



**PRINCIPAL**  
HEALTH & WELLBEING SURVEY

**Principal Health & Wellbeing:  
Longitudinal Results from Australia  
and Ireland**

ICP Council Meeting, Helsinki  
August 1st, 2015

Philip Riley

[www.principalhealth.org](http://www.principalhealth.org)

# Thank you to 2014 funders

## **Australia**

Teachers Health Fund

Australian Primary Principals Association (APPA)

Catholic Secondary Principals Association (CaSPA)

Australian Secondary Principals Association (ASPA)

Association of Heads of Independent Schools of Australia (AHISA)

## **Ireland**

Irish Primary Principals Network (IPPN)

National Association of Principals and Deputy Principals (NAPD)

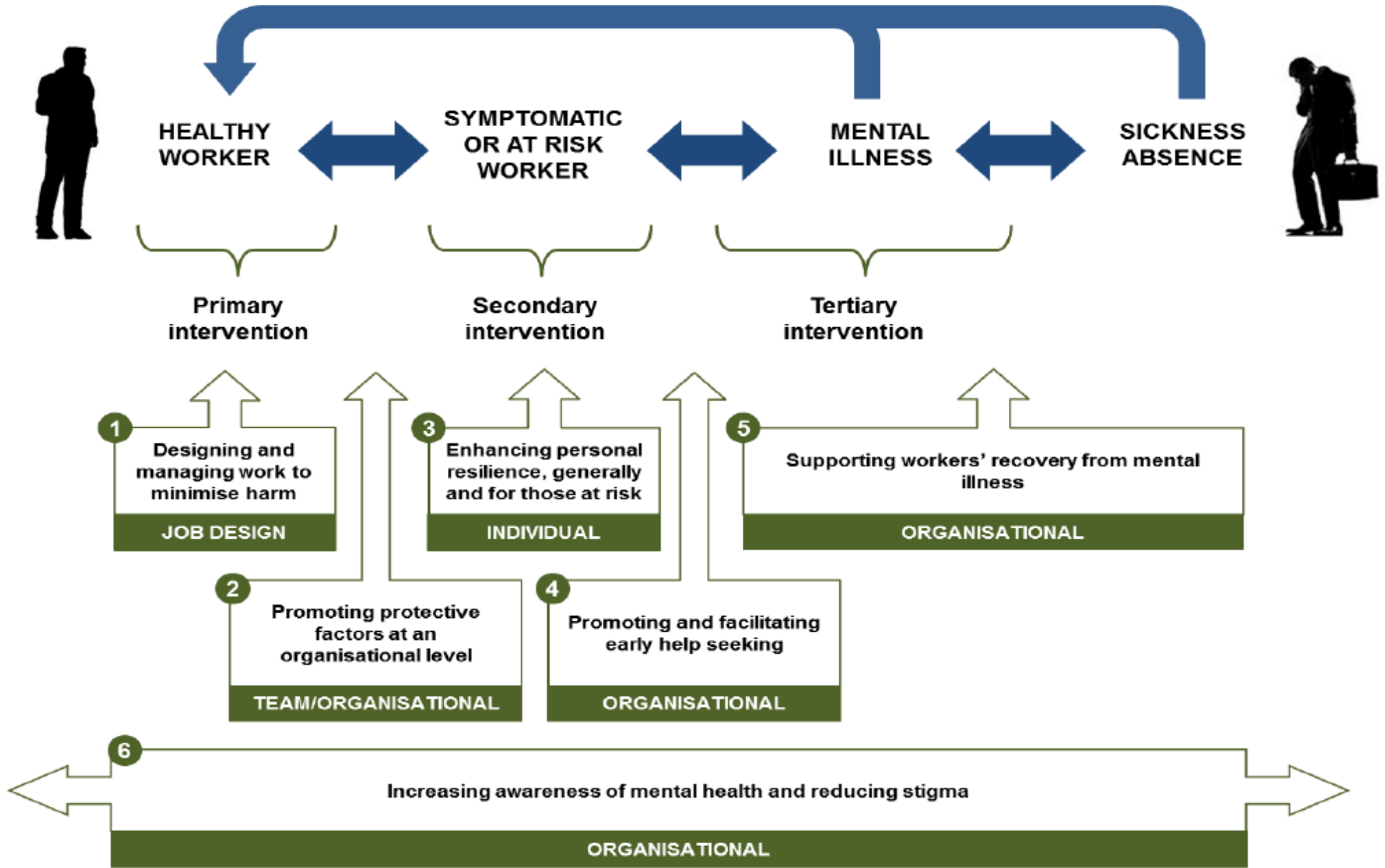
# Workers' Compensation Claims for Mental Stress going down

“the number of compensation claims for mental disorders lodged due to work-related mental stress substantially underestimates the size of the problem”. Safe Work Australia (2013, p. 2)

<http://www.safeworkaustralia.gov.au/sites/SWA/about/Publications/Documents/769/The-Incidence-Accepted-WC-Claims-Mental-Stress-Australia.docx>

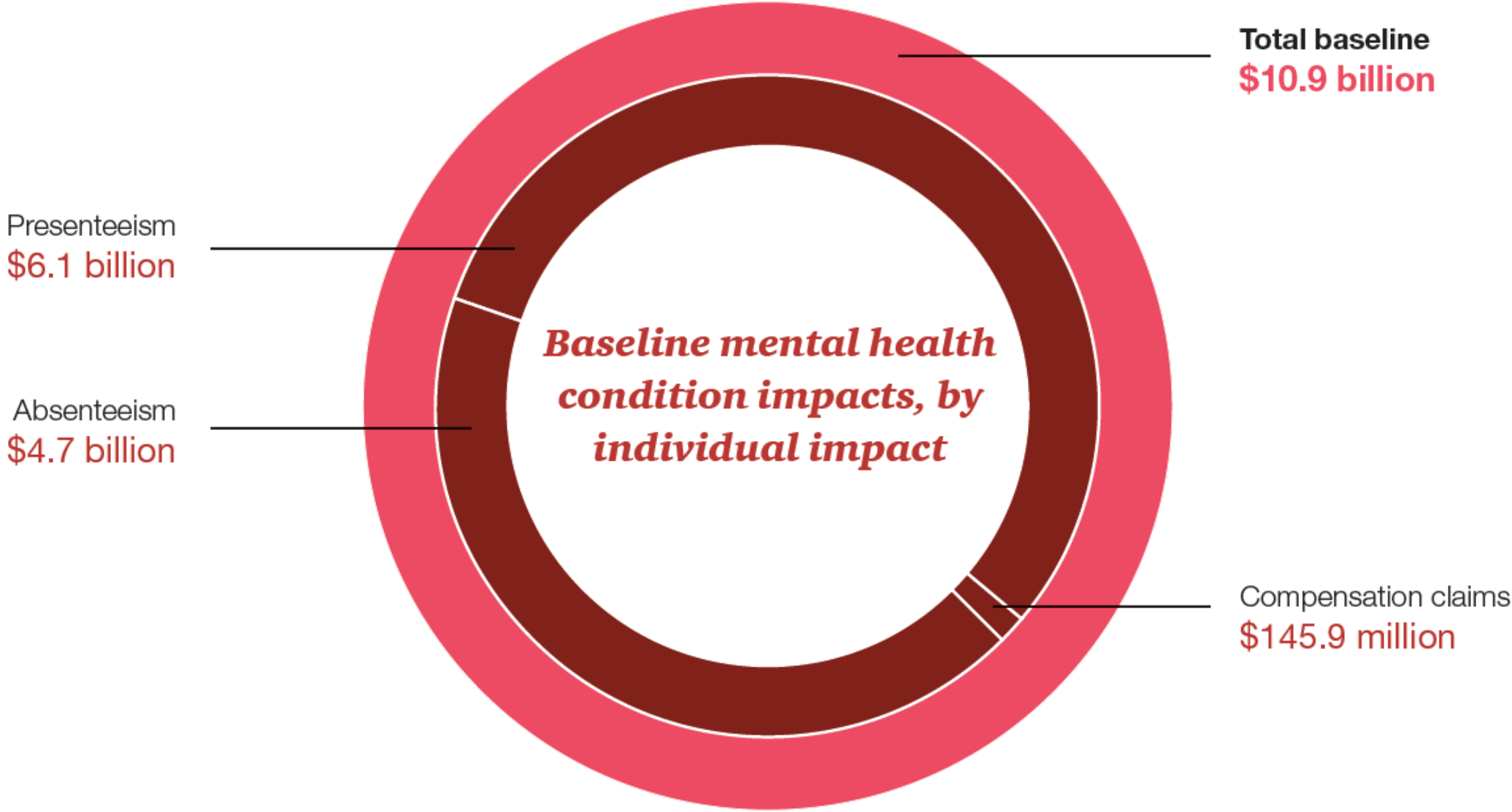
# Other forms of Evidence

- The need for mental health services from THF members almost doubled over the past four years.
- “This increase in demand, together with the outcomes of the report, highlight the need to better support our principals and teachers at a personal, community, industry and policy level, to ensure not only their health and wellbeing, but also the future of the children they guide and teach.”  
*Teachers Health Fund CEO Brad Joyce (Nov, 2014)*



Harvey, S. B., Joyce, S., Tan, L., Johnson, A., Nguyen, H., Modini, M., & Groth, M. (2014). *Developing a mentally healthy workplace: A review of the literature*: National Mental Health Commission and the Mentally Healthy Workplace Alliance.

# Impact of not addressing mental health



# Return on Investment

Every \$ spent on effective workplace mental health actions may generate \$2.30 in benefits to the organisation.

Price Waterhouse Coopers, 2014

<http://www.headsup.org.au/creating-a-mentally-healthy-workplace/the-business-case>

# Resilience starts today

What will you do to look after yourself today?

That is different from yesterday?

And lead to a new tomorrow?

Chains of habit are too light to be felt until they are too heavy to be broken” Warren Buffet, borrowed from Samuel Johnson



*"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."*

*Margaret Mead*



# Participation Rates

## Australia

–Year-on-Year: 20-25%

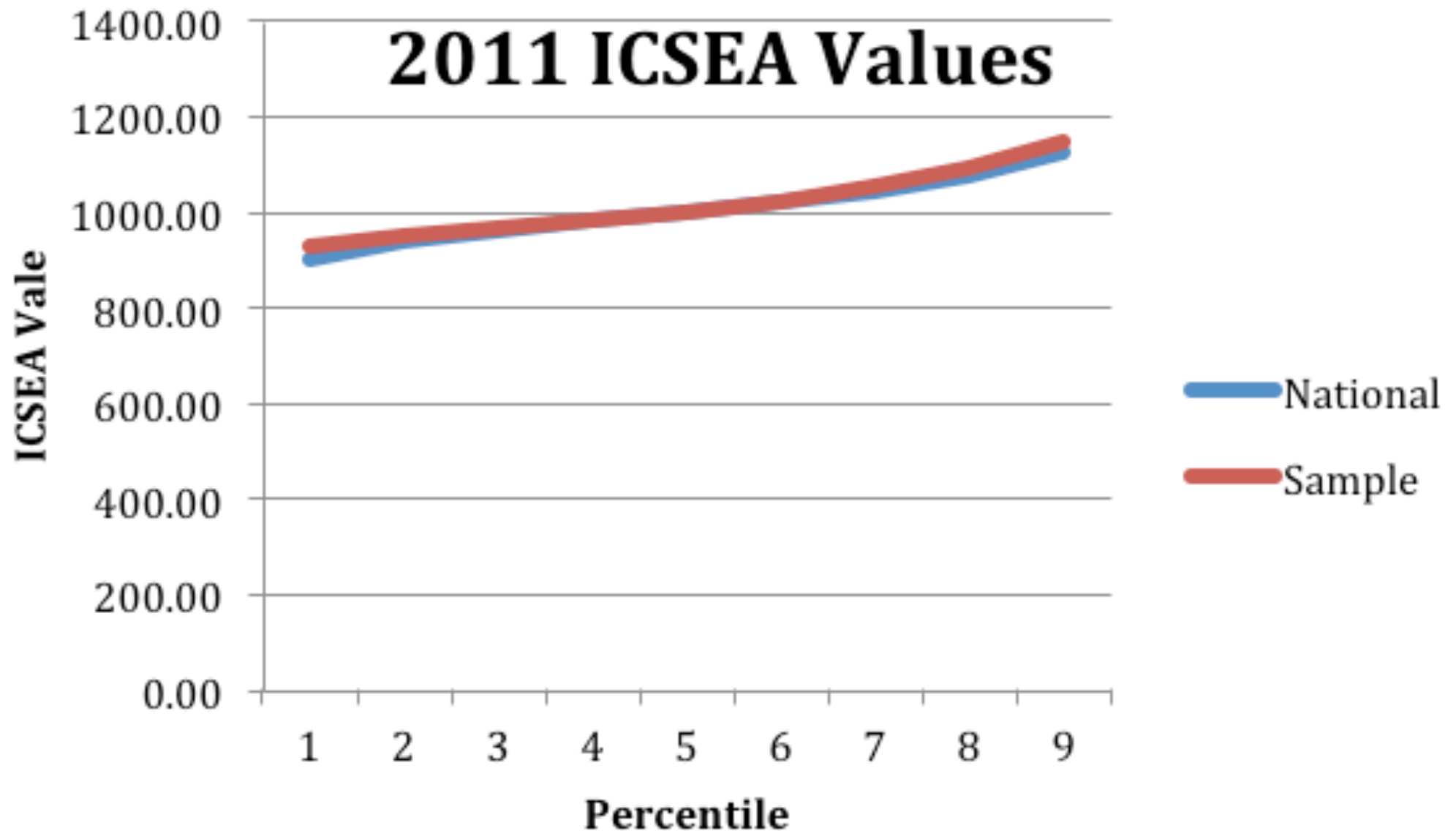
–**4 Year Total: 3675 ~33%**

## Ireland

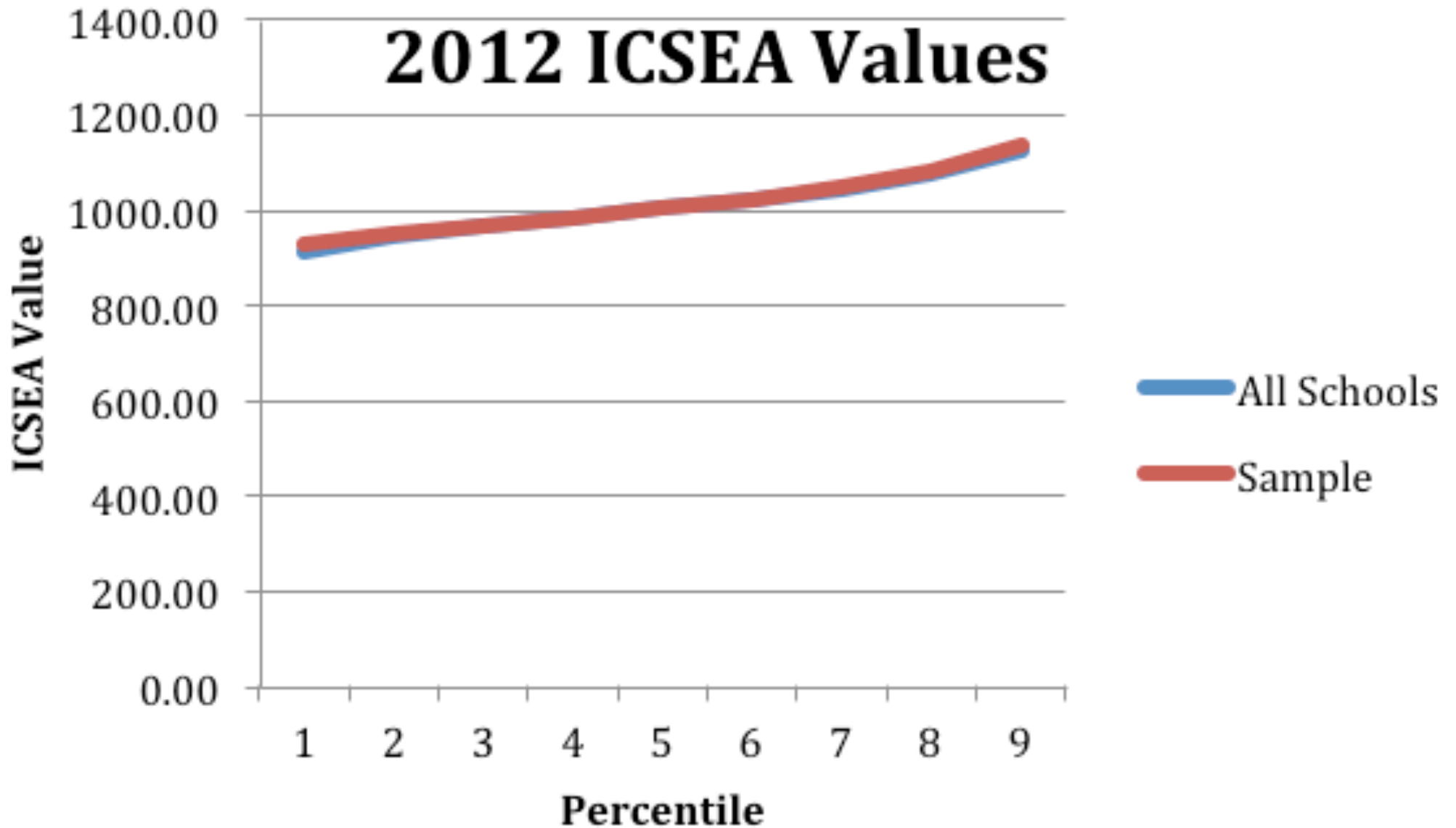
–Year-on-Year: 18-20%

–**2 Year Total: 1427 ~33%**

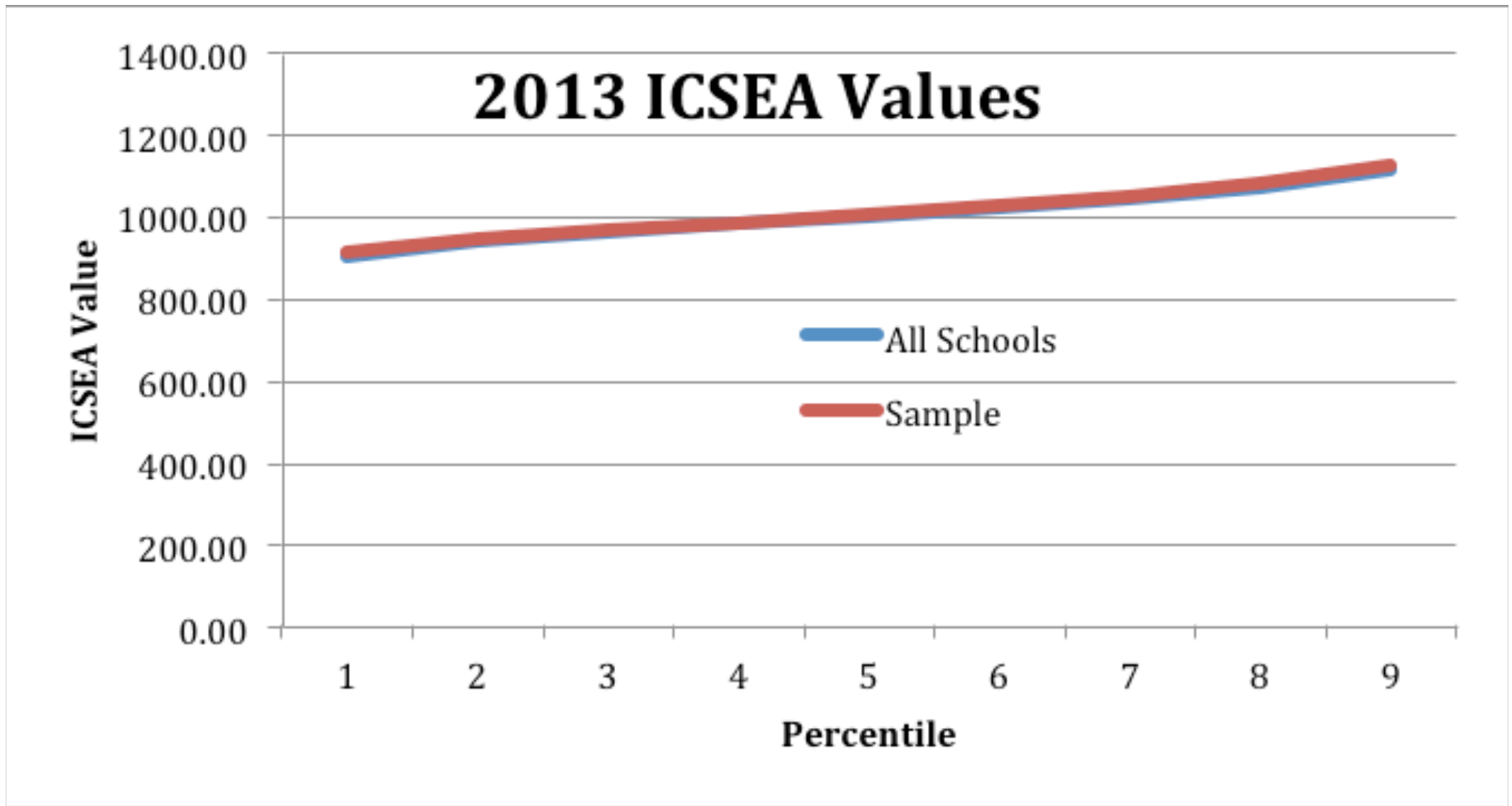
# Representativeness: Australia



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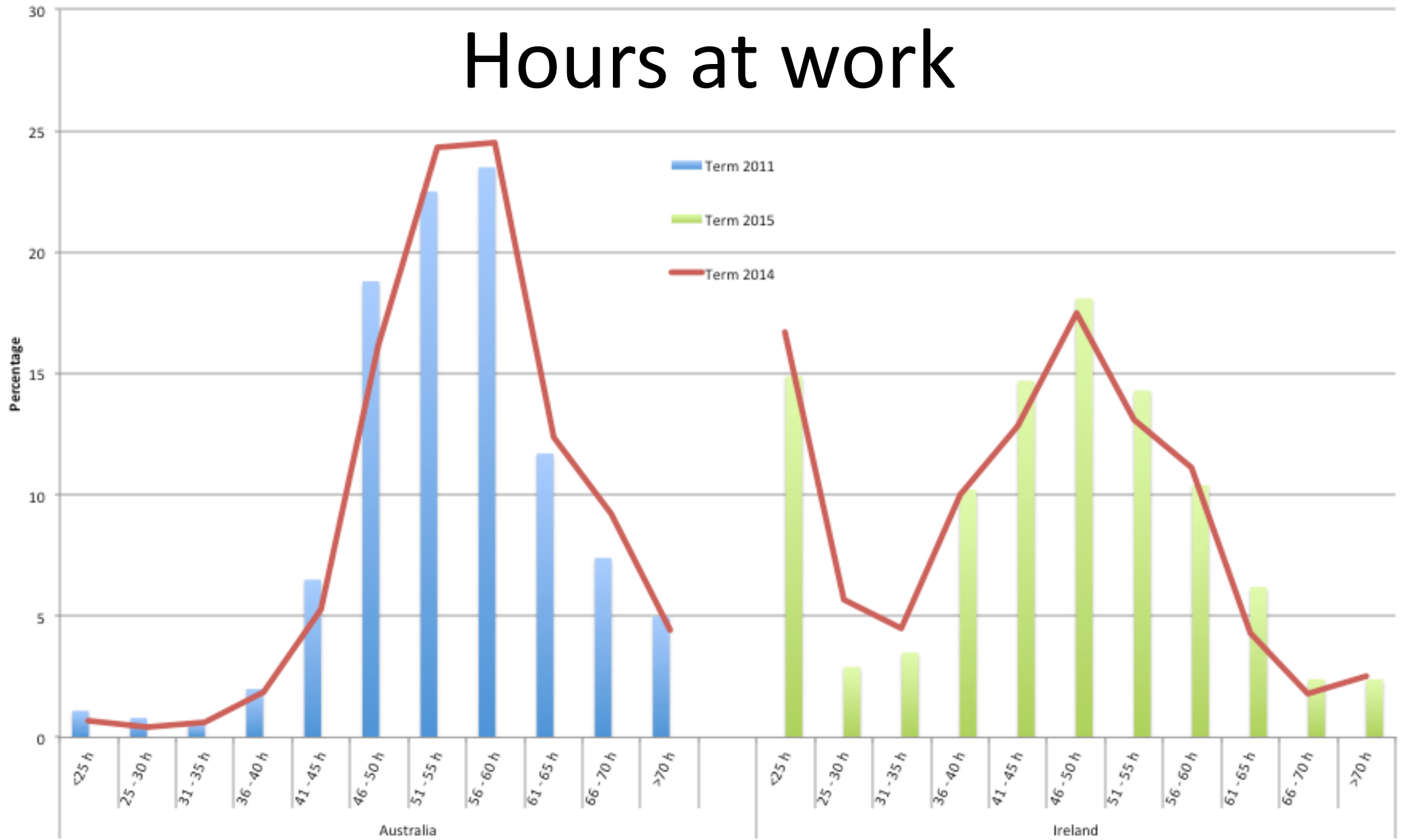
# Representativeness: Australia



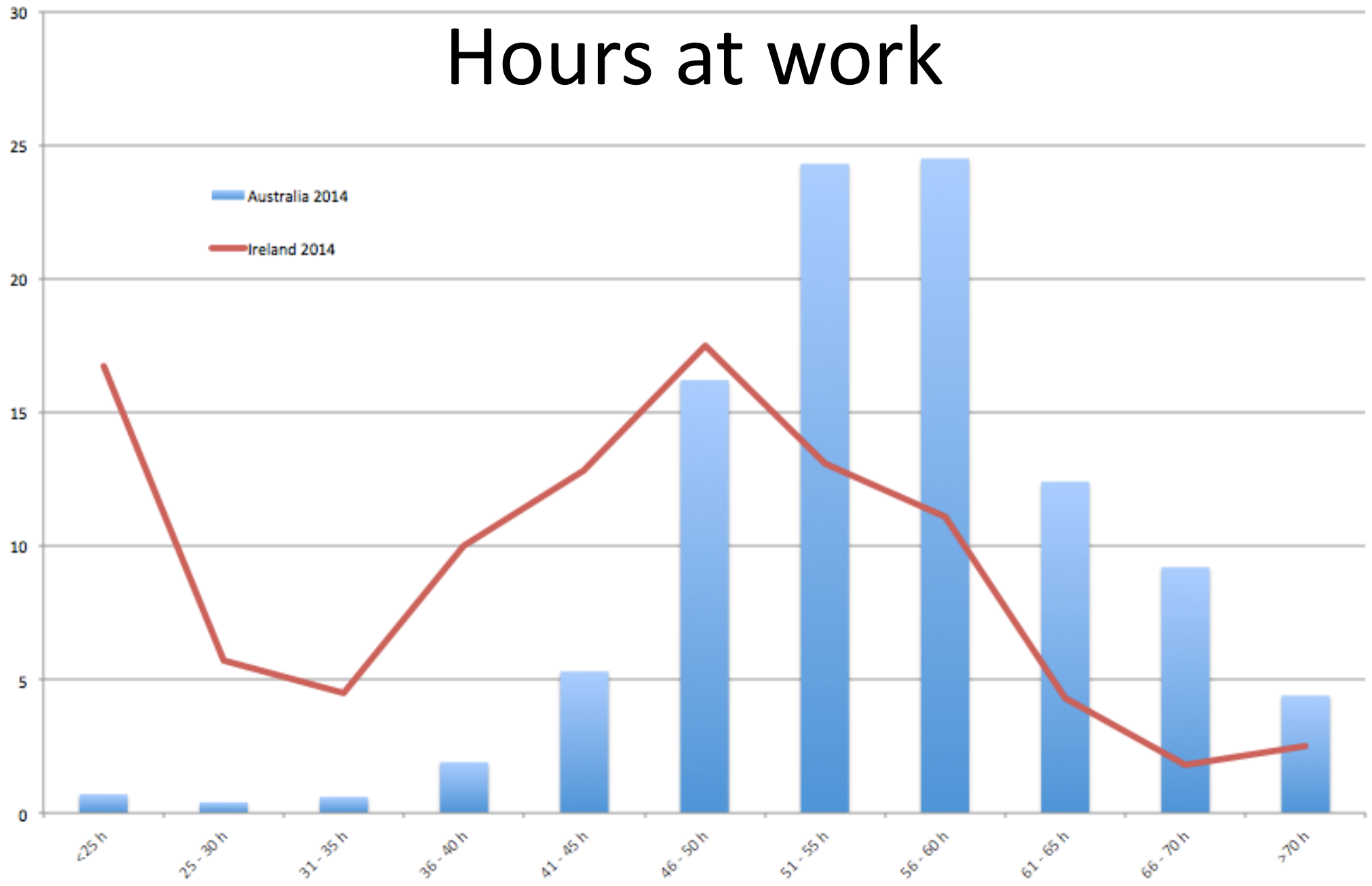
# Demographics

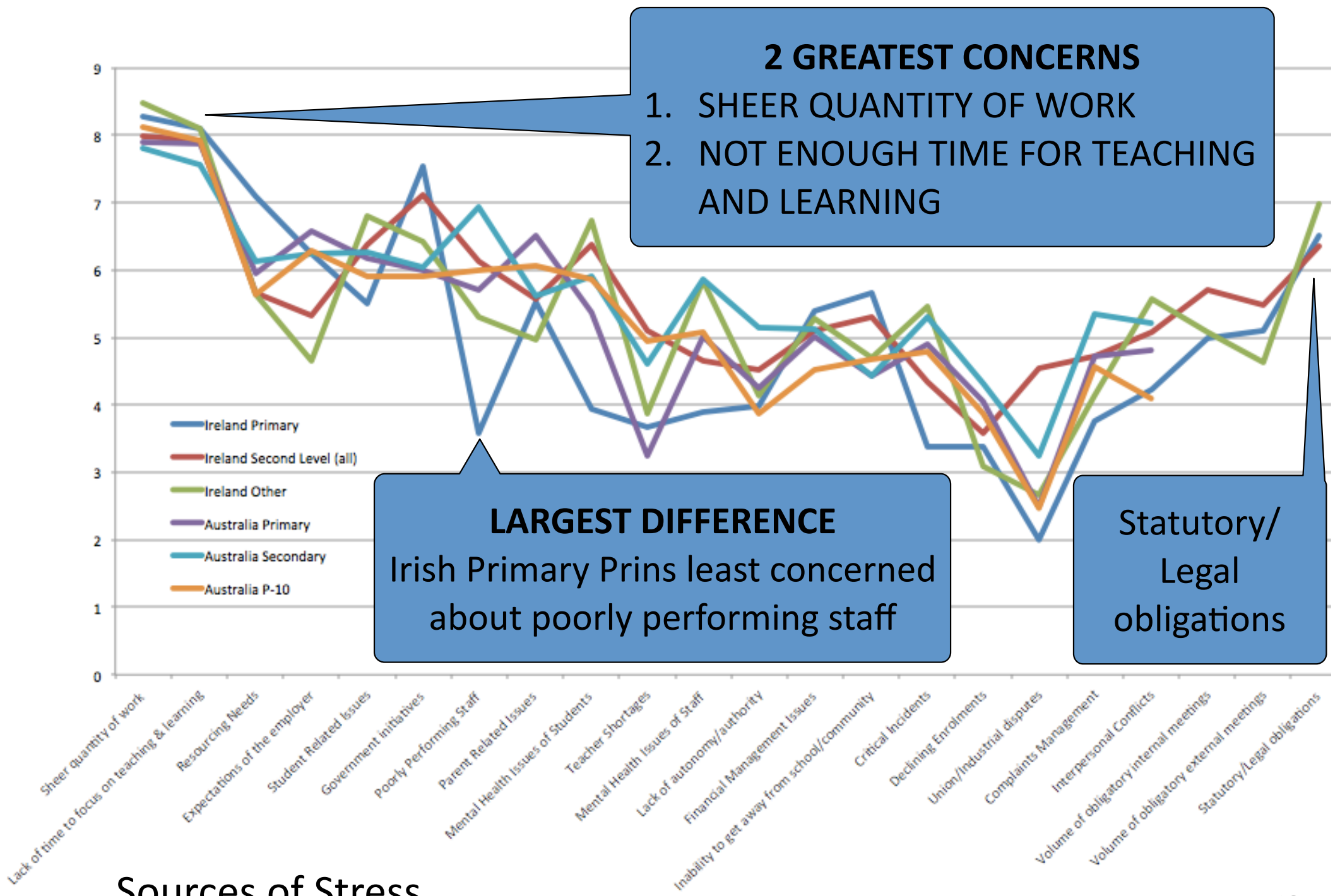
<b>Ireland</b>		<b>Australia</b>
<b>26-75</b>	Age	<b>24-72</b>
<b>48.05</b>	Mean	<b>51-53</b>
<b>81%</b>	Principals	<b>70%</b>
<b>20%</b>	Deputies	<b>30%</b>
<b>67%</b>	Primary	<b>61%</b>
<b>27%</b>	Secondary	<b>27%</b>
<b>90%</b>	Full time	<b>90%</b>
<b>~8.5</b>	Years in current role	<b>~5.5</b>
<b>~12</b>	Years in leadership	<b>~13</b>
<b>~13</b>	Years in teaching	<b>~12</b>

# Hours at work



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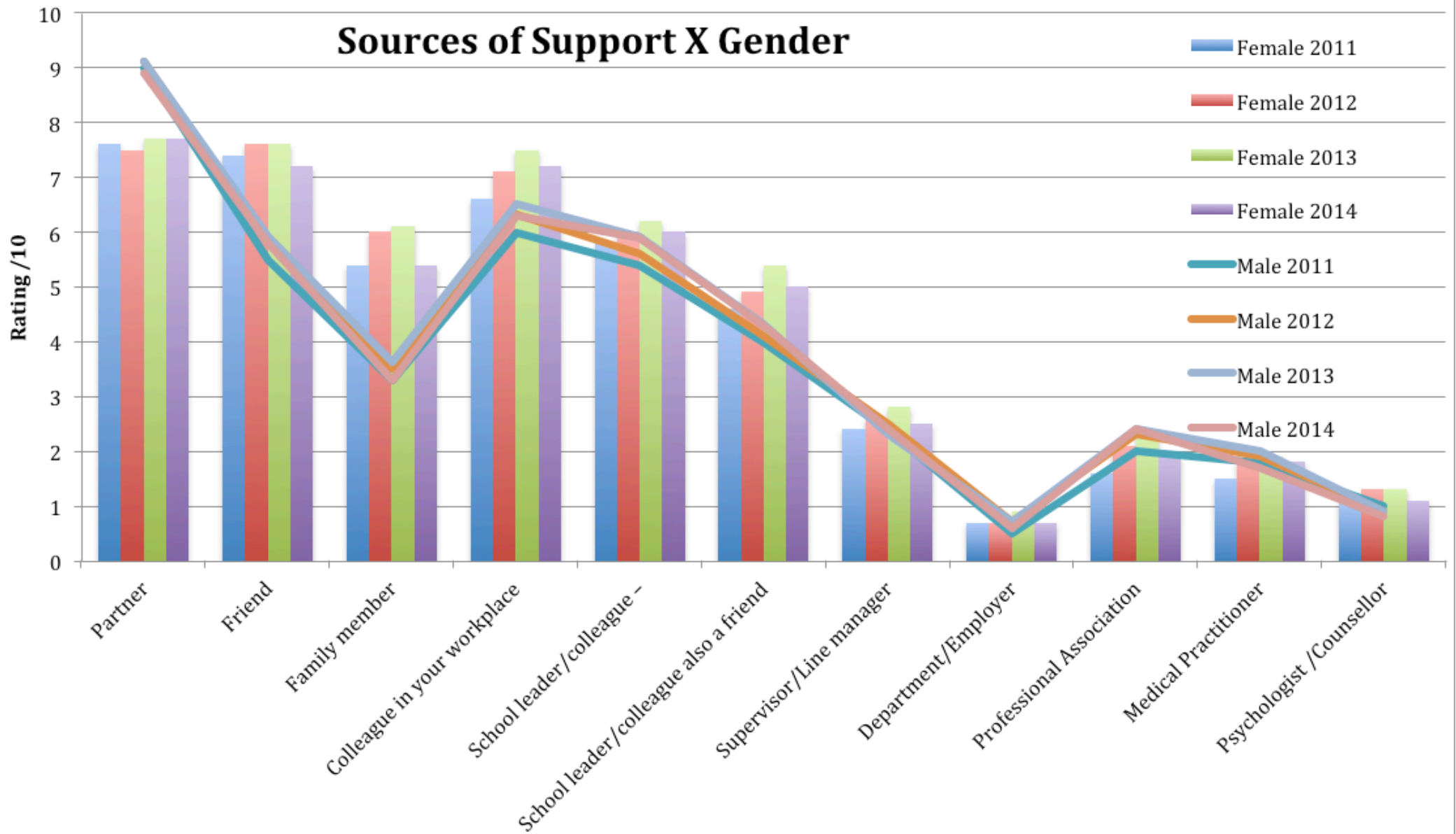




Sources of Stress

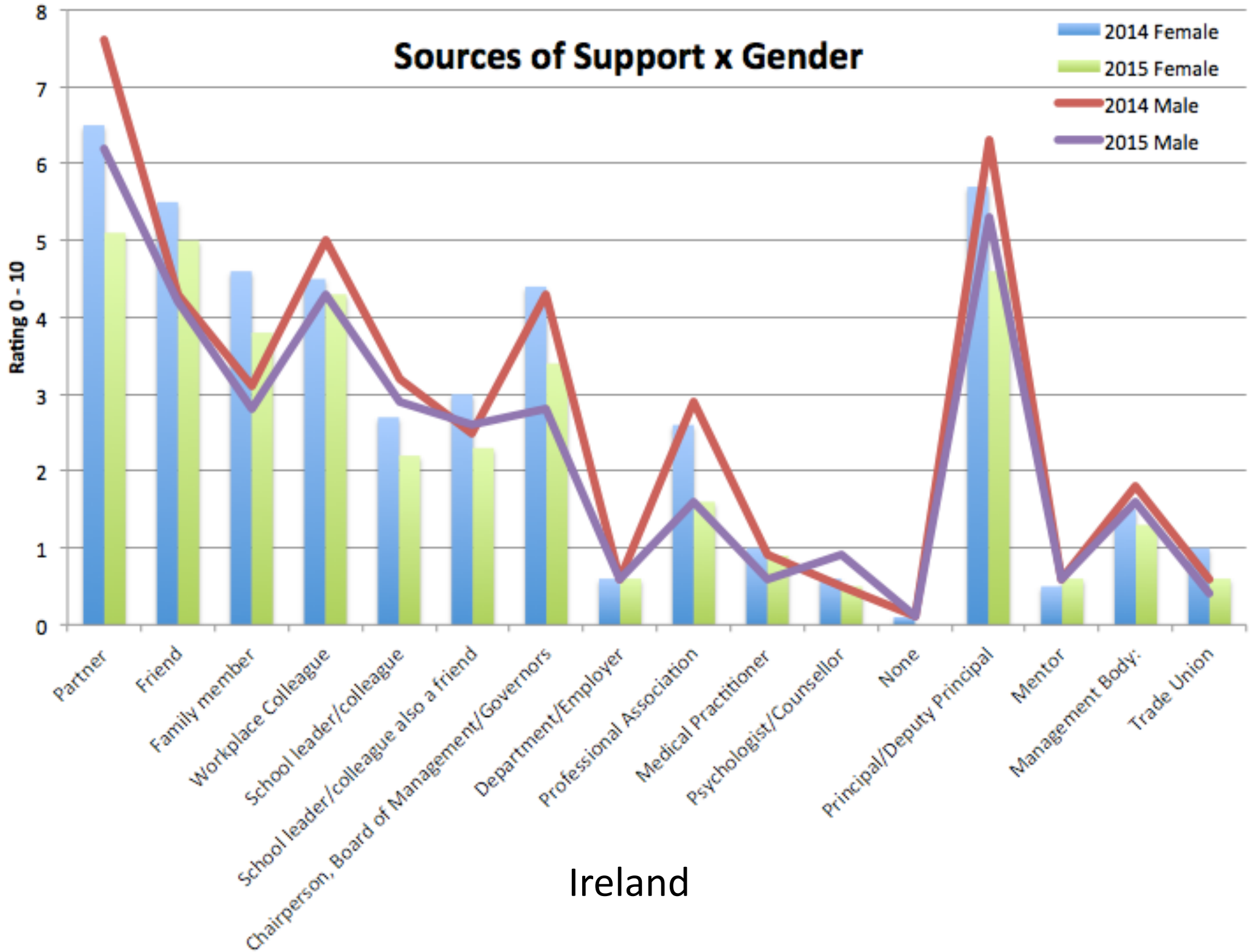


# Sources of Support X Gender



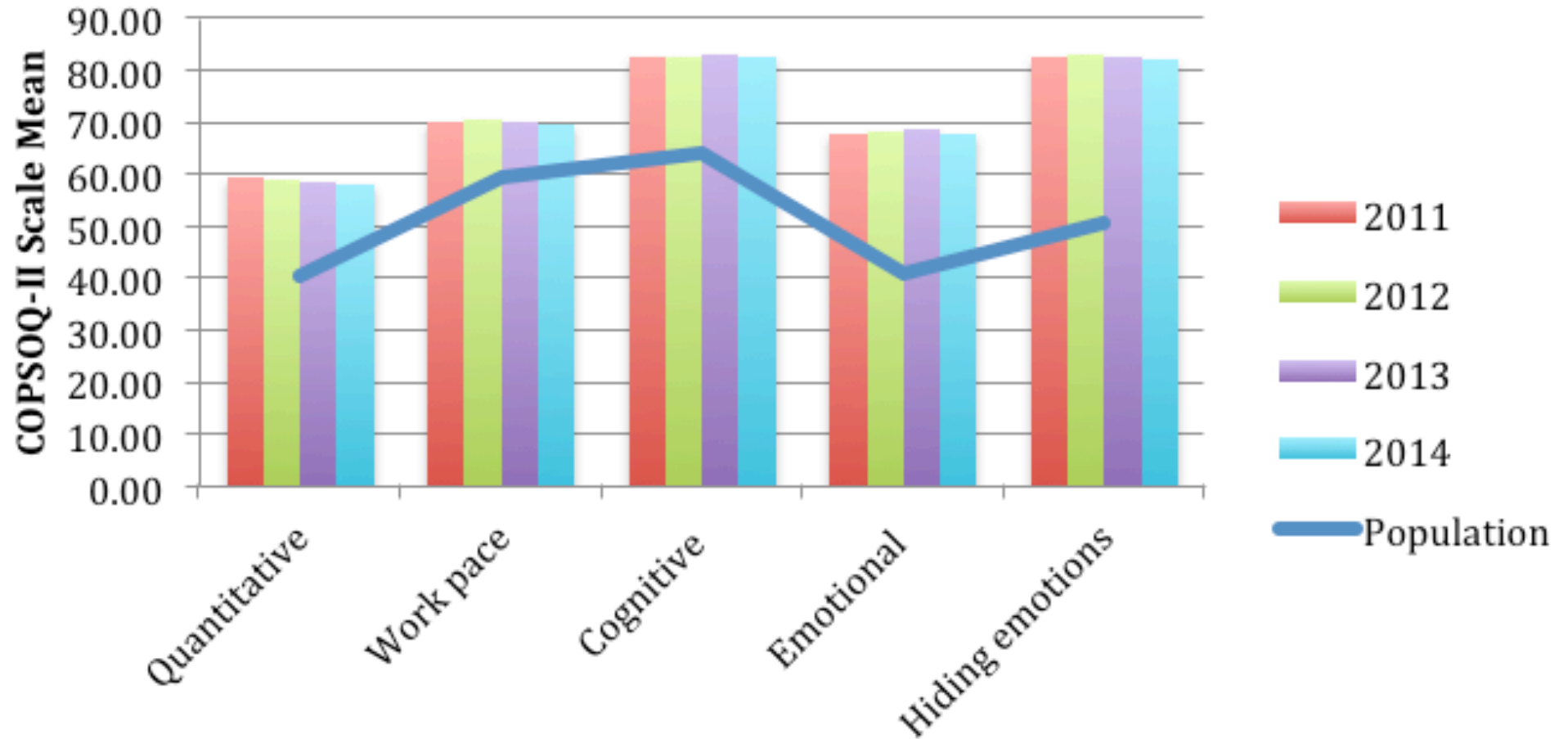
Australia

# Sources of Support x Gender

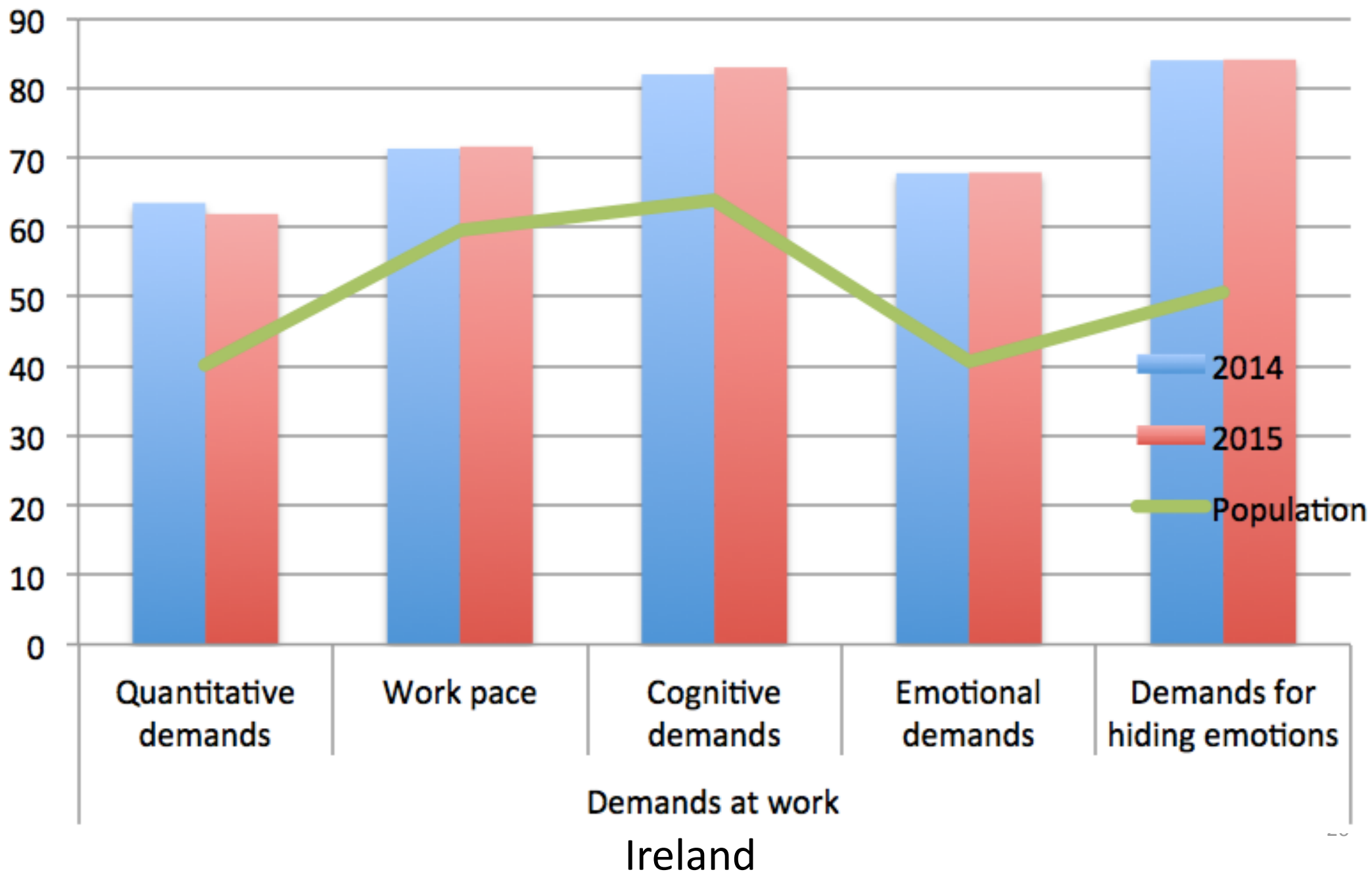


Ireland

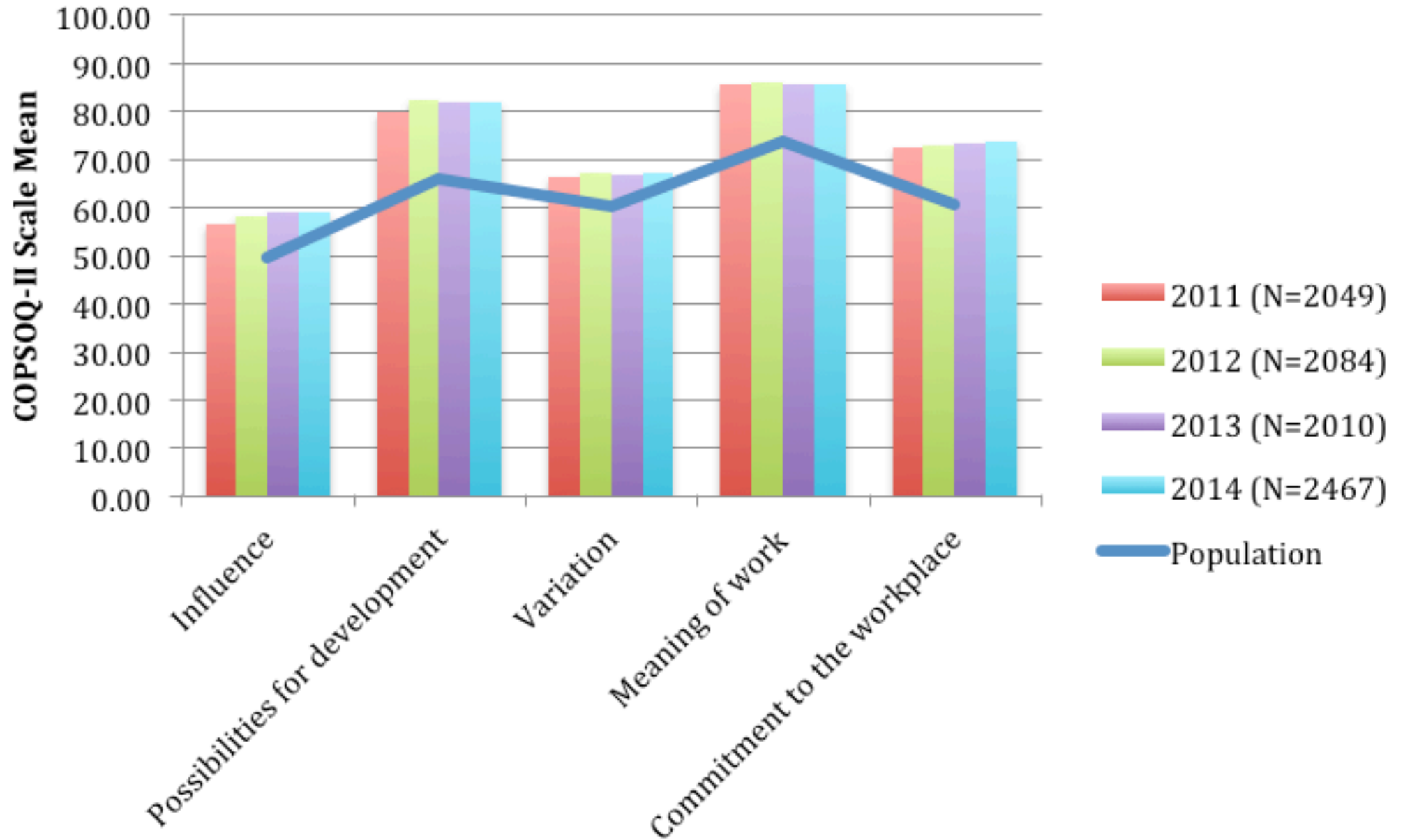
# Demands at Work



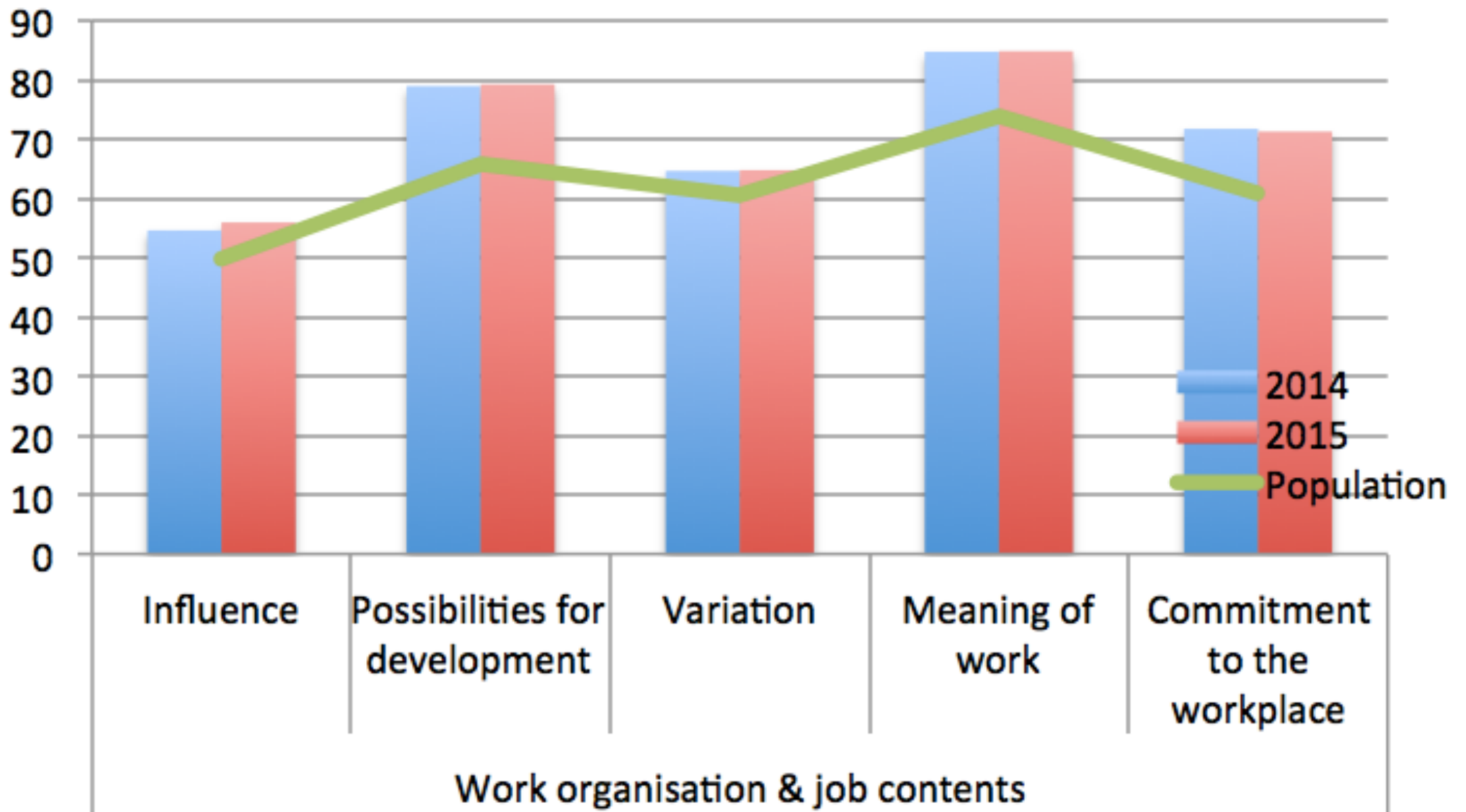
Australia



# Work Organisation & Job Contents

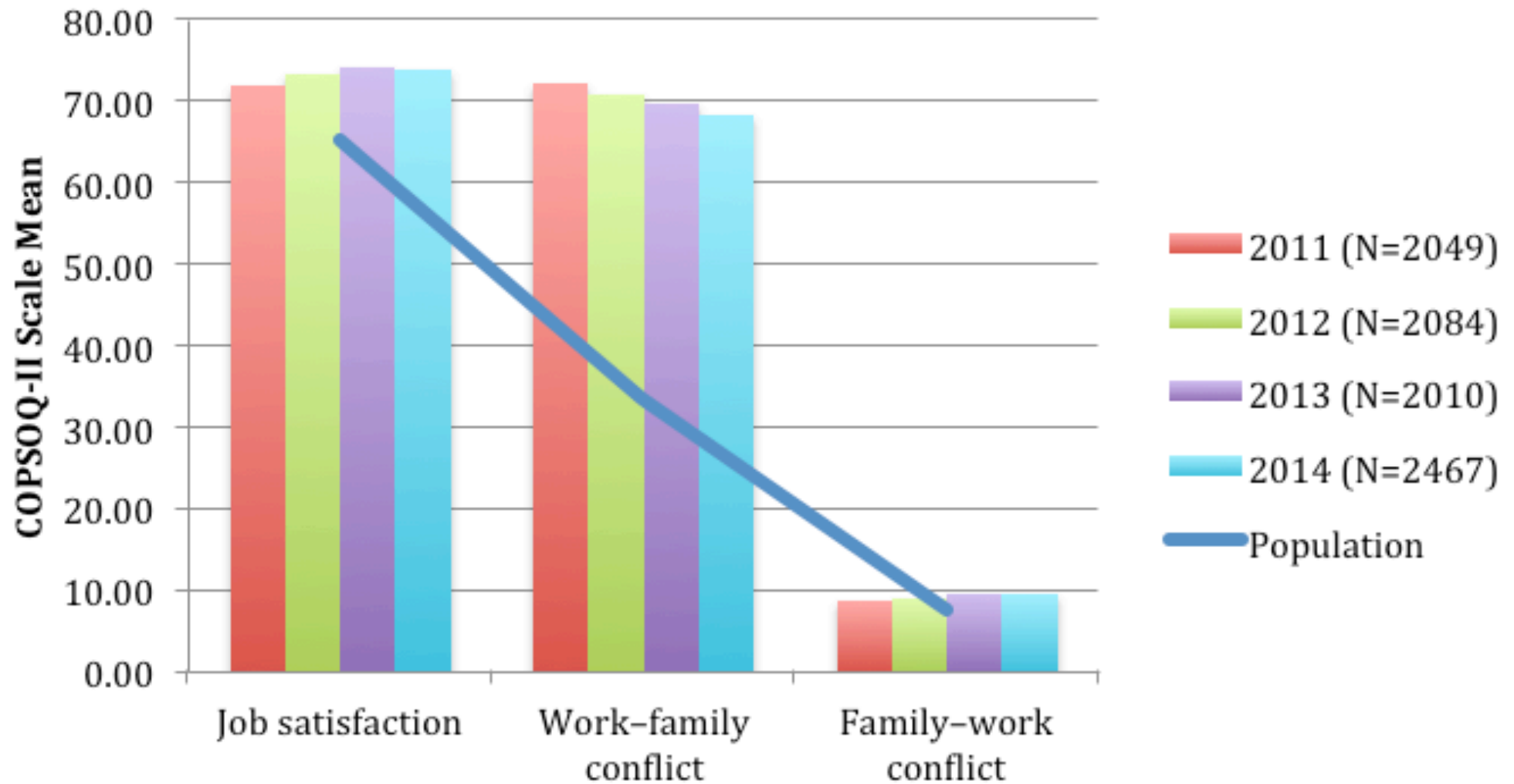


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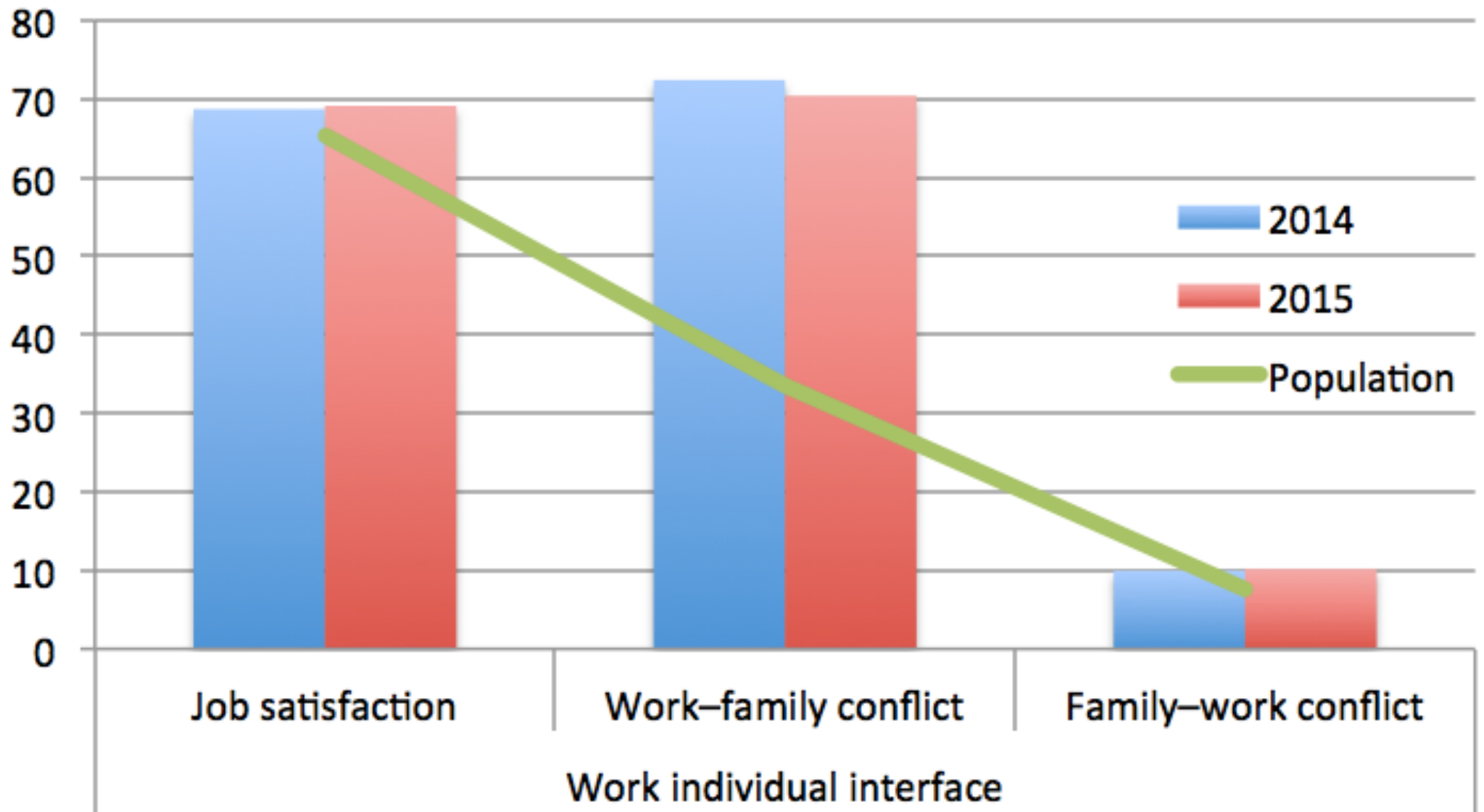


Ireland

# Work - Individual Interface



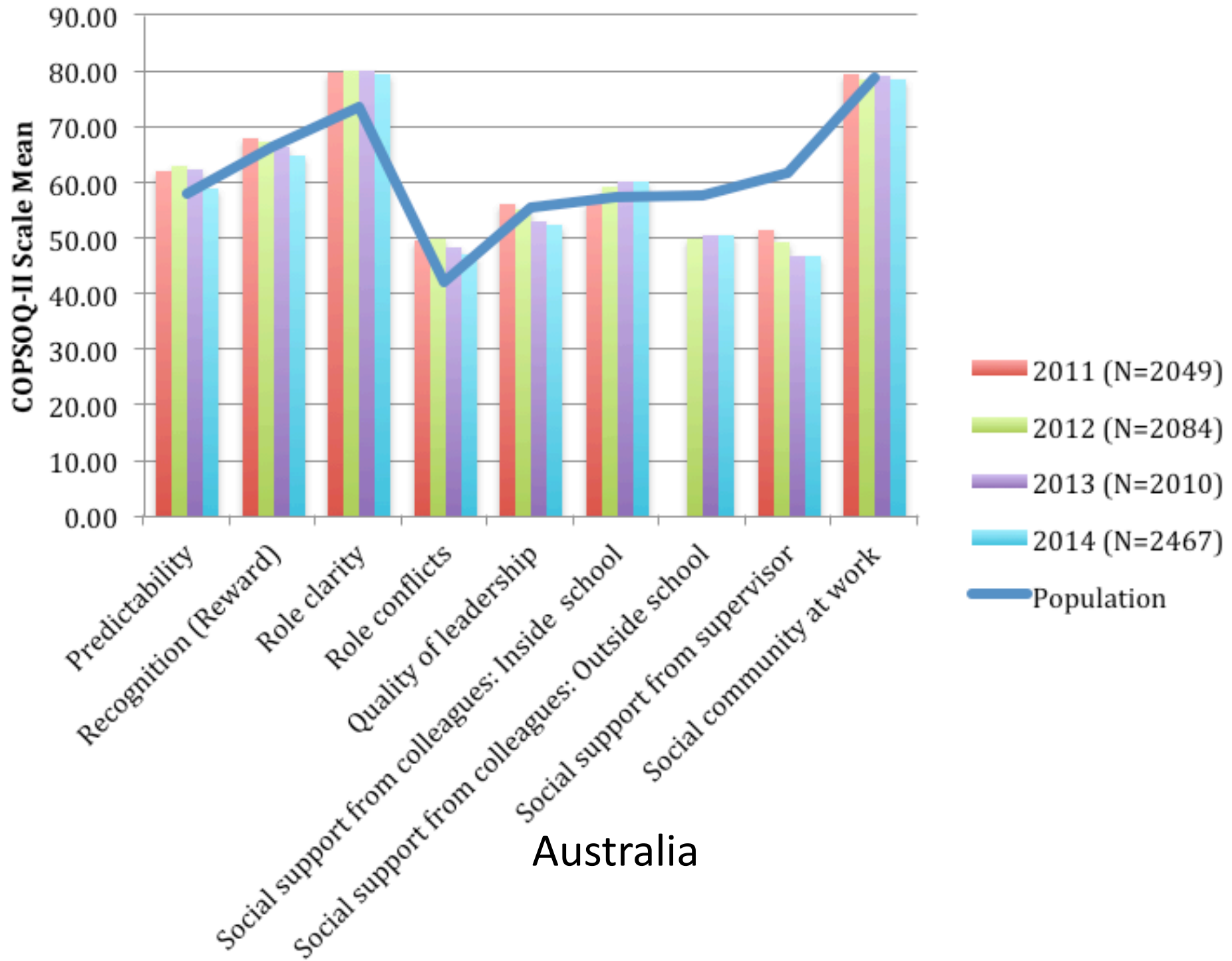
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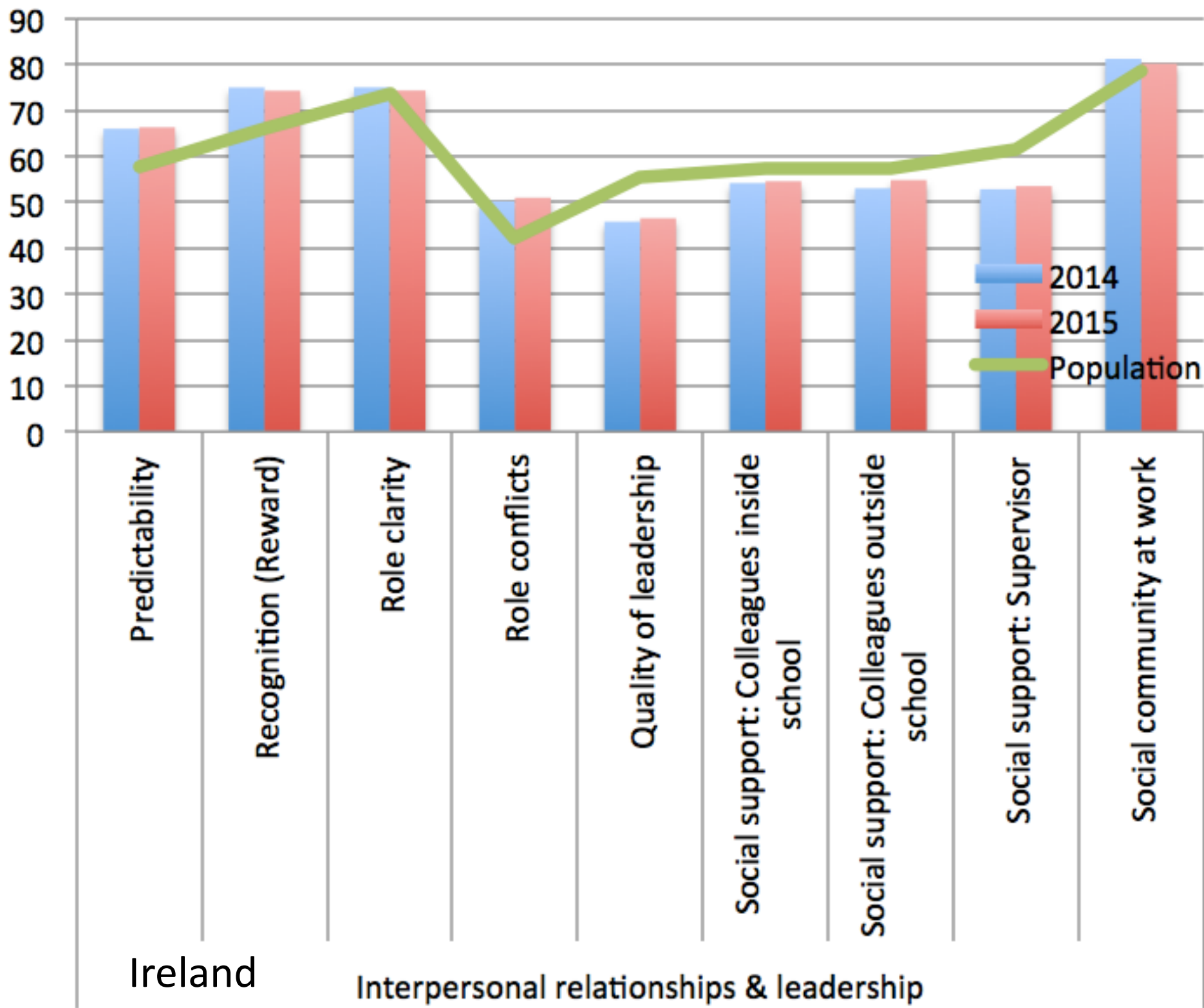
Ireland



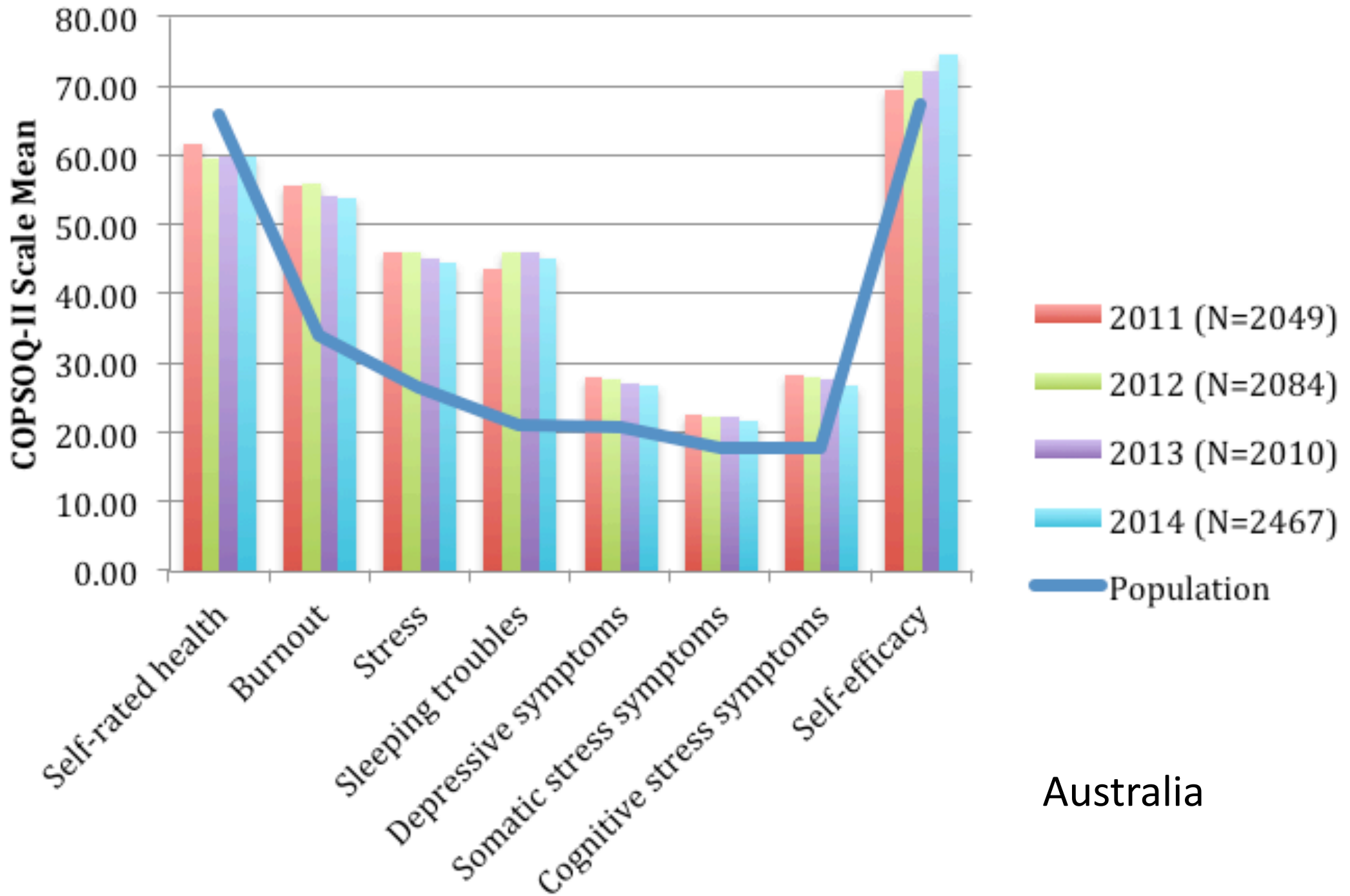
# Interpersonal Relations & Leadership



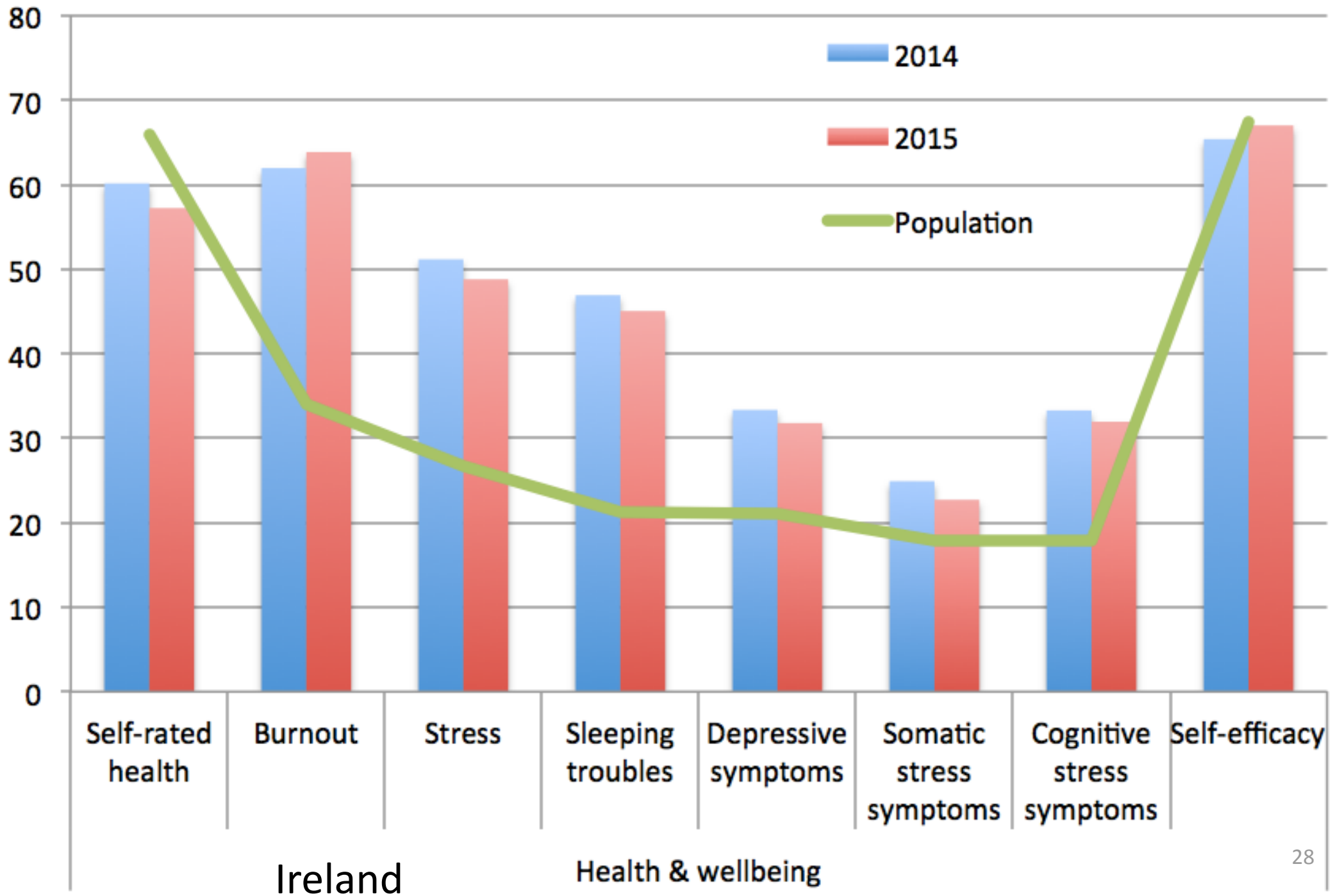
Australia



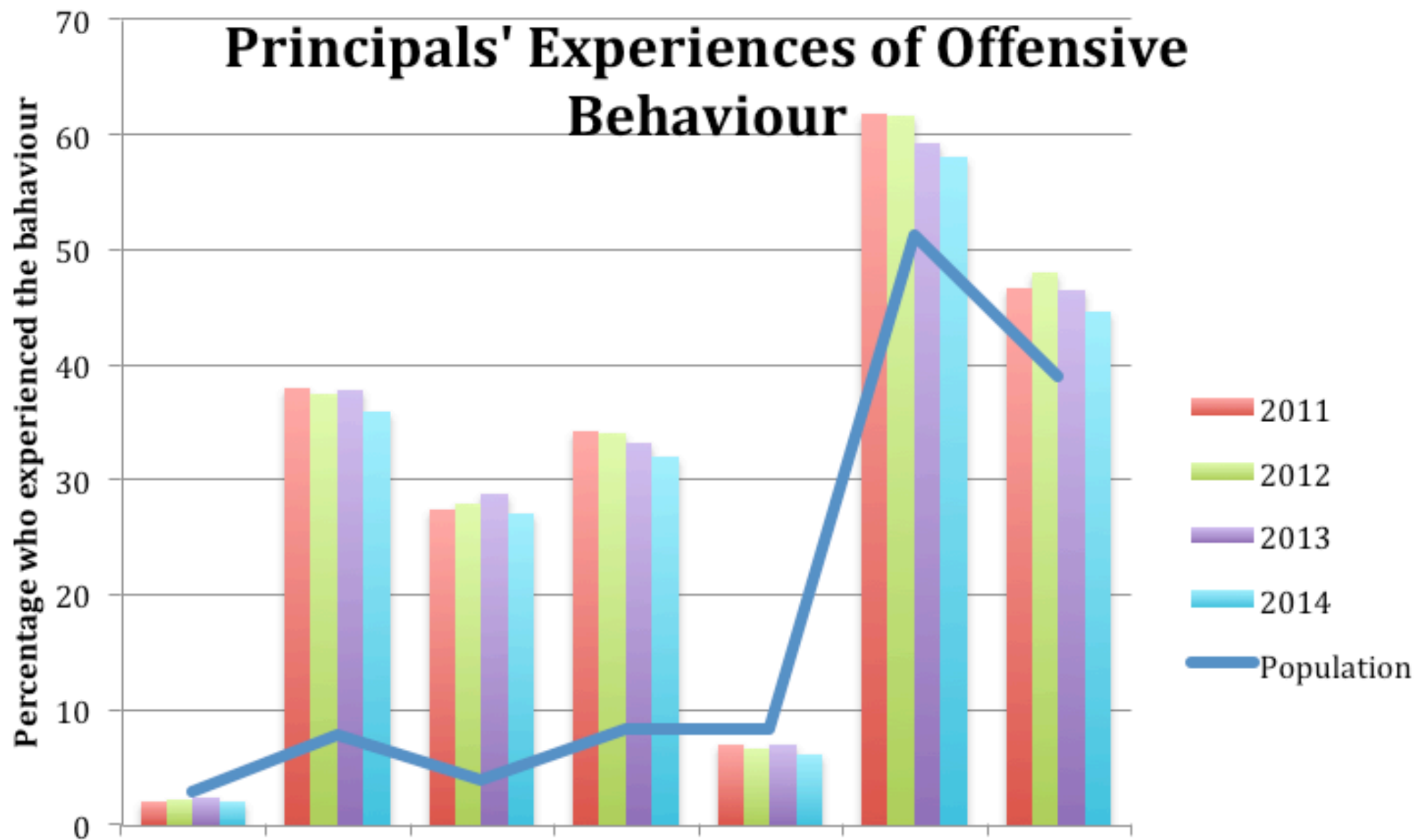
# Health & Wellbeing



Australia

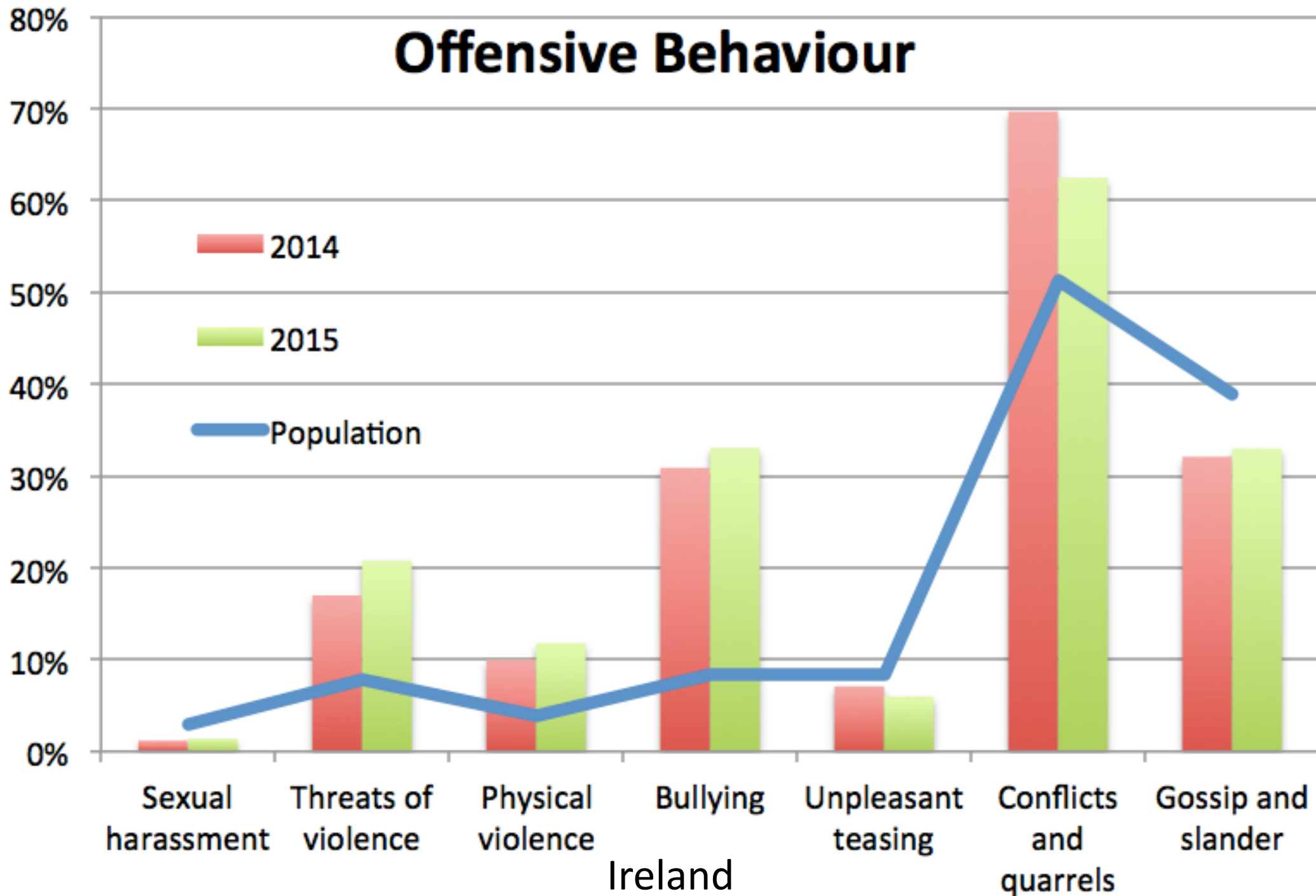


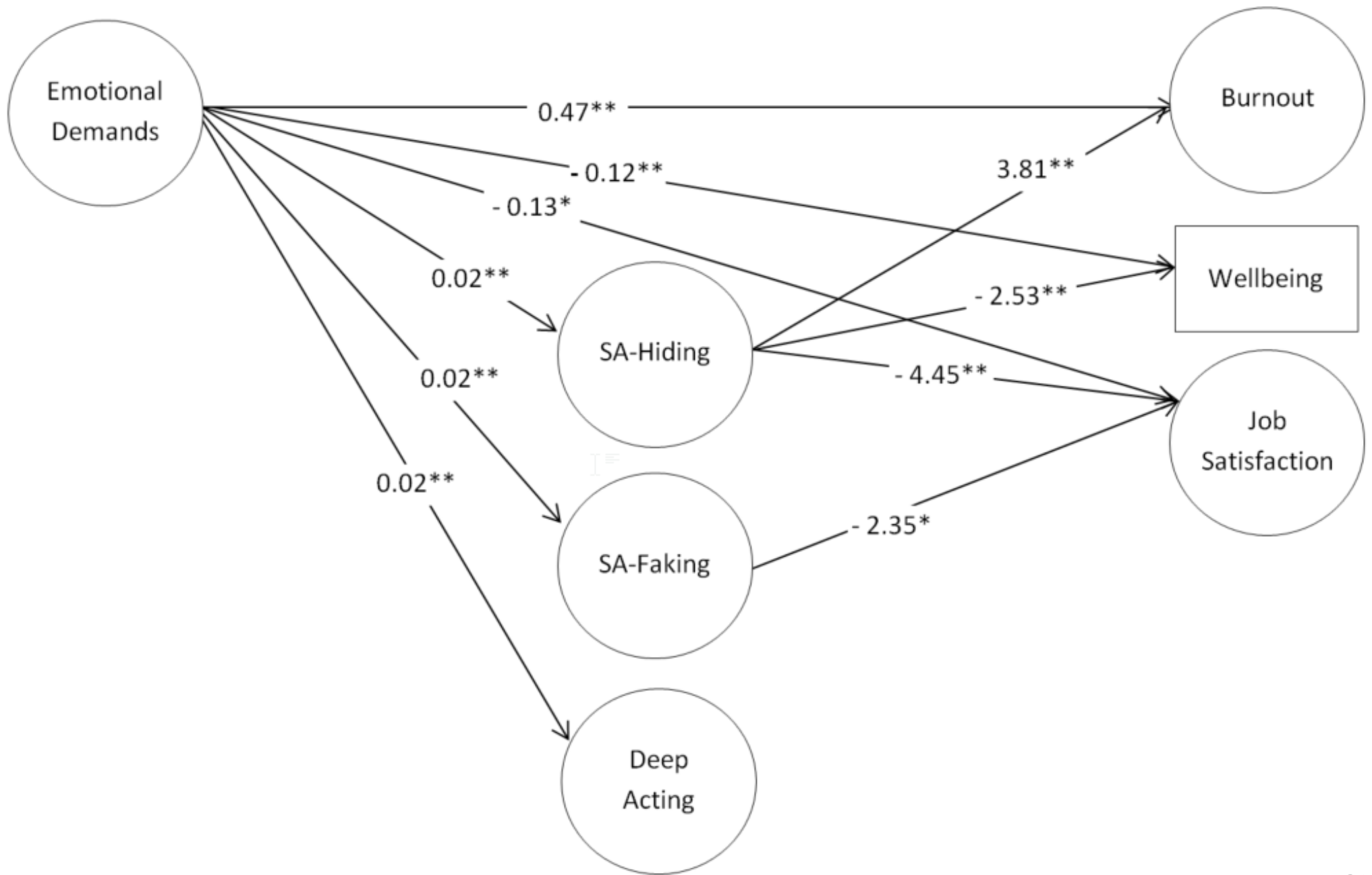
# Principals' Experiences of Offensive Behaviour



Australia

# Offensive Behaviour





# Creating Resilience: Prevention

This should not be optional...

But too often is



# PHWP - Elements

## Psychologically Health Workplace

- Supportive Leadership
- Employee Engagement
- Role Clarity
- Learning, Development & Growth Opportunities
- Appraisal & Recognition
- Work-Life Balance

(Littlefield, 2013, p.7)

# Supportive Leadership

Perceived organisational support

Supervisory support

Supportive leadership

– Neither over-directive or laissez-faire

Emotional intelligence

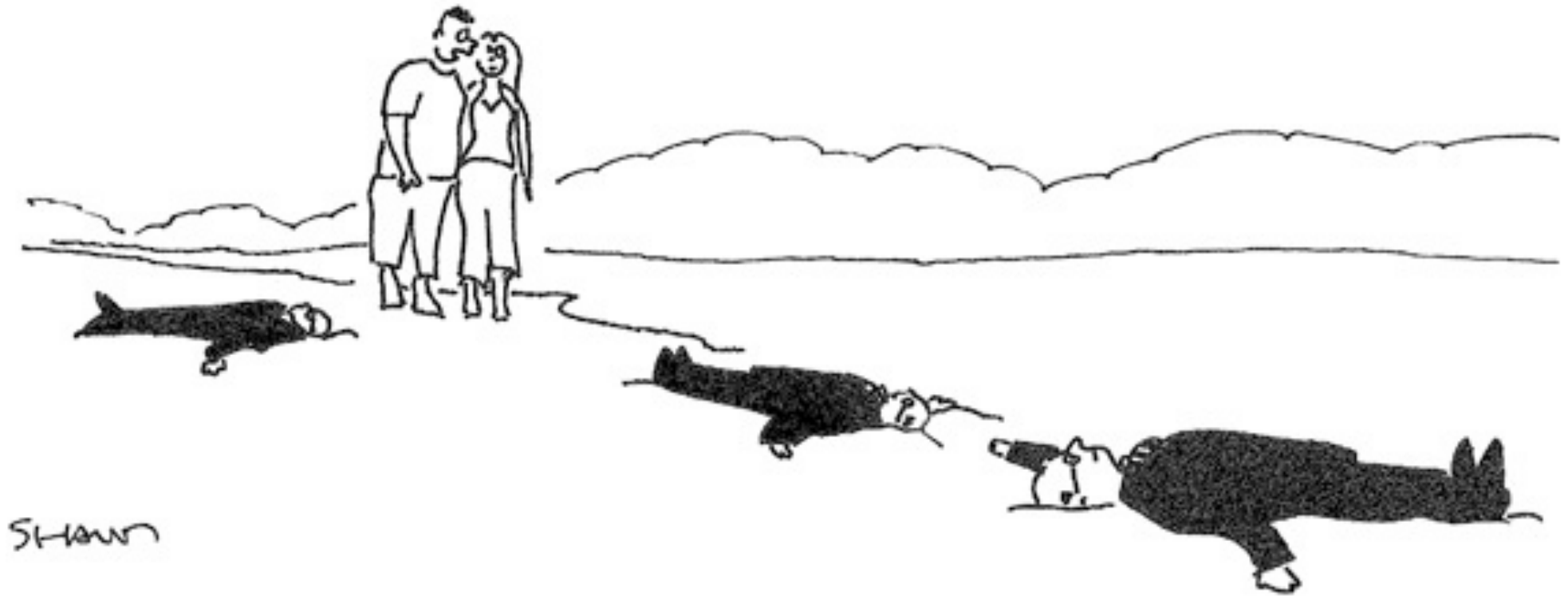
Empathy (mentalization)

Roll-modelling

Delegation

Proactive management of at-risk staff

# Supportive Leadership



"It's always sad when senior management beaches itself."

# Employee Engagement

The extent to which you feel involved in your job

- Have a say in what happens
- Have control over what happens

Alignment between personal and organisational views and values

# Employee Engagement



“This had better be good”

# Role Clarity

Understand work objectives

Understand the link between individual and organisational objectives

Clear guidance about

- Expected roles
- Behaviours associated with the job

# Learning, Development & Growth Opportunities

Access to *Appropriate* Professional  
Development

Opportunities to expand knowledge, skills and  
abilities

Opportunities to apply competencies gained

# Appraisal & Recognition

Appropriate rewards for contribution to the workplace

Recognition of achievement of professional and personal milestones

Quality of performance assessment and feedback



# Work-Life Balance

Acknowledgement of employee's responsibilities and lives outside work

Provides help to manage these multiple demands

## Stress vs. Burnout

Stress	Burnout
Characterized by overengagement	Characterized by disengagement
Emotions are overreactive	Emotions are blunted
Produces urgency and hyperactivity	Produces helplessness and hopelessness
Loss of energy	Loss of motivation, ideals, and hope
Leads to anxiety disorders	Leads to detachment and depression
Primary damage is physical	Primary damage is emotional
May kill you prematurely	May make life seem not worth living

Source: *Stress and Burnout in Ministry*

# Combating Burnout

Develop Realistic Attitudes and Expectations

Accept that Burnout is Normal

Deal Actively with Burnout using the 3R approach

# 3 Rs

## **Recognize**

Watch for the warning signs of burnout

## **Reverse**

Undo the damage by managing stress and seeking support

## **Resilience**

Build your resilience to stress by taking care of your physical and emotional health



PRINCIPAL  
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Thank you for your support.

2015 Australian survey is now open

Closes End Term 3

[www.principalhealth.org](http://www.principalhealth.org)