

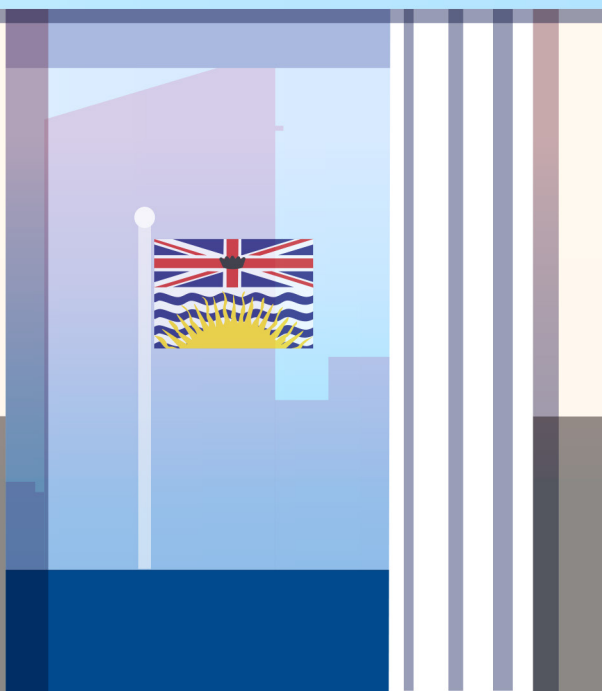
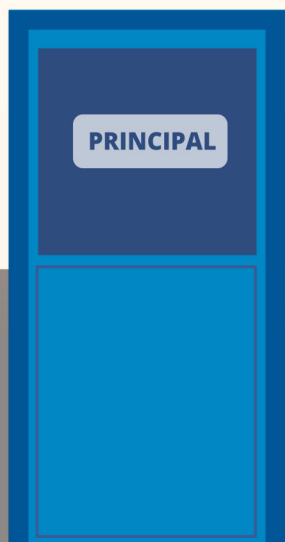
Principals' Work and Well-Being in British Columbia

Dr. Fei Wang

Dr. Katina Pollock

Booklet #2

Well-Being of School Principals



PART OF A SERIES OF 4 BOOKLETS

OVERVIEW

This booklet summarizes the findings of a research survey and describes principals' well-being along six dimensions:

- physical
- cognitive
- psychological
- emotional
- social
- spiritual

and provides evidence-informed recommendations to better support principals' overall health and well-being.

THE RESPONDENTS

1239
invited

38.3%
response rate



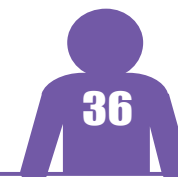
284

elementary
principals



77

secondary
principals



36

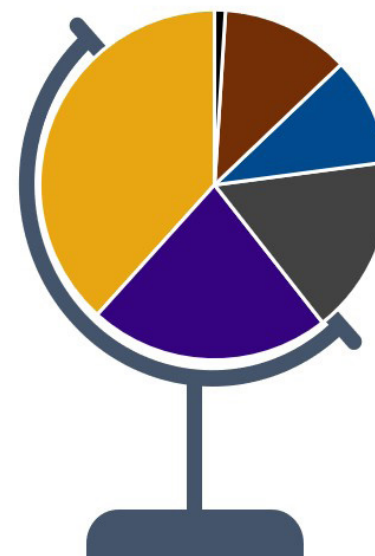
elem/sec
principals



12

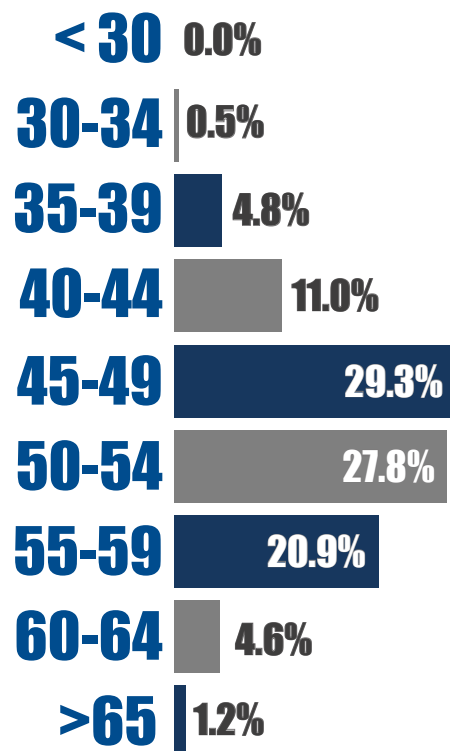
middle school
principals

SCHOOL LOCATION



56 school boards

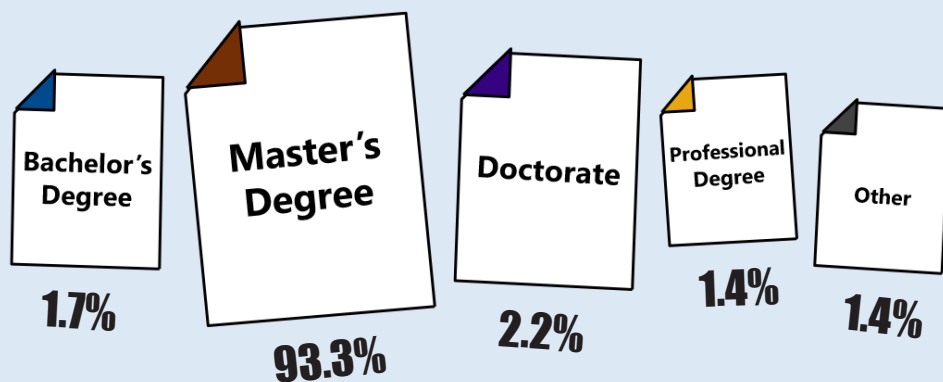
AGE



GENDER



HIGHEST LEVEL OF EDUCATION ACHIEVED



YEARS OF EXPERIENCE AS A PRINCIPAL

47.3%

LESS THAN 5 YEARS

29.1%

6-10 YEARS

15.0%

11-15 YEARS

6.9%

16-20 YRS

1.7%

>20 YRS

AVERAGE = 7.1 YEARS

OVERALL WELL-BEING

FEELINGS OF OVERALL WELL-BEING AT WORK

1.7%
very poor



22.8%
poor



25.2%
neutral



47.8%
good



2.5%
excellent



If principals felt drained by their work, this is the extent to which the following aspects of their well-being were **CONSIDERABLY** or **EXTREMELY** affected:

Emotional 55.0%

Physical 38.0%

Psychological 35.9%

Social 32.1%

Cognitive 25.5%

Spiritual 16.5%

When combining the **POOR** and **VERY POOR** feelings of principals toward each aspect of well-being, they felt **the worst PHYSICALLY** and **the best SOCIALLY**.

Overall Physical Well-Being 34.8%

Overall Emotional Well-Being 24.3%

Overall Psychological Well-Being 13.0%

Overall Cognitive Well-Being 10.1%

Overall Spiritual Well-Being 8.5%

Overall Social Well-Being 7.2%

PHYSICAL WELL-BEING

FEELINGS OF OVERALL PHYSICAL WELL-BEING AT WORK

4.4%
very poor



30.4%
poor



35.7%
neutral



28.3%
good



1.1%
excellent



How principals' work made them feel physically in the week prior:

STRESSED

FATIGUED

DRAINED

EXHAUSTED

TAXED

WEARY

BURNT-OUT

ENERGIZED

ACTIVE

ENERGETIC

DYNAMIC

STRONG

WEAK

LIVELY

VIBRANT

TIRELESS

55.6%

DOING PHYSICAL ACTIVITIES

50.8%

SLEEPING

44.3%

EATING

20.4%

HAVING UNCOMFORTABLE FEELINGS IN YOUR STOMACH

19.2%

HAVING HEADACHES

When feeling drained from work, the extent to which these aspects of principals' physical well-being were **CONSIDERABLY** or **EXTREMELY** affected:

The extent to which work demand **CONSIDERABLY** or **EXTREMELY** affected:

ENERGY
FITNESS
SLEEP
DIET
WEIGHT
PHYSICAL HEALTH
STRESS-RELATED ILLNESS



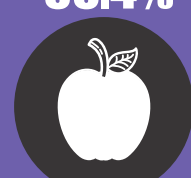
65.5%



57.5%



55.4%



48.7%



39.5%



35.8%



25.6%

EMOTIONAL WELL-BEING

FEELINGS OF OVERALL EMOTIONAL WELL-BEING AT WORK

4.0%
very poor



20.3%
poor



32.6%
neutral



40.8%
good



2.3%
excellent



In the week prior,
how principals' work
made them feel
emotionally:



If principals were feeling emotionally drained by their work, the extent to which each of the following described how they **OFTEN** or **ALWAYS** felt:

75.7%

I feel
passionate
about my
work.

64.9%

I worry
about
work-
related
issues.

56.5%

I feel
happy
about my
work.

52.0%

I feel
satisfied
about my
work.

32.1%

I feel excited
when thinking
about going
to work.

12.8%

I feel a sense of
despair about
my work.

COGNITIVE WELL-BEING

FEELINGS OF OVERALL COGNITIVE WELL-BEING AT WORK

0.4%
very poor



9.7%
poor



23.6%
neutral



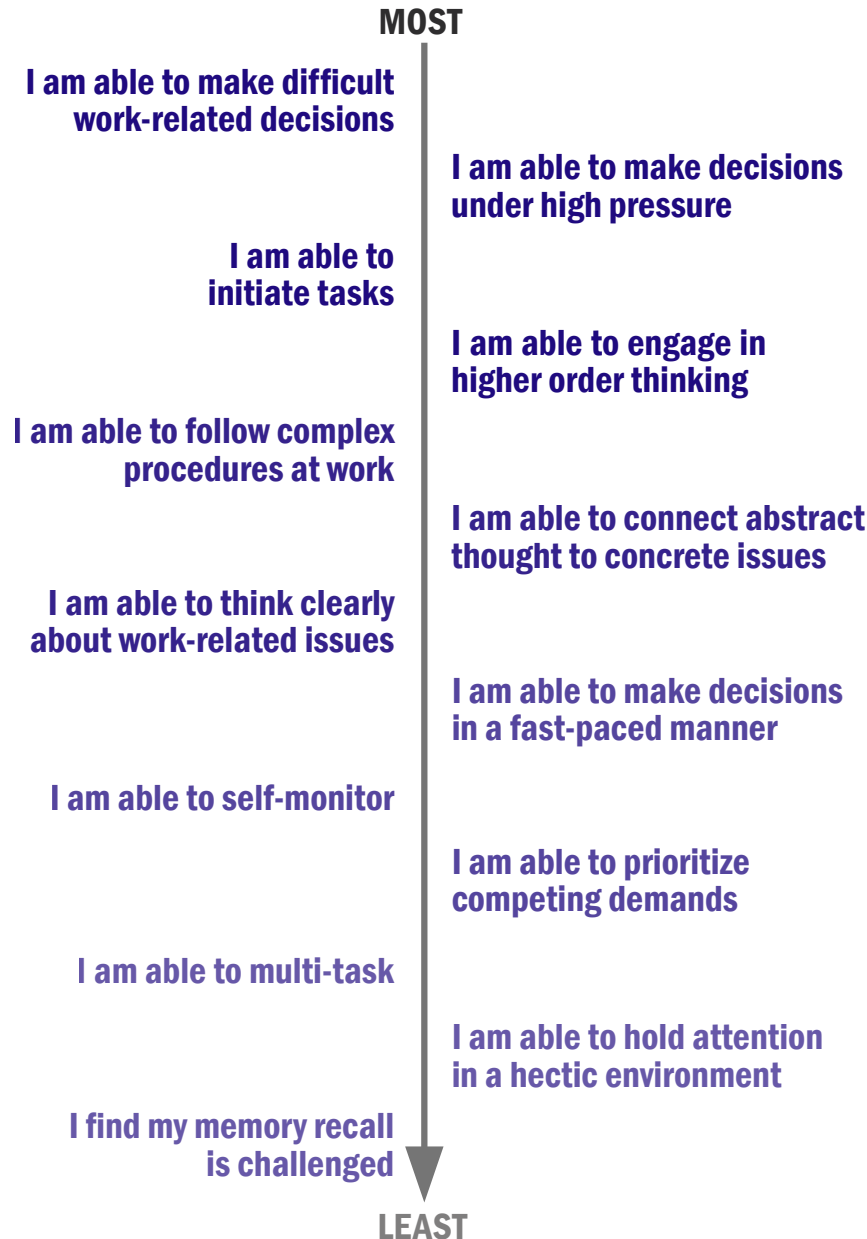
59.5%
good



6.8%
excellent



The extent to which principals felt each of the following work-related statements **OFTEN** or **ALWAYS** applied to them.



The **top 10** ways principals' work made them feel cognitively in the prior week:

FOCUSED (44.0%)

MINDFUL (42.1%)

ATTENTIVE (41.2%)

FORGETFUL (41.0%)

DISORGANIZED (39.3%)

DELAYED MEMORY RETRIEVAL (34.5%)

UNFOCUSED (32.4%)

ACTIVE/QUICK-WITTED (29.2%)

ABSENT-MINDED (26.0%)

INDECISIVE (20.3%)

SOCIAL WELL-BEING

FEELINGS OF OVERALL SOCIAL WELL-BEING AT WORK

0.4%
very poor



6.8%
poor



25.2%
neutral



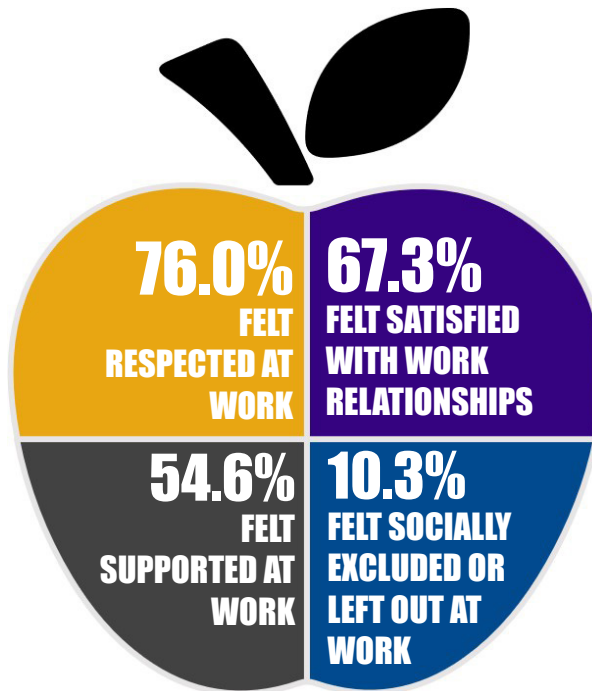
57.3%
good



10.4%
excellent



Principals **OFTEN** or **ALWAYS**:



**Ranking of groups
principals felt they
OFTEN or ALWAYS
have positive
relationships with:**

STUDENTS (96.6%)
VICE-PRINCIPALS (93.9%)
SCHOOL SUPPORT STAFF (89.8%)
ADMINISTRATIVE ASSISTANTS (89.2%)
TEACHERS (86.7%)
PARENTS/GUARDIANS (85.4%)
COMMUNITY LEADERS (81.9%)
BOARD OFFICE STAFF (71.1%)
SUPERINTENDENTS (67.2%)
TRUSTEES (61.7%)
UNION REPS (51.0%)

How the work of principals
made them feel socially in
the prior week:

SILENCED

WELCOMED
CONNECTED

SATISFIED ISOLATED

RESPECTED

HEARD DISTANCED VISIBLE

REJECTED INVISIBLE **SUPPORTED**
 DISTRUSTED

ACCEPTED

UNWELCOMED

DISSATISFIED

UNSUPPORTED

PSYCHOLOGICAL WELL-BEING

FEELINGS OF OVERALL PSYCHOLOGICAL WELL-BEING AT WORK

0.6%
very poor



12.4%
poor



31.6%
neutral



50.2%
good



5.1%
excellent



The extent to which principals felt each of the following work-related statements **OFTEN** or **ALWAYS** applied to them:

89.0% I have the sense that I have developed a lot as a principal since I began the role

88.4% My colleagues know they can trust me

78.1% In general, I feel confident and positive about myself as a principal

75.4% I enjoy being in new situations that require me to change my old familiar ways of doing things

70.8% I judge myself by what I think is important to get the job done, not by what others think is important

69.9% In general, I feel I am in charge of the situation in which I work

65.8% I feel a sense of fulfillment

63.7% I know that I can trust my colleagues

60.0% I enjoy making work plans for the future

55.1% I am not afraid to voice my work opinions, even when they are in opposition to the opinions of stakeholders

54.8% I have been able to build a work environment and a work-style for myself that is much to my liking

44.9% I feel comfortable challenging the implicit "rules of the game"

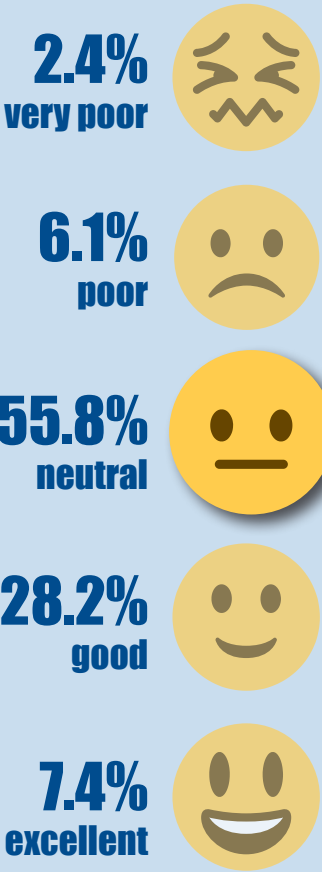
33.2% I feel comfortable asking for forgiveness rather than permission

25.3% I feel lonely because I have few close colleagues with whom to share my concerns

8.2% I live, work one day at a time and don't really think about the future

SPIRITUAL WELL-BEING

FEELINGS OF OVERALL SPIRITUAL WELL-BEING AT WORK



The extent to which the following spiritual and religious statements described principals and their work:

	NEVER-RARELY	SOMEWHAT	OFTEN-ALWAYS
I often attend religious services to give me strength to deal with work-related issues	84.3%	5.9%	9.8%
Attending religious services provides me with a sense of direction and purpose at work	83.1%	6.8%	10.1%
My religious beliefs sustain me at work	73.7%	11.2%	15.1%
My spiritual practice grounds me at work	62.3%	17.0%	20.7%
I often resort to spiritual practice(s) to give me strength to deal with work-related issues	67.0%	14.5%	18.6%
My spiritual practice provides me with a sense of direction and purpose at work	62.0%	16.8%	21.2%

RECOMMENDATIONS

For Ministry of Education

- mandate Well-being Lead positions at the district school board level to support a comprehensive well-being program for schools
- expand the healthy schools initiatives to include the well-being of the school principals

For District School Boards

- create or expand existing Well-being and Safety Teams to provide support and resources for principals
- create or expand the Comprehensive School Health (CSH) framework to include the well-being of the school principals
- designate fund and apply for grants from other agencies to work in partnership with health organizations and researchers to support principals' well-being

For Professional Associations

- mobilize and align existing resources and programs from the districts, health and community organizations, and provincial and municipal governments to improve school system well-being
- explore or expand the existing third party partnership that focuses on wellness in public schools (e.g., STARLING Mind, IWBI, etc.)
- create well-being assessment tools to keep track of the health and well-being of their members to provide better support

For Principals

- cultivate individualized strategies to promote health and wellness (e.g., a personalized system dealing with emails/paperwork)
- set aside time to engage physical activities, sports, hobbies, and other individualized well-being practices

Principal Investigators:



Dr. Fei Wang
University of British Columbia
fei.wang@ubc.ca
Twitter: @DrFeiWang



Western

Dr. Katina Pollock
University of Western Ontario
katina.pollock@uwo.ca
Twitter: @DrKatinaPollock

For the full research report, visit:
<https://bit.ly/BCprincipals2020>

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