



Kaukapakapa School

Consultation - Support Staff

The support staff discussed six themes about what they sought in a new principal. Everything recorded below found everyone in total agreement. Editorial rights for style have been exercised.

The ideal personality qualities of the new principal.

These staff members felt that the new principal must be a good communicator in every sense of the word and that included being a good listener. They wanted the principal to be outgoing with a good sense of humour. Being open and approachable was essential along with being “firm and fair”. The members would like a work environment that when people make a mistake they can be up-front and honest regardless of whom they are in the school. There is a strong belief that respect must be earned and not taken for granted by the position a person is in.

Leadership qualities and values.

It was deemed essential to having a commitment to being actively involved with the school and community and, indeed, the whole area. Part of this aspect was being readily available. Being respectful included treating all staff equally and fairly and encouraging staff to be the best they can be and giving constructive feedback to assist this. Leading by example was also seen as important and in this they expected the principal to be flexible and open-minded. Creativity was seen as a “plus”. The support staff felt strongly that the principal would be protective of his/her staff and follow a proper complaints procedure with “natural justice” embedded.

The aspects of the principal’s professionalism and expertise.

The new principal must be open to change and growth and be up to date with the new technology available to schools. The person must encourage the staff to up-skill and, therefore, to provide appropriate professional appraisal and development for all staff members. The members would also like the new principal to use team building to develop staff relationships and capability. Naturally, everyone wanted the new principal to be organised.

Change management.

These staff members are positive that they want the new principal to wait, observe and understand where things are going and when change is needed that there will be real consultation. Thus change will be gradual though what is “broken” should be changed [as above]. Members do not wish to be “micro-managed”.

The new principal connecting with support staff.

Members would like to see the new principal present at morning tea and having lunch with the staff. They would also like to see that person visiting support staff in their own work area.



A principal's "visibility" in Kaukapakapa School.

Visibility in classrooms, at sports days and other school events is regarded as essential. The members believe that it is important for the principal to learn the children's names and to be open to the idea of children regularly visiting the principal's office to show that person their work. Everyone liked the idea of the principal having an "open door" policy.