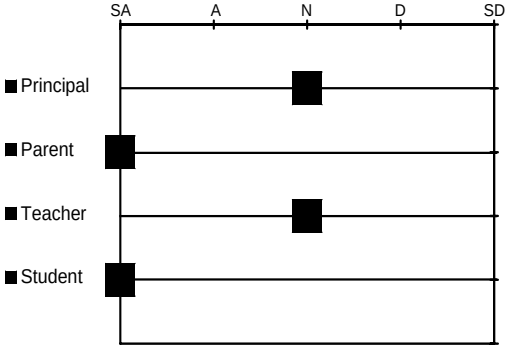


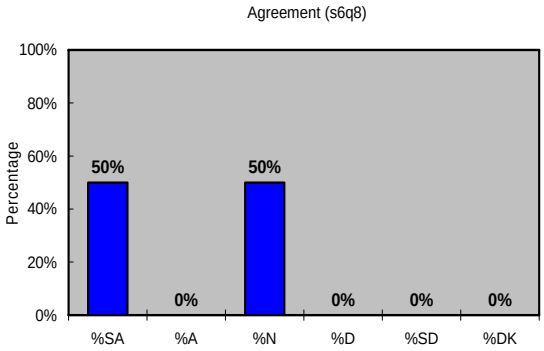
7 Displays emotional intelligence in working with individuals and groups



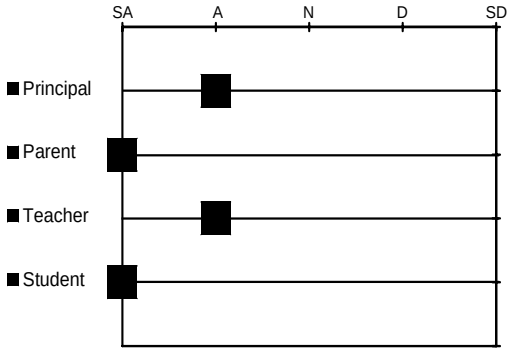


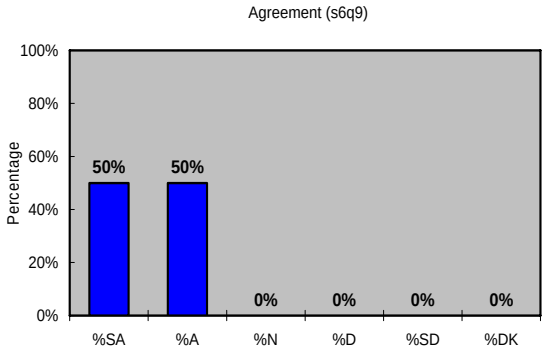
8 Affirms the work of others and demonstrates a genuine interest and concern for people



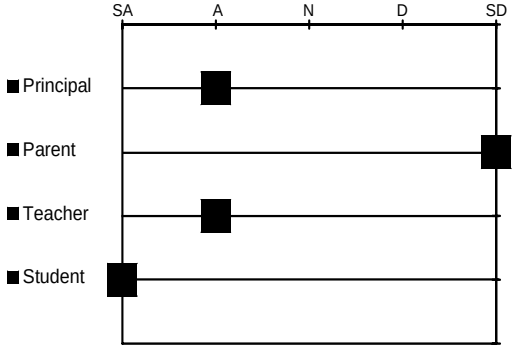


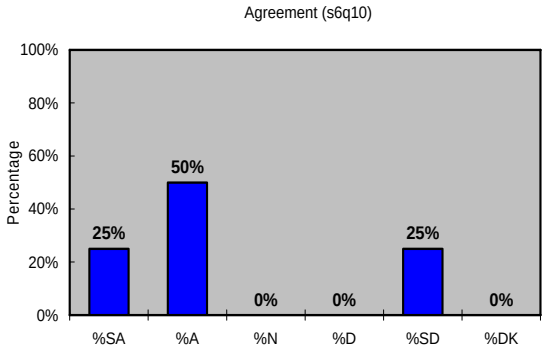
9 Builds an inclusive community through personal and professional relationships



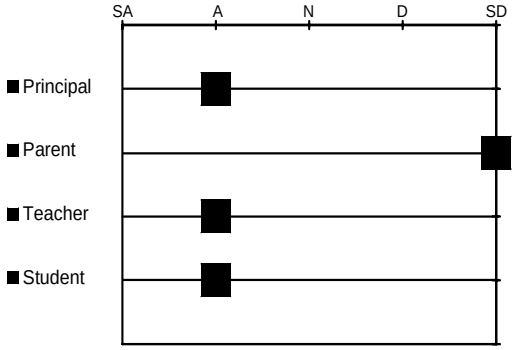


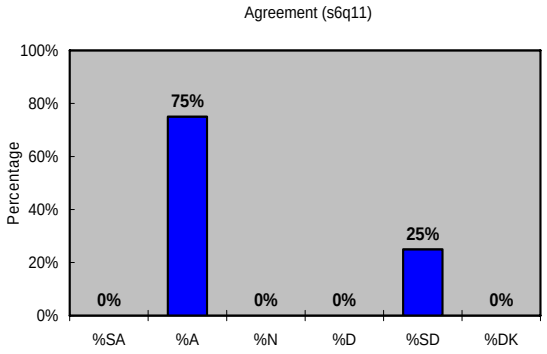
10 Deals constructively with differences of opinion and successfully negotiates solutions



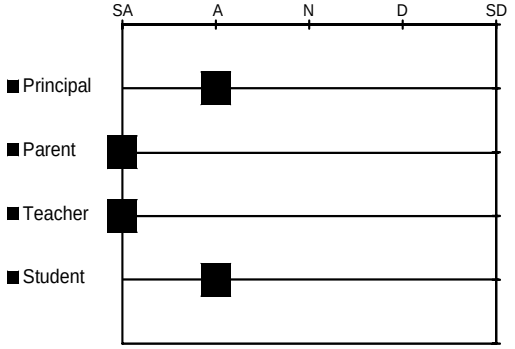


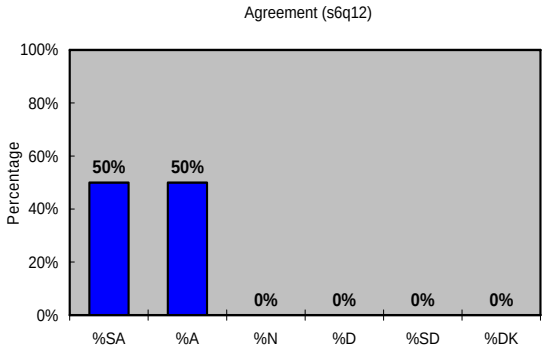
11 Approaches complex and sensitive situations ethically



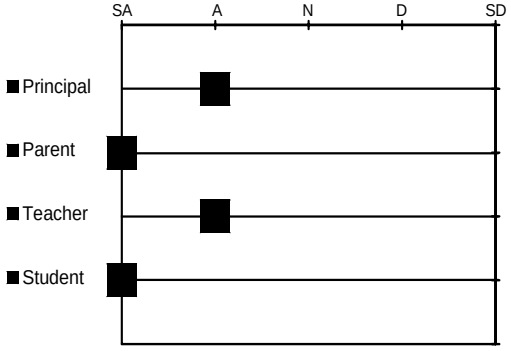


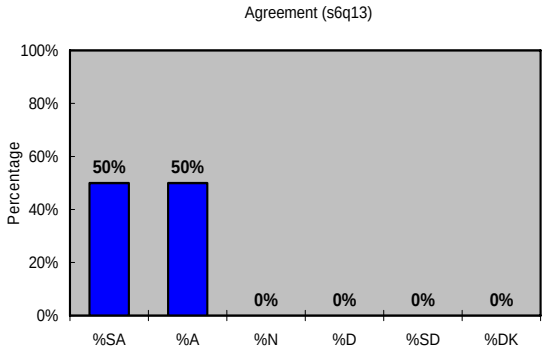
12 Models life long learning



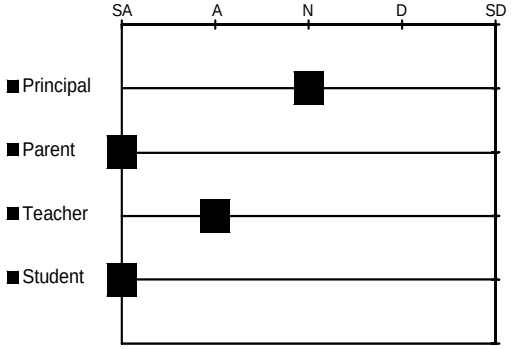


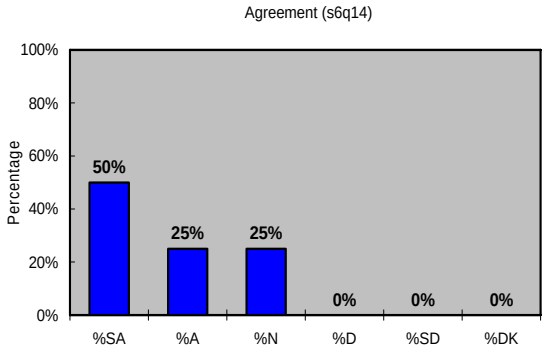
13 Is knowledgeable about contemporary educational issues



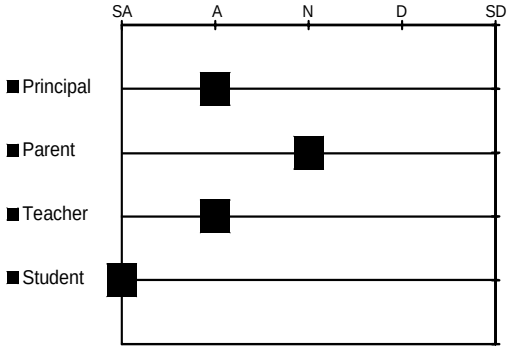


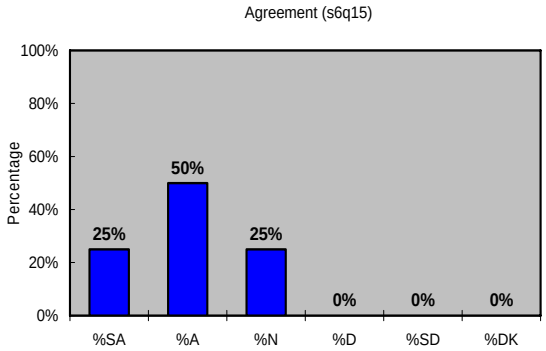
14 Accepts accountability for actions and decisions



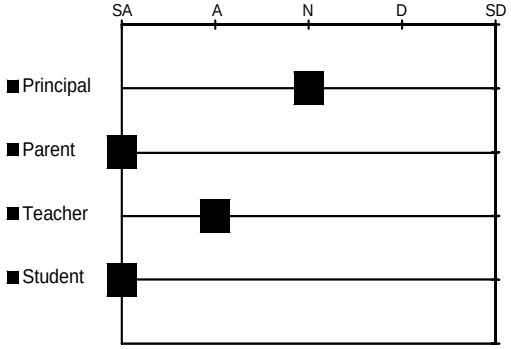


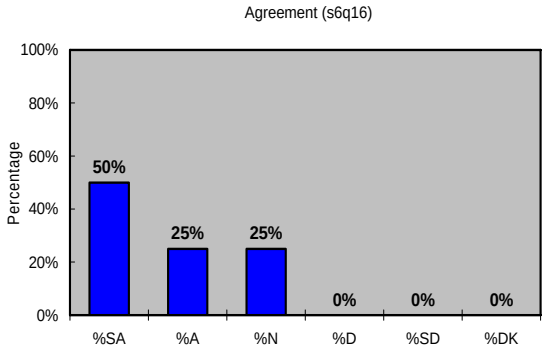
15 Builds school capability using the talents of all involved



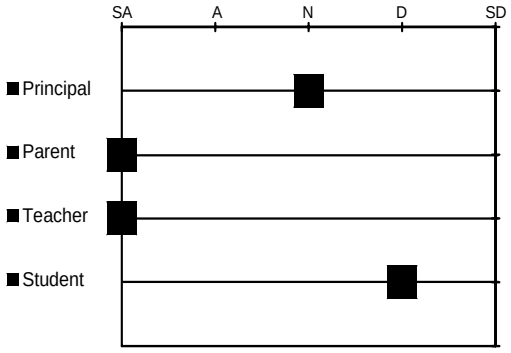


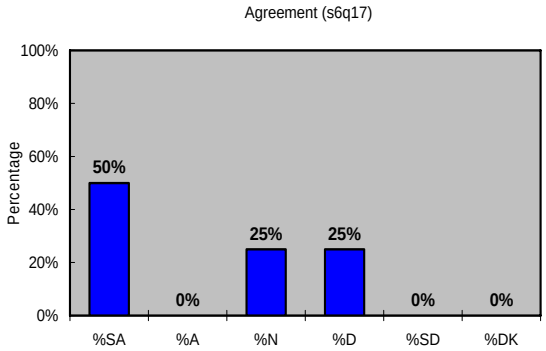
16 Responds effectively to issues and concerns



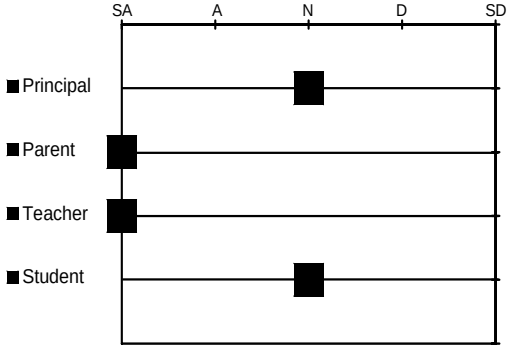


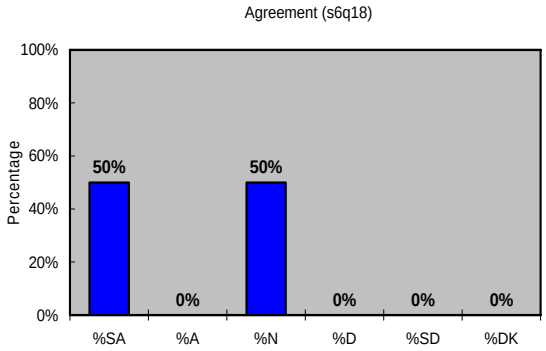
17 Nurtures effective learning environments for the diversity of students





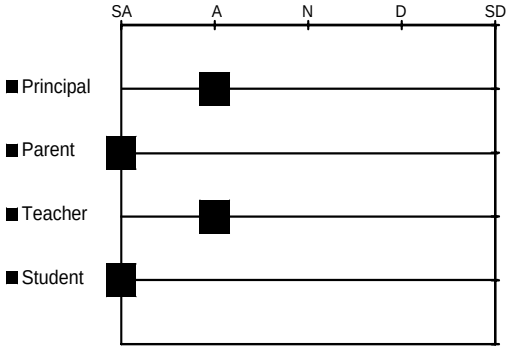
18 Embodies the Catholic vision in everything that happens at the school

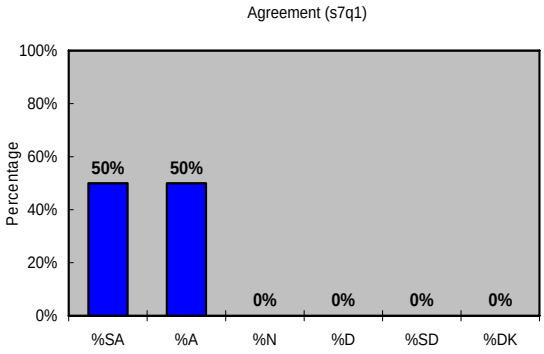




7. School Specific Questions

1 This is an example question customised for the purposes of the school





Appendix A – Open-Ended Responses

What should this Principal be thanked or congratulated for?

Principal

I would write this on myself but nothing to add

Parent

There are many things I could say here

Teacher

nothing to say

Student

I can't think of anything

What areas are identified for the Principal's future leadership development?

Principal

Nothing to add

Parent

Not much to add here.

Teacher

Nothing to say again

Student

Still at a loss for words

Appendix B – Breakdown of Actual Ratings

Some respondents marked Not Sure to some items, whilst their ratings were not included in the mean score calculations they are included in the frequency percentage calculations. All groups sum to 100% (rounded) for each item in this section.

			%SD	%D	%N	%A	%SA	%DK
s1q1	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	100%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s1q2	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%
s1q3	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s1q4	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	100%	0%	0%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s1q5	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	0%	100%
s1q6	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s1q7	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	100%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s1q8	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	100%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	100%	0%	0%	0%	0%
s1q9	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	100%	0%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s2q1	1	**Principal**	0%	0%	0%	0%	100%	0%
	2	**Parent**	0%	0%	100%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s2q2	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	100%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s2q3	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%

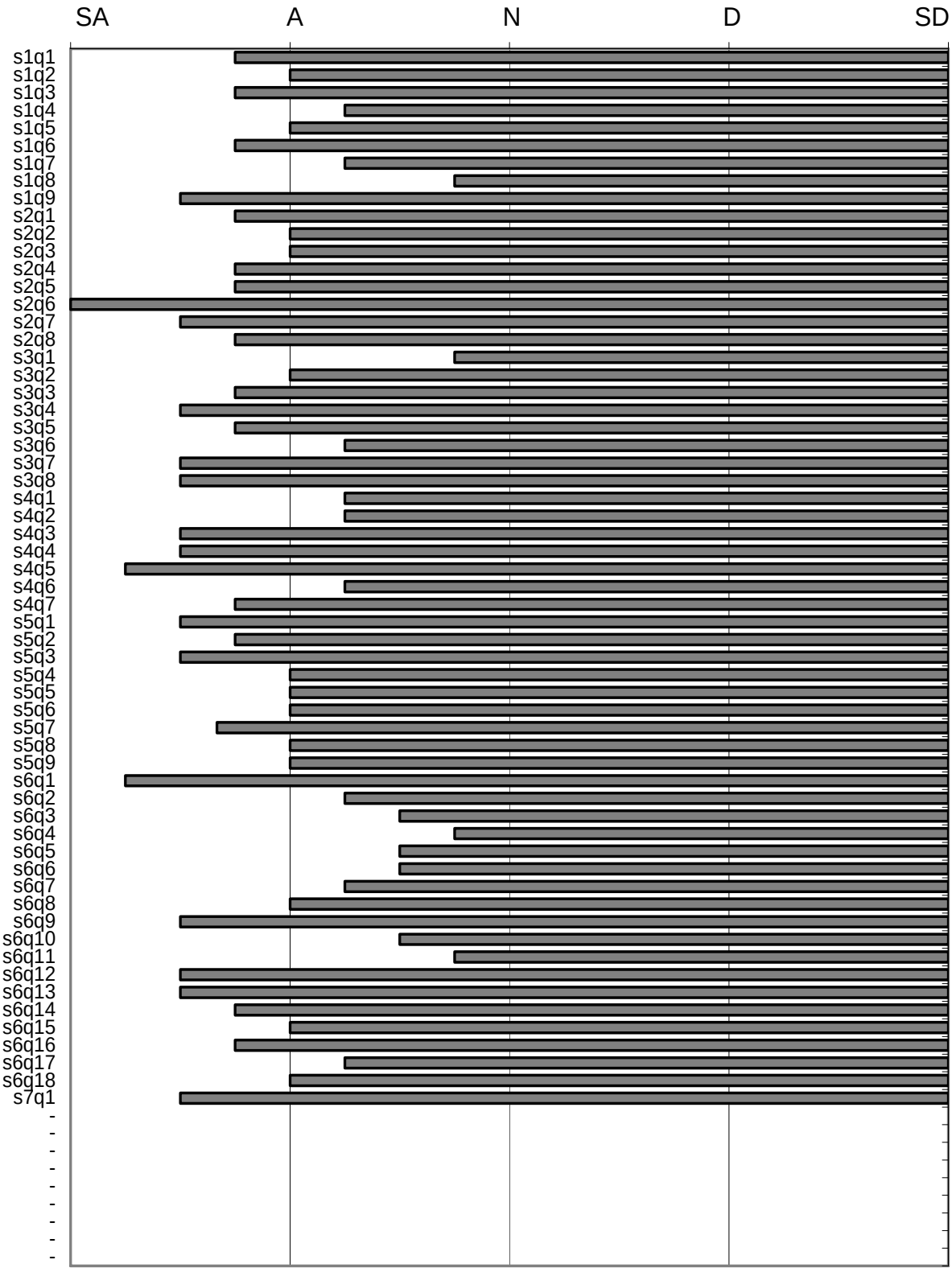
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	100%	0%	0%	0%
s2q4	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	100%	0%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%
s2q5	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	100%	0%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s2q6	1	**Principal**	0%	0%	0%	0%	100%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s2q7	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s2q8	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s3q1	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	100%	0%	0%	0%	0%	0%
s3q2	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%
s3q3	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s3q4	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s3q5	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s3q6	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	100%	0%	0%	0%	0%
s3q7	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s3q8	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%

s4q1	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	100%	0%	0%	0%	0%
s4q2	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	100%	0%	0%	0%
s4q3	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s4q4	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s4q5	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s4q6	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	100%	0%	0%	0%	0%
s4q7	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q1	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q2	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%
s5q3	1	**Principal**	0%	0%	0%	0%	100%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%
s5q4	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q5	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q6	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q7	1	**Principal**	0%	0%	0%	0%	0%	100%
	2	**Parent**	0%	0%	0%	0%	100%	0%

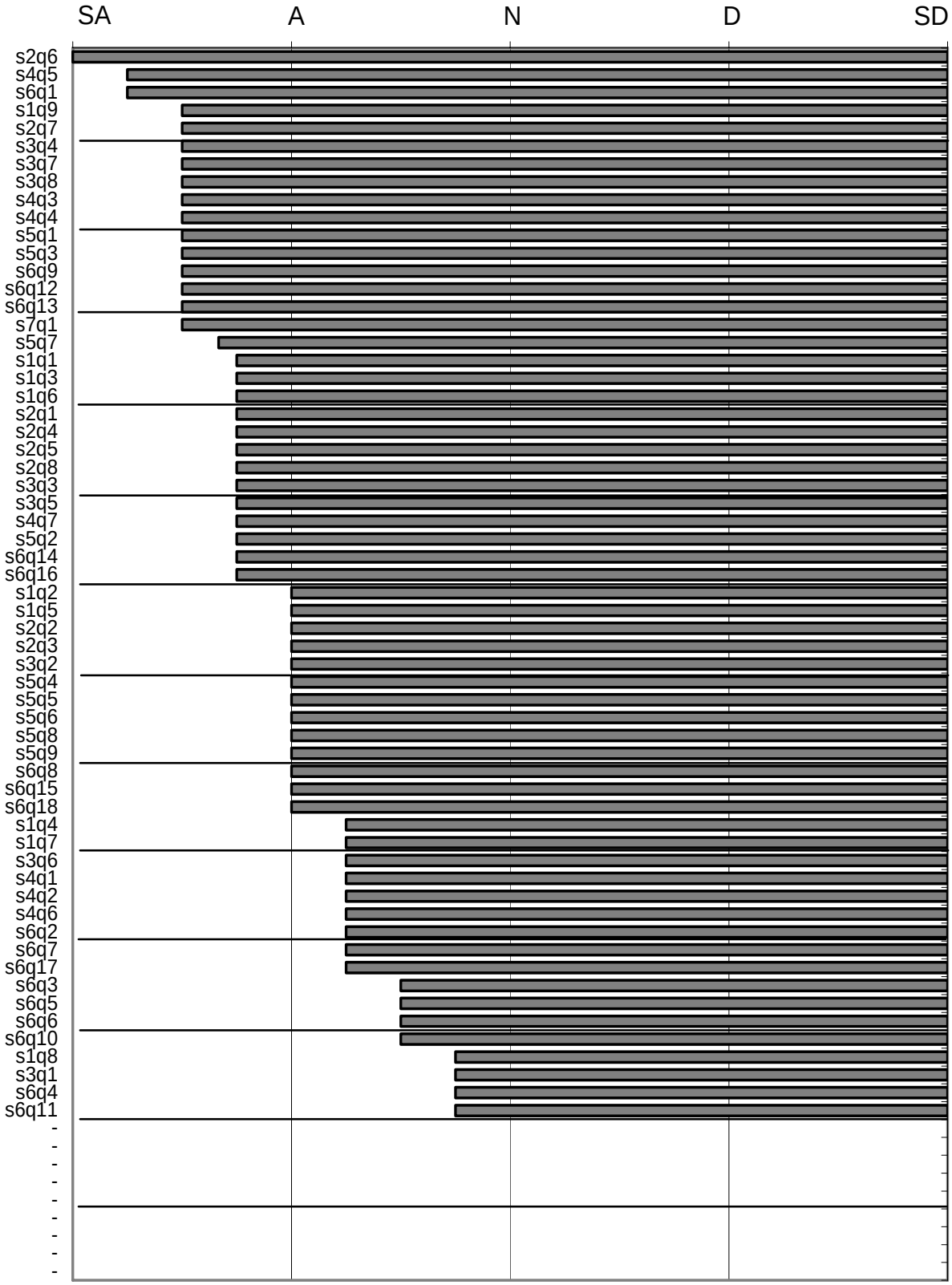
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q8	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s5q9	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q1	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q2	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	100%	0%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q3	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	100%	0%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q4	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	100%	0%	0%	0%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q5	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	100%	0%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q6	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	100%	0%	0%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q7	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	100%	0%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q8	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	100%	0%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q9	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q10	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	100%	0%	0%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q11	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	100%	0%	0%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%

s6q12	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	0%	100%	0%	0%
s6q13	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q14	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q15	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	100%	0%	0%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q16	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%
s6q17	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	100%	0%	0%	0%	0%
s6q18	1	**Principal**	0%	0%	100%	0%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	0%	100%	0%
	4	**Student**	0%	0%	100%	0%	0%	0%
s7q1	1	**Principal**	0%	0%	0%	100%	0%	0%
	2	**Parent**	0%	0%	0%	0%	100%	0%
	3	**Teacher**	0%	0%	0%	100%	0%	0%
	4	**Student**	0%	0%	0%	0%	100%	0%

Appendix C – Graph of Item Means (excluding DK responses)



Appendix C (b) – Sorted Graph of Item Means



Appendix D – Table of Question Averages

This table outlines the average ratings for each question by respondent group (e.g., Principal, staff, students). Lower ratings (except for 0.0) are indicative of greater average agreement where 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree. Therefore a rating of 4.2 would indicate an average level of agreement between "strongly agree" and "agree".

	1	2	3	4
	Principal	**Parent**	**Teacher**	**Student**
s1q1	4.0	4.0	4.0	5.0
s1q2	4.0	5.0	3.0	4.0
s1q3	4.0	5.0	3.0	5.0
s1q4	4.0	3.0	3.0	5.0
s1q5	3.0	5.0	4.0	
s1q6	3.0	5.0	4.0	5.0
s1q7	3.0	3.0	4.0	5.0
s1q8	3.0	4.0	4.0	2.0
s1q9	4.0	4.0	5.0	5.0
s2q1	5.0	3.0	4.0	5.0
s2q2	4.0	3.0	4.0	5.0
s2q3	4.0	5.0	4.0	3.0
s2q4	4.0	4.0	5.0	4.0
s2q5	3.0	4.0	5.0	5.0
s2q6	5.0	5.0	5.0	5.0
s2q7	3.0	5.0	5.0	5.0
s2q8	3.0	5.0	4.0	5.0
s3q1	4.0	5.0	3.0	1.0
s3q2	4.0	5.0	3.0	4.0
s3q3	4.0	5.0	3.0	5.0
s3q4	4.0	5.0	4.0	5.0
s3q5	3.0	5.0	4.0	5.0
s3q6	4.0	5.0	4.0	2.0
s3q7	4.0	5.0	4.0	5.0
s3q8	4.0	5.0	4.0	5.0
s4q1	3.0	5.0	5.0	2.0
s4q2	3.0	5.0	4.0	3.0
s4q3	3.0	5.0	5.0	5.0
s4q4	4.0	5.0	4.0	5.0
s4q5	4.0	5.0	5.0	5.0
s4q6	4.0	5.0	4.0	2.0
s4q7	3.0	5.0	4.0	5.0
s5q1	4.0	5.0	4.0	5.0
s5q2	4.0	5.0	4.0	4.0
s5q3	5.0	5.0	4.0	4.0
s5q4	3.0	5.0	3.0	5.0
s5q5	3.0	5.0	3.0	5.0
s5q6	3.0	5.0	3.0	5.0
s5q7		5.0	3.0	5.0
s5q8	3.0	5.0	3.0	5.0
s5q9	3.0	5.0	3.0	5.0
s6q1	4.0	5.0	5.0	5.0
s6q2	3.0	2.0	5.0	5.0
s6q3	3.0	2.0	4.0	5.0

s6q4	3.0	2.0	3.0	5.0
s6q5	3.0	2.0	4.0	5.0
s6q6	3.0	3.0	3.0	5.0
s6q7	3.0	5.0	2.0	5.0
s6q8	3.0	5.0	3.0	5.0
s6q9	4.0	5.0	4.0	5.0
s6q10	4.0	1.0	4.0	5.0
s6q11	4.0	1.0	4.0	4.0
s6q12	4.0	5.0	5.0	4.0
s6q13	4.0	5.0	4.0	5.0
s6q14	3.0	5.0	4.0	5.0
s6q15	4.0	3.0	4.0	5.0
s6q16	3.0	5.0	4.0	5.0
s6q17	3.0	5.0	5.0	2.0
s6q18	3.0	5.0	5.0	3.0
s7q1	4.0	5.0	4.0	5.0

Note: Mean scores of 0.0 are given to sub-groups with no valid rating (e.g., missing or not sure responses)

Appendix E – Question Alert Table

This table outlines extreme results by question. If there are more than 25%/50%/75% of respondents identifying with the question as either Disagree (including Strongly Disagree) or Agree (including Strongly Agree) then that will be highlighted in the Agree / Disagree columns of this table. If there are only a few respondents to your survey then interpreting this table will be difficult. This table is only provided as an aid to interpretation of your results. Colours of the # and Question columns are Green if there are more than 25% Agree, Pink if there are more than 25% Disagree, and Yellow if there are more than 25% both Agree and more than 25% Disagree.

#	Question	Agree (%)	Disagree (%)
s1q1	Clearly communicates and promotes the Archdiocesan vision within the school	**100.0%**	0.0%
s1q2	Nurtures the Catholic life of the school	75.0%	0.0%
s1q3	Promotes school partnerships with the official relgious community (ie parish priest, deanery, (Arch)/Diocesan communities)	75.0%	0.0%
s1q4	Provides effective leadership in Religious Education	50.0%	0.0%
s1q5	Has a positive influence on the development of the religious dimension of all aspects of school life	50.0%	0.0%
s1q6	Effectively implements pastoral care	75.0%	0.0%
s1q7	Nurtures staff in their spiritual and religious formation	50.0%	0.0%
s1q8	Facilitates Christian community service and social justice	50.0%	25.0%
s1q9	Effectively caters for the poor and marginalised	**100.0%**	0.0%
s2q1	Develops and promotes a Catholic educational vision	75.0%	0.0%
s2q2	Builds a collaborative learning culture	75.0%	0.0%
s2q3	Facilitates effective teaching and learning	75.0%	0.0%
s2q4	Ensures high quality curriculum	**100.0%**	0.0%
s2q5	Focuses on student learning outcomes	75.0%	0.0%
s2q6	Provides for the diverse needs of students	**100.0%**	0.0%
s2q7	Ensures that appropriate assessment and reporting processes are implemented	75.0%	0.0%
s2q8	Ensures the quality of programs, practices and performance	75.0%	0.0%
s3q1	Ensures effective recruitment, selection & induction for staff	50.0%	25.0%
s3q2	Implements appropriate staff performance management	75.0%	0.0%
s3q3	Manages staff efficiently and effectively	75.0%	0.0%
s3q4	Communicates effectively with students, staff and parents	**100.0%**	0.0%
s3q5	Cultivates productive working relationships	75.0%	0.0%
s3q6	Facilitates healthy staff relationships and a positive staff culture	75.0%	25.0%
s3q7	Provides leadership development opportunities for staff	**100.0%**	0.0%
s3q8	Ensures appropriate developmental learning opportunities for staff	**100.0%**	0.0%
s4q1	Applies the (Arch)/Diocesan vision to the school context	50.0%	25.0%
s4q2	Ensures that the school works in partnership with the Catholic Education Head Office	50.0%	0.0%
s4q3	Ensures that the school has an annual renewal plan and manages the implementation of this plan	75.0%	0.0%
s4q4	Engages the school community in processes of reflection, self review and improvement	**100.0%**	0.0%
s4q5	Effectively facilitates appropriate change	**100.0%**	0.0%
s4q6	Promotes and markets the school in the community	75.0%	25.0%
s4q7	Works in partnership with parents, especially the School Board and Parents & Friends Association	75.0%	0.0%
s5q1	Ensures policies, processes and activities align with the school strategic renewal plan	**100.0%**	0.0%

s5q2	Complies with policy and legislation	**100.0%**	0.0%
s5q3	Ensures effective financial management of the school	**100.0%**	0.0%
s5q4	Facilitates the implementation of information technology in the school	50.0%	0.0%
s5q5	Effectively manages school enrolments within policy and resources	50.0%	0.0%
s5q6	Ensures appropriate risk management for the school	50.0%	0.0%
s5q7	Has efficient systems of data and records management	50.0%	0.0%
s5q8	Ensures facilities are maintained and enhanced as appropriate	50.0%	0.0%
s5q9	Has established effective communication and decision making processes	50.0%	0.0%
s6q1	Establishes regular patterns of prayer, worship and service	**100.0%**	0.0%
s6q2	Communicates and shares a personal faith	50.0%	25.0%
s6q3	Acts with honesty and integrity	50.0%	25.0%
s6q4	Is thoughtful and caring	25.0%	25.0%
s6q5	Effectively integrates work and personal life	50.0%	25.0%
s6q6	Displays optimism, enthusiasm, confidence, curiosity and resilience	25.0%	0.0%
s6q7	Displays emotional intelligence in working with individuals and groups	50.0%	25.0%
s6q8	Affirms the work of others and demonstrates a genuine interest and concern for people	50.0%	0.0%
s6q9	Builds an inclusive community through personal and professional relationships	**100.0%**	0.0%
s6q10	Deals constructively with differences of opinion and successfully negotiates solutions	75.0%	25.0%
s6q11	Approaches complex and sensitive situations ethically	75.0%	25.0%
s6q12	Models life long learning	**100.0%**	0.0%
s6q13	Is knowledgeable about contemporary educational issues	**100.0%**	0.0%
s6q14	Accepts accountability for actions and decisions	75.0%	0.0%
s6q15	Builds school capability using the talents of all involved	75.0%	0.0%
s6q16	Responds effectively to issues and concerns	75.0%	0.0%
s6q17	Nurtures effective learning environments for the diversity of students	50.0%	25.0%
s6q18	Embodies the Catholic vision in everything that happens at the school	50.0%	0.0%