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<hr/> 1994	December 19: 5.
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<hr/> 1995	March 18: 1
<hr/> 1995	March 25: 29.
<hr/> 1995	May 02: 9.
<hr/> 1995	May 04: 1 and 5
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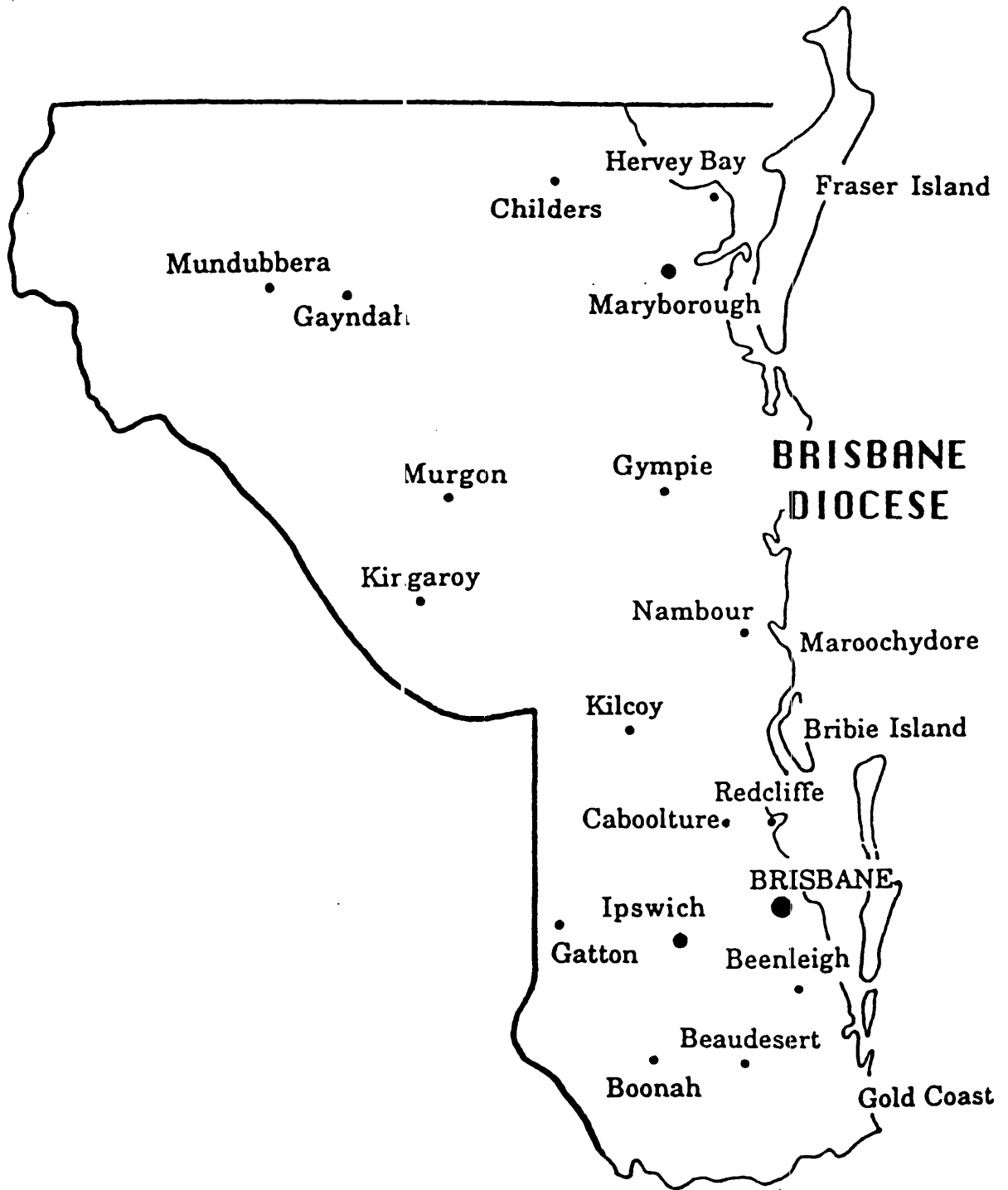
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APPENDIX 1
Brisbane Catholic Education Operations Area

ARCHDIOCESE OF BRISBANE



APPENDIX 2
Brisbane Catholic Education Primary Principal Contract (Extract)

DUTY STATEMENT

The Appointee shall have control of and be responsible for the efficient running of the school, the maintenance of academic standards and the supervision and control of staff and students at the school: Provided however that the Appointee shall have no power or authority to increase staff for the school, unless specifically authorised to do so. In the case of staff paid by Catholic Education, approval must be authorised by the Director. In the case of staff paid from Parish funds, approval must be authorised by the Parish Priest.

The Appointee shall be responsible for the maintenance of the standards of Religious Education in the school in accordance with Diocesan Regulations and Parish Policies.

The Appointee shall organise opportunities and co-ordinate activities that are aimed at character building and personal development of the students.

The Appointee shall in the execution of the duties, liaise with the school's Parents and Friends' Association as well as with the Community at large.

The Appointee shall carry out his professional duties as a teacher in a competent and dedicated manner.

If the Director after reviewing a summative report and taking into consideration all other relevant material, including any relevant submissions by the Appointee, is of the opinion that the Appointee is or has been negligent, inefficient, incompetent or has unsatisfactorily discharged his duties, and that such conduct has persisted after reasonable warning had been given by the Director to the Appointee, the Director may upon the giving of fourteen (14) days written notice dismiss the Appointee.

APPENDIX 3
Pilot Study Daily Log Sheet

DAILY LOG

Day: _____ Date: _____

PIN Number: _____

Time	Sys	Dia	Pul	Activity a reading	Preceding activity	Next likely activity	Movement

FOR ACTIVITY COLUMNS SELECT A NUMBER 1-10

MOVEMENT COLUMN

- | | | |
|-----------------------|------------------------|---------------|
| 1. Monitor | 6. Disturbance handler | 1. Sedentary |
| 2. Dissen inator | 7. Entrepreneur | 2. Standing |
| 3. Spokes person | 8. Figurehead | 3. Walking |
| 4. Resource allocator | 9. Liaison | 4. Brisk walk |
| 5. Negotiator | 10. Leader | 5. Running |

Personal vitality measurement (opinion) for the day	Psychological outlook today (tick)
---	------------------------------------

	Aggressive Competitive Impatient Hurried Worried Over worked Unhappy Unenthusiastic Satisfied Relaxed Unhurried Calm In control Contented Enthusiastic Comments:
--	---

BOTH THE ABOVE COLUMNS ARE TO BE MARKED ONLY ONCE IN THE DAY AND THEN AT THE END OF THE DAY

Use an "x" to mark where you feel on the line above. An "x" on the left side indicates feelings described as **TIRED, LISTLESS, SLOW, POOR HUMOUR** etc. An "x" towards the right side indicates you feel **ENERGETIC, ALERT** and in **GOOD HUMOUR**.

In this column you may tick more than one notation. Your marks indicate an "overall outlook" for the working day just completed.

APPENDIX 4
Correspondence Relating to Observational Study School Visits

**C:/Caloundra Catholic Primary School
PO Box 595
Caloundra 4551
074 914 522 (Phone)
074 926 225 (Fax)**

Dear

This letter confirms our telephone conversation late in Term 4 1994 relating to my studies and outlines what will be expected of both parties and your staff in the course of the week Monday April to Thursday April . I thank you for your ready agreement to participate in a project that will require a measure of personal inconvenience.

Four other principals are involved and as all material gathered is confidential you will be identified only by the PIN: PP . Other principals are not told who is involved and every effort will be made to ensure identifying clues cannot be traced to the owner.

Effective stress research can only be carried out using a variety of techniques. Questionnaires or self report diaries are simply not acceptable in a scientific sense. This project involves the use of a variety of information gathering techniques including:

- * **The use of an Ambulatory Blood Pressure Measuring device (ABPM).** This machine attached to the body automatically measures BP every 15 minutes while you are work.
- * **Direct observational study.** To match recordings of the ABPM I will be in your immediate presence for the week. In what is perhaps the most critical aspect of the study both parties will have to be aware of the need to keep the protocol agreements (as attached).
- * **Some questionnaire answering and daily debriefing are also a part of the project.**

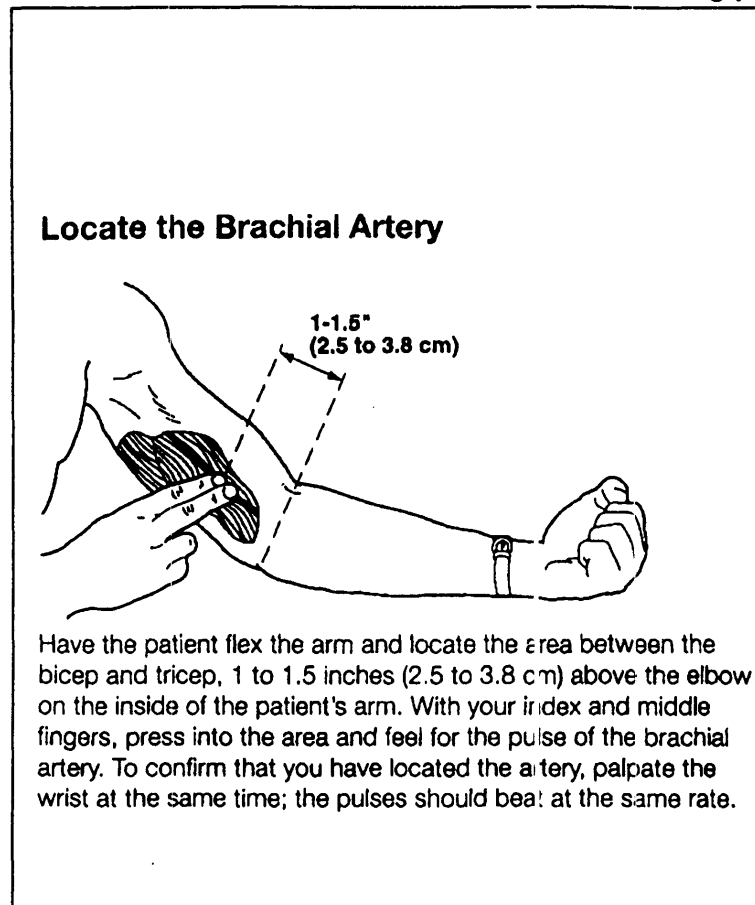
The protocols are attached and will give you a better idea of the intended scope of the study. These documents can be shown to staff or interested people and might prove to be an easy way to explain what's going on in the school.

Copies of a letter to all your staff are attached and can be distributed at your convenience. Obviously staff cooperation is vital and they play an important part in the research. The letter emphasises that for the week in question everything and everybody should work as normal. At the week's end I would like to interview two or three members to discuss their general observations on how the week went in relation to other week's at school. Please advise others that you have regular contact with (PFI, secretary, P&F president etc) of my presence and of the nature of the research.

A Newsletter notice is included for your parent body in case you think it advisable to inform them. This is your decision.

ABPM/PHYSIOLOGICAL TESTING

The device used is small, lightweight, silent and fairly unobtrusive. On the outside it looks somewhat like a phone pager with tubes going into the shirt. In a technological sense it is a highly advanced and accurate piece of equipment valued at \$7500. A BP cuff is placed on your non writing arm above the elbow and a tube goes over the shoulder and inside the front of the shirt connecting with the recorder which is worn on the belt. **It would be of great assistance if you could locate your Brachial artery as per the diagram.** Each morning on arrival the device is fitted. Allow 15 minutes for the first days and after that we should be able to fit it in quicker time. Your shirt does not come off and it is not an embarrassing procedure.



For your convenience it would be best to wear a shirt/blouse with a short(just above the elbow), loose fitting sleeve for the week. Do not wear a long sleeved shirt. The recorder fits best on a belt with a width of 3cm or less. Please wear a belt during this week.

While the list of requirements seems long I assure you that this will not be overly taxing and hopefully it will be an enjoyable experience. If anything here gives you causes for concern please contact me. My intention is to conduct everything in a professional manner and to closely follow the protocols.

Apart from gathering data to support my convictions on stress I will also be in a unique position to observe and learn from fellow principals in a way that has not been done before.

Thankyou for your attention to this letter. I will be in phone contact shortly.

Regards

Paul Thornton

**C:/Caloundra Catholic Primary School
PO Box 595
Caloundra 4551
074 914 522 (Phone)
074 926 225 (Fax)**

OPEN LETTER TO ALL STAFF

Dear Staff

Your principal, , has agreed to participate in a week long study which focuses on job stress in his/her role. During the course of the week Monday April to Thursday April . I will be present in the school. The study involves the use of Ambulatory Blood Pressure Monitoring and direct observational studies. The aim is to link changes in Blood Pressure to certain events in the day.

Your assistance is vital and to ensure the soundness of the study a number of requests must be made of you. Observational study requires the researcher to be in the principal's presence all week from his/her arrival to departure. I will be constantly recording observations and making notes on his/her composure, activity and appearance. In the course of events I will be privy to your conversations. The content is of no concern and is not recorded. Neither do the names of the participants. My interest is in the general nature of the interaction and your principal's manner and movement.

By engaging and interacting with your principal in a normal manner you will assist the study. If you're angry - be angry, or if you need a long conversation in the office, by all means have it. My physical presence should become unnoticed. The study needs you to be honest and free in all your dealings during the week. At lunch, staff meetings and staff prayer I will be present in a non participatory, silent role. My brief is to watch the principal carefully.

Your principal has a copy of the study's protocol agreements. If you wish to know about the nature and scope of the research these would be useful reading.

At the week's end I would like to interview two or three staff members to ascertain your feelings on just how "normal" the week was compared to usual operations. As with you, the principal has been asked to keep everything in tune with the usual level of activity.

I look forward to your company and thank you for your assistance.

Regards

Paul Thornton

Suggestion for Newsletter item for parents.
This is your decision and is provided only to assist.

Next week parents around school will no doubt notice the close presence to me of a university researcher. For this week I have agreed to participate in a study on job activity and physiological response. Consequently I will be wearing a belt monitor and I will be "observed" at close quarters all times during the day. Please do not draw back or be reluctant to approach. An important part of the study is to record the range of contacts a principal has in a day. The researcher will be close by but has no interest in the content of our conversation.

APPENDIX 5
Confidential Personal Inventory Questionnaire

CONFIDENTIAL PERSONAL INVENTORY

phd\invent.3

PIN: _____ **Date:** _____

This survey form is designed to gather information from the three perspectives central to the study. It covers a range of issues and will add to the material collected in the week of personal observation. As with all data it remains strictly confidential and you will be identified by your PIN number only. Thankyou for your attention to this survey instrument.

INSTRUCTIONS

The survey is divided into Part A and Part B. Part A asks you to nominate a response from a six point scale 0-5 in terms of frequency. Select the number that best fits your circumstance.

Some questions in Part A have an * after them to indicate that a further response is required in Part B. These questions may require a short answer in order to gain more background information on the area of interest.

Part A

Use one number from 0 to 5 to indicate the response that best fits your condition or circumstance.

- 0 NEVER
- 1 RARELY
- 2 INFREQUENTLY
- 3 SOMETIMES
- 4 OFTEN
- 5 ALWAYS

_____ I feel tired, listless and have low energy levels.

_____ I suffer from loss of appetite.

_____ I am 3kg over what I would like to weigh.

_____ I tend to put weight on quickly.

_____ Exercise is an important part of my life.*

_____ I engage in serious sustained exercise.*

Definition: Raised heart rate in an exercise session lasting over 30 minutes.

- 0 Never
- 1 Rarely
- 2 Infrequently
- 3 Sometimes
- 4 Often
- 5 Always

- _____ Lack of exercise affects my mood and outlook.
- _____ I find time to engage in hobbies and crafts. *
- _____ I feel the need to study.
- _____ I feel pressure to study.
- _____ Home responsibilities and work responsibilities are kept separate in mind and action.
- _____ Family demands requiring attention intrude into working hours.
- _____ Work demands requiring attention intrude into family hours.
- _____ I consume alcohol after work each day. *
- _____ In a week I consume over 20 standard drinks. *
Definition: One standard drink = 1 pot of beer, 1 wine, 1 full spirit nip.
- _____ I take prescribed medication.
- _____ I take vitamin supplements.
- _____ I suffer from headaches.
- _____ I feel unhealthy.
- _____ I smoke cigarettes/tobacco products. *
- _____ I am prone to winter colds and flu. *
- _____ My work meals are rushed.
- _____ Business matters are discussed over lunch.
- _____ I drink coffee at work.
- _____ I drink tea at work.
- _____ I add sugar to my drinks.

- 0 Never**
- 1 Rarely**
- 2 Infrequently**
- 3 Sometimes**
- 4 Often**
- 5 Always**

- _____ I find time to eat a relaxed meal with work partners.
- _____ I eat processed or take away meals at night and on weekends.
- _____ I have to diet to control my weight.
- _____ My morning departure routine includes a relaxed, balanced breakfast.
- _____ Office environmental conditions cause personal concern.
Definition: Space, light, facilities, technology.
- _____ Teachers complain to me about classroom environmental conditions.
- _____ Relationship issues with the Parish Priest are a source of stress.
- _____ Relationship issues with the secretary are a source of stress.
- _____ Relationship issues with influential parents are a source of stress.
- _____ Relationship issues with the Assistant Principal are a source of stress.
- _____ Senior teachers are a source of personal support.
- _____ I value the work I do now.
- _____ I share personal feelings with work partners.
- _____ I feel valued by work partners.
- _____ I am self confident in difficult or messy situations.
- _____ I laugh and enjoy good humour at work.
- _____ I become impatient watching others do things I can do better or quicker.
- _____ I need to be in control of the agenda in all situations.
- _____ I go home worried about work issues.

- 0 Never
- 1 Rarely
- 2 Infrequently
- 3 Sometimes
- 4 Often
- 5 Always

- _____ Hearing about successful initiatives in other schools makes me anxious.
- _____ I become angry when I see carelessness or inefficiency in others.
- _____ I become easily aggravated or frustrated over events that seem trivial a short time later.
- _____ Future job security is a concern.
- _____ I mask my feelings of disappointment and frustration of others' work and attitude.

Part B

Several questions above were marked * and require a short appropriate answer. Other questions are asked to gather more background information. No key is provided as responses are answer free.

Weight: _____ Age: _____

Height: _____ Sex: _____

Marital status: _____

- _____ Total time in teaching from graduation to present.
- _____ Number of years as principal.
- _____ Number of schools as principal.
- _____ Current school student population.
- _____ Total staff responsible for (professional and ancillary).

Your academic qualifications:

For those that engage in serious sustained exercise (as per the definition) which form(s) of activity do you prefer? _____. How many sessions do you engage in per week? _____. At what time of the day do you prefer to exercise? _____.

For those that engage in recreational exercise (golf, social tennis, walking, cycling etc) which form(s) of activity do you prefer? _____. How many sessions do you engage in per week? _____.

If hobbies and crafts have some importance in your life how do you prefer to occupy your spare time? _____.

Do you smoke? _____. If yes, how many per day and what tobacco product do you use? _____.

Do you drink? _____. If yes, what is your preferred alcoholic drink? _____. How many standard drinks would you consume in a week? _____.

_____ Usual arrival time at work.

_____ Usual departure time.

_____ Average hours worked on site.

_____ Do you ever bring work home to complete? (A frequency indication would help here)

_____ Do you ever return on weekends to work? (A frequency indication would help here)

Are you involved in formal academic study at the moment? _____ If yes, course title _____.

Institution: _____. How many hours on average do study during the term? _____.

APPENDIX 6
End of Day Principal Debrief Proforma

DAILY DE BRIEF SHEET

PIN: _____ Day: _____ Date: _____ Time: _____

MSPUB LOG2

TIME	OVERT (NOTICED) STRESSFUL OR INTERESTING BEHAVIOUR As recorded by the researcher	BP RECORDING

TIME	SUBJECTIVE STRESSFUL OR INTERESTING BEHAVIOUR As reported by the participant	BP RECORDING

PERSONAL VITALITY OPINION FOR THE DAY

Tired
Listless
Slow
Poor Humour



Energetic
Alert
Interested
Good Humour

APPENDIX 7
End of Week Staff Debrief Proforma

STAFF DEBRIEF SHEET

Did the principal act, talk, move about and behave as normal in the week past?

If not, in what ways did the behaviour differ?

What sort of incidents visibly stresses him/her?

How do you know when your principal is under pressure or stressed?
(behaviours exhibited)

Of Mintzberg's 10 roles which three does this principal perform to a high degree of competence? (read 10 categories to the staff)

Was anything observed by you in the past week that you regard as possibly stressful involving the principal?

Time interviewed:

Date:

Number of staff:

PIN code:

APPENDIX 8
Welch Allyn Blood Pressure Monitor Technical Specifications

Specifications

Power Requirements:

Four alkaline AAA (1.5V) batteries (nickel cadmium optional)
One lithium 3V internal battery

Dimensions:

11.43 x 8.6 x 4.1 cm (4.5 x 3.4 x 1.6 in.)

Weight:

355 gms with batteries (12.5 oz.)

Leakage Current:

Meets AAMI, IUL, and EC specifications with regard to leakage current.

Environmental Operating Requirements:

Temperature: 0° to 43.3°C (32° to 110°F)
Humidity: 15% to 95% non-condensing
Altitude: 150 m (500 ft.) below sea level to 1500 m (5000 ft.) above sea level

Environmental Storage Requirements:

Temperature: -20° to 50°C (-4° to 122°F)
Humidity: 15% to 95% non-condensing
Altitude: 150 m (500 ft.) below sea level to 1500 m (5000 ft.) above sea level

Measurement Ranges:

Systolic pressures 60-250 mmHg;
Diastolic pressures 30-160 mmHg;
Cuff pressures: 0-300 mmHg;
Heart rates 40-160 bpm.
Up to 300 measurements may be taken on one set of AAA alkaline batteries (based on a medium size cuff).

Measurement Cycles:

Able to store up to 300 measurements.
Each measurement includes date/time/Systolic pressure/Diastolic pressure/heart rate/initiation reason code/error code.

Cuff Inflation Time:

Typically 15 seconds; will vary with cuff size and target pressure.

Overpressure Detection:

Hardware: 300 mmHg

Over 10 mmHg Detector :

Hardware: No longer than 180 seconds

Safety Feature for Deflation:

Can deflate from 250 mmHg to 20 mmHg in less than 4 seconds.

Deflation Rates:

Adjustable at 2, 3, 4, 5 or 6 mmHg per heartbeat

Accuracy:

Meets 1987 AAMI standards (at 3 mmHg/second deflation rate)

Pressure Accuracy:

± 3 mmHg or 2% of reading, whichever is greater.

Clock Accuracy:

± 2 seconds per day, or 1 min./month

Reliability:

50,000 typical cycles

Pressure Measurement Method:

Auscultatory (Diastolic based on fifth Korotkoff sound)

Automatic Measurement Intervals:

Selectable from 5 to 120 minutes, with up to four different time periods.

Autozeroing:

Pressure transducer is autozeroed before each cycle.

Silent Deflation:

Continuous silent linear deflation

Liquid Crystal Display (LCD):

2 rows by 16 characters

Operator Control:

3-button control and LCD

Printer Specifications:

The QuietTrak ABF Monitor is also compatible with many other Epson compatible printers equipped with the following serial interface specifications:

9600 BAUD, 3 data bits, 1 stop bit, No parity checking.

X-on/X-off handshaking is used.

APPENDIX 9
Letters Relating to Study Permission From Brisbane Catholic Education

**C:/Caloundra Catholic Primary School
PO Box 595
Caloundra 4551
07 01 95**

**Research in Schools Committee
Brisbane Catholic Education**

Dear Bill

This letter requests permission to conduct personal research for university purposes in systemic primary schools in Semester 1 1995. I have been granted Long Service Leave and will use the bulk of the time in this endeavour.

For some time now I have been engaged in PhD studies through the University of New England Armidale, under the supervision of Associate Professor A Ross Thomas. The focus of my work in school administration is **Stress in the Principalship**.

This study attempts to measure stress. The methodology requires participants to wear a sophisticated ambulatory Blood Pressure device for a period of one week. The Welch Allyn instrument measures BP automatically every 15 minutes and stores measurements for downloading onto a computer later. To match physiological recordings with daily events participants will be shadowed for the full week. Structured observation will provide vital background information on a principal's contacts, conversations, general bearing, activity, mood and movement during the day.

I will require 5 principals for this qualitative study and have approached those who best suit my needs. All have indicated a willingness to participate. I now require approval to proceed.

Attached are the study protocols which will provide the committee with further information on the scope of the research.

Thankyou for your attention to this request.

Sincerely

Paul Thornton



Archdiocese of Brisbane
CATHOLIC EDUCATION

Catholic Education Centre
243 Gladstone Road
DUTTON PARK 4102

GPO Box 1201
BRISBANE 4001

Ph (07) 840 0400 Fax (07) 844 5101

CC6.200JK/CH


25th January, 1995.

Mr P Thornton
Principal
Our Lady of the Rosary School
Alfred Street
CALOUNDRA 4551

Dear Paul

I write to advise approval of your request to research Stress in Principalship. In wishing you well with your research, the Committee would indicate its desire to learn of the outcomes of your study.

Yours sincerely,


JEFF KEMP
Chairman
Research Review Committee

APPENDIX 10
Three Way Analysis: Stress Level, Mintzberg Task and Personality Type

Table 14
Three Way Analysis: Stress Level, Mintzberg Task and Personality Type

Mintzberg Task	Type 3 (PP01,02)	Type 9 (PP03)	Type 7 (PP04)	Type 2 (PP05)
1 Normal	46	21	10	6
1 Elevated	14	12	4	2
1 Very Elevated	9	0	3	0
2 Normal	58	26	42	29
2 Elevated	28	6	14	5
2 Very Elevated	12	1	1	2
3 Normal	3	3	6	3
3 Elevated	7	0	1	2
3 Very Elevated	5	1	1	0
4 Normal	2	5	1	0
4 Elevated	0	1	1	0
4 Very Elevated	0	0	0	0
5 Normal	7	7	5	2
5 Elevated	1	4	3	0
5 Very Elevated	1	0	3	0
6 Normal	4	2	2	1
6 Elevated	3	0	1	3
6 Very Elevated	0	0	0	0
7 Normal	3	3	0	0
7 Elevated	1	0	0	0
7 Very Elevated	0	0	0	0
8 Normal	8	0	0	21
8 Elevated	3	0	0	5
8 Very Elevated	0	0	0	1
9 Normal	10	5	2	1
9 Elevated	2	2	2	1
9 Very Elevated	0	0	0	0
10 Normal	51	17	11	13
10 Elevated	17	9	6	11
10 Very Elevated	12	0	1	1

Table 14 Explanation

The Mintzberg Tasks are listed in the left hand column as 1-10 and are the same as used throughout the study being:

1. Monitor
2. Disseminator
3. Spokesperson
4. Resource Allocator
5. Negotiator
6. Disturbance Handler
7. Entrepreneur
8. Figurehead
9. Liaison
10. Leader

The numbers in each of the four columns are allocated by task and degree of stress and represent the total incidents recorded for each Mintzberg managerial activity.

The table uses the four personality types as ascertained by the Enneagram [Type 3 (PP01 and PP02), Type 9 (PP03), Type 7 (PP04), Type 2 (PP05)] and breaks up the level of stress into three categories.

Normal refers to any Diastolic reading under 90mmHg

Elevated refers to any Diastolic reading from 90mmHg to 100mmHg

Very Elevated refers to Diastolic readings above 101mmHg

This table is included in the Appendix as an example of the future possibilities for statistical research in the field of stress. It is a refinement of Table 11. Using a three way table such as this (comparing Stress Level, Mintzberg Task and Personality Type) it is possible to apply a Log Linear analysis to the data. Such an analysis could show the statistical relationships between

stress and personality and the relationship between stress and management preference. Log Linear analysis has statistical potential in this field of research. Unfortunately in the current research insufficient data in some cells was recorded due to the sample size and the actual number of management interactions recorded in these categories. This ruled out the use of Chi Square analysis (in the case of the two way Table 11) and Log Linear analysis (in the case of this three way table). The table clearly shows the low incidence categories as Resource Allocator, Negotiator, Disturbance Handler, Entrepreneur, Figurehead and Liaison.