

Stress Reduction: Recommendations for an Ideal Program for Police Professionals

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Stress Reduction: Recommendations for an Ideal Program for Police Professionals

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Acknowledgements

When I was approaching high school graduation I realized that in order for my career goal of becoming a police officer to come true I would be "forced" to obtain my Associates Degree. Well, that time of being forced into education has come and gone and I now enjoy education and am pleased to say that I will soon be graduating with a Masters Degree.

I would like to first off thank my loving wife who has put up with reading all of my papers and my grumpiness when things did not go right. She has always been by my side and pushed me to do my best all while she was completing her degree too. Secondly, I would like to thank Chief Randy Boeldt who encouraged me to obtain further education. Without his initial push and continual interest I would have never contemplated furthering my education. Lastly, I would like to thank Dr. Fuller and Dr. Hilal for all the help they have both been through the entire, somewhat scary, process.

I have learned that obtaining advanced degrees is not something that you do to obtain a job or gain a title, but something that makes you a better person and enables you to give back to society. Law enforcement is often a thankless career, but is filled with people that care so much and often give their life for the causes that they believe in. I have forever been changed by the education that I have received and the people that I have met along the way. It is my hope that I can use this education to make the world a better place; one person, one shift, one call at a time.

Abstract

Stress reduction: Recommendations for an ideal program for police professionals

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Under the Supervision of Dr. Susan Hilal

Statement of the Problem

Stress within the law enforcement profession is not new and the programs that departments have available to assist officers with that stress are widely available. Although most larger departments have a response for critical events very few, large or small, have resources available for the daily stressors associated with the job. Stress reduction programs will assist smaller police departments and their officers in effectively responding to not only critical incidents, but also daily stressors. These programs can help with mitigating the problems that stress creates on the officer, organization, and family thereby assisting the entire organization in being healthier.

Waters and Ussery (2007) report that stress can have a very negative impact on an officer's health. Officers start their careers very healthy only to end up retiring early because of major health problems. Anderson et al. (2002) recommend that officers undergo further training on stress management and coping techniques along with the need for some type of stress debriefing for those officers involved in stressful incidents. The education given to them will allow the officers to recover from stress quicker therefore making it have less of an impact on their overall health.

Methods of Approach

The method of approach for this study will be review of secondary resources along with looking at empirical and theoretical findings which will be analyzed in order to show that stress reduction programs are needed for law enforcement professionals. Internet and criminal justice textbooks that have a reputable backing will also be used for this research. This paper will look at theoretical findings for how stress effects the human body and what impact it can have on not only the individual, but also the individuals directly involved in that person's life. Furthermore, the paper will look at current programs and their effectiveness to provide recommendations for an ideal stress reduction program that can be utilized by smaller agencies.

Results of the Study

Overall, the research indicated that smaller police departments need to take a more proactive role in stress reduction and the benefits of officers participating with these programs. The research further indicated that police officers are often ill equipped to handle stress properly and resort to negative coping strategies. These negative coping strategies, most of which are learned from peers, can often lead to poor family and work relationships thereby causing more stress for the officer. Theorists suggest that officers often have family issues because of power and control issues over their significant others and children.

This paper provides an overview of a program that has been implemented by the New York State Department of Criminal Justice to reduce stress among departments state wide. This program is considered to be a model for other smaller agencies to incorporate into their departments as a way of reducing officer stress while allowing family members to also benefit.

Overall, the New York Family Support Program incorporates the entire family in the stress reduction process which is believed to be important in reducing the overall stress not only for the officer, but also the family. Along with the New York Family Support Program recommendations for organizational change as well as further educational and training implementations will be made. The use of a federal or state wide Cop 2 Cop program is also recommended to compliment the stress reduction program by allowing officers and their families a telephone support network with trained police professionals to assist them whenever needed.

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SECTION I: INTRODUCTION

Stress reduction: Recommendations for an ideal program for police professionals

Statement of the Problem

The association of stress and police officers is nothing new. Over the years there has been a substantial amount of scholarly information gathered indicating that stress is rampant within law enforcement. This literature provides insight into the detrimental effects of stress through studies that show stress produces a greater likelihood of absenteeism, burnout, job dissatisfaction, early retirement, poor work performance, and premature death (Anderson, Litzenberger & Plecas, 2002; Arredondo, Shumway, Kimball, Dersch, Morelock & Bryan, 2002; Waters & Ussery, 2007). This information gives insight into the problems associated with officers and stress, but fails to provide any meaningful solutions to the issues that are faced on a daily basis. Officers, police departments, and families not only need information gathered about the detrimental impact of stress, but more importantly an ideal program that is available for smaller police departments to assist them with mitigating the stressors of the profession. Larger metropolitan police departments often have numerous people on staff to assist officers and department members with stressors that they are facing while smaller police departments work with smaller budgets and have less available resources for education and training related to stress. Smaller departments, for the purpose of this paper, will be those that have less than 50 certified police officers. These smaller municipal police departments receive less governmental funding and therefore less research is geared towards their needs.

Stress related issues that many would consider to be "normal" job related problems are generally the start to serious problems for officer. Although minor stress can create a number of

damaging physical and emotional effects on officers, organizations generally receive the burden of this stress and its negative impact on the officer's work ethic, productivity, health, and safety (Jaramillo, Nixon & Sams, 2004; Waters & Ussery, 2007).

Violanti, Andrew, Burchfiel, Dorn, Hartley and Miller (2006) stated that approximately 60 percent of men and 50 percent of women are exposed to a traumatic event at some point in their lives. These events may be actual or threatened death, serious injury, witnessing tragic events, handling deceased persons, or witnessing horrific crime scenes. The concern is that law enforcement officers continually see these tragic events, on an almost daily basis in some departments, which can lead to post traumatic stress disorder (PTSD). Violanti et al. contends that the key to PTSD is the repetition to the events that are seen thereby, making police personnel victims of their own career.

Purpose of Study

This research will provide information to officers and administrators of smaller police departments on the topic of stress reduction programs. Many of these smaller departments do not have the funding or available personnel to assist each officer with the daily stressors that may exist. This research will provide administrators with an ideal program that can be implemented to help officers effectively deal with chronic job related stress, but also with the daily stressors of law enforcement. Programs such as employee assistance or critical incident stress debriefing are available for larger stressors, but having a program that can assist officers with their daily stressors is key to promoting safety throughout the department.

Arredondo et al. (2002) says that police work is one of the few occupations where employees are continually asked to put themselves in harm's way. The constant stressors that

officers face on a daily basis build up and create extreme amounts of stress which can have negative consequences. Officers are in imminent danger of stress-related illnesses or even death and the information presented in this paper could be career and life altering in regards to curbing the effects that stress has on the officer and the organization. If stress can be restrained, departments will have better functioning officers with improved health that can provide the needed services that the community they serve has come to expect.

The goal of the research is to provide recommendations for model programs that can be implemented along with ideas for organizational change, and proper training and education on stress. By incorporating these ideas into a smaller police department it is hoped that stress can be reduced and the officer and their family will live better richer lives.

Methodology

The use of empirical and theoretical findings will be analyzed in order to recommend an ideal stress reduction program that can be implemented for police professionals. The power and control theory and social learning theory will be examined for their correlation to police stress and the need for a program to assist officers in stress reduction. The power and control theory will look at the association of work relations with home relationships, where one individual is in a position of authority such as that of a police officer. This theory relates to law enforcement where officers come from their work environment which is strictly controlled by them to a family environment that may be loosely controlled. The social learning theory works to explain how negative behavior is often learned in law enforcement through the police subculture. The subculture creates a family like environment for the officers, but does not teach proper coping

techniques for stress. The ideal stress reduction program will incorporate all of the above and allow police professionals to continue on with their stressful career in a safe manner.

Limitations

The limitations on the study are that very few stress reduction programs are available that provide a full array of services to the officer and their family. Specifically the study is limited because of the lack of resources available for smaller police departments. Programs that are available only look at the critical stressors that officers face and lack long term training and assistance to the officer and their family. This further stresses the importance of researching and implementing programs that allow the family and officer to work together in understanding the stressors associated with the law enforcement profession.

SECTION II: LITERATURE REVIEW

Stress in Law Enforcement

This literature review is divided into six sections: defining stress, physiological and psychological effects of stress, sources of stress, impact of stress, and perceived stress and its eventual outcome.

Defining Stress

The definition of stress varies. Stress can be defined as something imposed on a person from an outside source that can bring some sort of physical or psychological discomfort (Brown & Campbell, 1994). Merriam Websters dictionary (2011) defines stress as "a physical, chemical, or emotional factor that causes bodily or mental tension and may be a factor in disease causation." The New York State Division of Law Enforcement Services defines stress "...as a response by the body to any demand imposed upon it. More specifically, stress is seen as the rate of exhaustion upon the human body that accompanies any necessary activity and which parallels the intensity of one's life..." and further explains it by saying "...stress is frequently specified as the product of the interaction between man and his environment..." (pg. 2).

All of these definitions of stress differ slightly from each other, but all do suggest that stress has a physical component to it. The stressors that people face whether large or small usually come from an outside source and will create a response within a person's body that can, according to Brown and Campbell (1994), cause physical discomfort. Merriam and Websters dictionary (2011) further mentions that this discomfort can be a factor in disease causation where

as the New York Department State Division of Criminal Justice Services adds that stress is often an interaction between man and environment.

The negative stress that officers face can often build up and create a condition known as post-traumatic stress disorder (PTSD). According to the National Institute of Mental Health (NIMH) PTSD is:

an anxiety disorder that can develop after exposure to a terrifying event or ordeal in which grave physical harm occurred or was threatened. Traumatic events that may trigger PTSD include violent personal assaults, natural or human-caused disasters, accidents, or military combat.(under Health Info, PTSD section 1)

PTSD is an example of one of the negative effects that stress can have on the body. Although treatable PTSD has several negative effects and can cause permanent issues if not treated promptly and properly.

Not all stress is considered bad stress because even a certain amount can be a good motivator (Davis, 2011). Eustress is known as positive stress that when present can create the opportunity for personal growth and advancement(New York State Division of Criminal Justice Services, 2000). This type of stress is also present in law enforcement, but the main subject matter for this research paper is distress, or negative stress.

Physiological and Psychological Effects of Stress

At any time during an officers' shift they are exposed to the possibility of responding to stressful events. These events are often beyond the realm that most humans will experience and therefore, these incidents cause the officers coping mechanisms to become overloaded and put them in distress (Anderson et.al, 2002). When stress is present from an external factor the human

body will respond in two different ways to that stress. The first is physiological while the second is psychological with both levels being part of what is called the general adaptation syndrome or GAS (New York State Division of Criminal Justice Services stress program, 2000).

Physiological

The physiological effects of stress are broken down into three stages with each stage having progressively more bodily functions that are affected. The first stage is the "fight or flight" stage where the body automatically reacts to the danger that is present (Davis, 2011). In this first stage the Autonomic Nervous System (ANS) triggers an increase in the heart rate and breathing along with muscle tension and a heightened sense of alertness (See Appendix A for a chart on the effects that stress has on the body). The ANS is comprised of two separate branches, sympathetic and parasympathetic nervous systems. Both of these systems work together to balance the response of the body to the threat. In stage one the sympathetic nervous system releases hormones such as adrenaline which is needed in order to fight or flee (New York State Division of Criminal Justice Services, 2000). Meanwhile the parasympathetic nervous system is working against the sympathetic in order to slow down the stress response. This is done so that the body can still function without having too much adrenaline being thrust into the body.

The second stage is the resistance stage where the ANS prepares the body to deal with the perceived threat (New York State Division of Criminal Justice Services, 2000). This is the stage where often people will accomplish incredible feats of strength because of the body's ability to prepare itself for what may be happening. At this point the body is working overtime and is unable to perform to the level that it was in stage one so it gradually begins to become depleted.

The third stage is exhaustion where the sympathetic and parasympathetic nervous systems work to return the body to normal once the perceived threat has been dealt with (New York State Division of Criminal Justice Services, 2000). If the stress continues over a period of time and the body depleted all its stores of energy the body will fully enter exhaustion. If the stress continues for long periods of time while the individual is in exhaustion severe medical problems can occur (Yu, 2011). The exhaustion stage was studied by Waters and Ussery (2007) when they used a historical literature review to look at numerous police stress studies. All of these studies indicated that officers would sometimes start their careers in perfect health only to retire early because of severe health conditions. Many of the problems that they would face were severe including digestive disorders, cardiovascular disease, alcoholism, and severe depression. Waters and Ussery (2007) concluded that stress reduction programs need to be implemented to assist with the stressful occupation. The researchers also suggested a program called Cop 2 Cop which is a New York State based hotline for officers and their families to deal with stress. The hotline is staffed by retired police officers and licensed professionals and is there to assist with advice or simply someone to talk with. Due to the hotline being staffed by retired police building rapport is easy and often leads to successful outcomes. The Cop 2 Cop hotline uses crisis intervention techniques that have been proven in other occupations and have been adapted for law enforcement and other emergency service professionals.

Psychological

The psychological level of stress according to Selye (2000) also includes three phases, but unlike the physiological effects of stress that every animal faces, humans also face the

psychological effects of stress. Some of these stressors are anxiety, depression, guilt, and the feeling of being overwhelmed.

The first phase is the alarm phase which includes an initial alarm to the situation. Often during this phase the person will become very anxious because they are unsure of the situation and how to deal with it (New York State Division of Criminal Justice Services, 2000). This phase can be related to officers that are dispatched to a call that has lots of uncertainties. Given the control that many officers want these uncertainties lead to anxiety until the situation can be controlled.

The second phase is resistance where the person learns to cope with the task effectively and without a lot of commotion (New York State Division of Criminal Justice Services, 2000). This phase can take quite a long time to have happen and can happen to officers who undergo constant stressors during their day. It is often during this phase that the body becomes overwhelmed and the ability to cope fades away making the situation distressful (New York State Division of Criminal Justice Services, 2000). The last phase is the exhaustion phase that operates much like the physiological exhaustion in that all of the energy in the body is depleted and the body is now fatigued.

Sources of Stress

By understanding the primary stressors that officers face, a better and more equipped stress reduction program can be implemented to combat these day to day stressors. Studies have shown that routine occupational stressors can be a better predictor of psychological distress than an exposure to a critical incident (Van Hasselt et. al, 2008). More importantly Van Hasselt et. al (2008) found that officers with increased levels of routine work stressors were more susceptible

to psychological symptoms than in most critical stress incidents they were involved in. This section of the paper will look at sources of stress within the police organization, work hours, shift work, and family.

Organization

A major stressor that many police officers face comes from dealing with the police organization. Police departments are well known for operating under the bureaucratic school of management in that there is a heavy reliance on organizational efficiency and uniformity of operations (Zhao, He, & Lovrich, 2002). Zhao et. al (2002) further explains that the stressors police officers face are often worse than other occupations because of the hierarchical structure and fixed division of labor, prolonged probationary periods, narrow span of control, and a strict chain of command. Officers are expected to use discretion while "on the streets" only to have their decisions scrutinized by administrators once back at the office.

Law enforcement runs in a quasi-military manner which according to Zhao et. al (2002) can allow line officers to become alienated. This happens because officers are very seldom allowed to be involved in the decision making processes at their departments. Many policies and procedures are made by administrators that affect the day to day operations of the police department without the input from line officers who will need to work under those new policies.

Similar to officers within a department, executives also feel the same stressors only in slightly different ways. Executives feel a higher amount of occupational stress if they lack control over the hiring process (Crank, Regoli, Hewitt, 1993). The more autonomy that executives had the less overall stress they perceived in their position. This was true for Chiefs and Sheriffs with varied levels of education throughout the United States (Crank et al.).

Research conducted by Jaramillo et al. (2004) was done to look at the effect that police officer stress had on organizational commitment. Their research was specifically done with the intent to look at stress within the organization such as role ambiguity, role conflict, supervisor support, group cohesiveness, and promotion opportunities. These factors were all looked at after the affects of job satisfaction were controlled. A survey to a sample of 300 were distributed to police officers along various job types from patrol to chiefs. The response rate was 50 percent. These surveys were then evaluated using a regression analysis with organizational commitment being the dependent variable while the five stressors along with job satisfaction being used as independent variables. What the research found was that role conflict and role ambiguity were not significant to organizational commitment whereas supervisor support, group cohesiveness, and promotion opportunities were positively related to organizational commitment. Jaramillo et al. (2004) further points out that job satisfaction is the greatest predictor of organizational commitment which the researchers indicate is in line with other research that shows satisfied employees become more loyal to the organization. Lastly, the researchers found a negative relationship between organizational commitment and intentions to leave.

The study conducted by Jaramillo et al. (2004) which dealt with officer stress on organizational commitment is important for senior police officers, or those that are in charge of police organizations. It indicates that officers feel that supervisor support, group cohesiveness, and promotion opportunities will allow them to have better organizational commitment. In regards to smaller police departments this can have negative aspects also in that some departments may not have the ability to promote officers due to the size of the department. When facing the inability to promote administrators need to focus on supervisor support and group cohesiveness to ensure that these two factors are met. Management practices that encourage

group interaction between ranks are important and often encouraged by line officers (Sewell, 2006). A lack of organizational commitment could lead to officers wanting to leave the department (Sewell). Future police leaders will need to look at the stressors within their own departments and ensure that all issues are met in order to keep officers organizationally committed.

Work Hours

Due to various reasons such as: budget downfalls, complex technology being implemented within departments, and increasing community requests for quality service as examples, municipalities are facing difficulties retaining a sufficient amount of employees to meet these demands. Those employees that are maintained are forced to have increased workloads, less job security, more pressure to perform, and many are working more hours (Sparks, Cooper, Fried, & Shirom, 1997). The United States currently has marginal limits on the amount of hours that employees can work (OSHA, 2011). The only major restrictions that are in place are for those that work in the transportation business. The major culprits for police work hours above their weekly total are shift rotations, mandatory or elective overtime, off duty court appearances, and forced double shifts to cover personnel shortages (Vila, Morrison, & Kenney, 2002).

Past studies have shown that officers who are awake for 19 consecutive hours have the same impairment level as a person with an 0.05% blood alcohol content (BAC). This was further worsened when the officer was awake for 24 consecutive hours. The BAC simulation at that point went to 0.10%. In most states the legal limit to drive is below .08%. Officers involved in this test showed decreased hand eye coordination and cognitive performance (Dawson & Reid,

1997;Williamson & Feyer, 2000). Further mentioned was the fact that officers in a sleep deprived condition were worse off in reaction time by 50 percent than an intoxicated person.

Shift Work

Police officers often work odd hours and are required to work in shifts, their circadian or biological clock can become disturbed. When this occurs officers often become sleepy during their night shift only to force themselves to stay awake, but once home and attempting to sleep they are unable to do so because their body is now primed to be alert and active (Vila et al., 2002). Those officers who try to get prime sleep during the day often end up being woken up easier and have a more difficult time falling asleep because of the biological clock that wants them to be awake. The idea that officers can simply adapt to a different sleep schedule is possible, but eventually the need for sleep will overcome the will to be awake and this is when mistakes happen and deaths can occur.

Even though the bodies biological clock tells it to go to sleep many police officers are forced to work hours during the night. Law enforcement agencies that are large in size often allow their officers to select, within reason, what shifts they would like to work whereas smaller departments do not have that luxury and often the newest officers are forced to work the graveyard shift. These officers will sometimes have less sleep due to the need to complete tasks during the daytime hours or just the inability to adjust to daytime sleeping. These officers could face detrimental effects to the endocrine system, immune system, and metabolism(Caruso, 2006). A study done by ONeill and Cushing (1991) used questioners of 189 police department lieutenants and 150 police officers found that shift work is physically and psychologically demanding on the officers and can be negative to the well being of the department as well. They

further found that third shift is the shift that imposes excessive burden on most personnel. O'Neill and Cushing (1991) suggest that administrators create a steady midnight shift with officers working no more than 4 consecutive days, redeployment so that only absolutely necessary officers are working from two to six a.m., and lastly that no shift changes be made unless the officer is given enough time to adjust. Their recommended changes may be effective, but are rather unpractical in smaller departments because of the limited resources available to administrators. While this recommendation is nearly 20 years old it still can be applicable in many police departments today. Changes to the current scheduling system need to be made in order to reduce officer stress and allow them to make rational decisions.

One of the many side effects of lack of sleep is chronic fatigue which can lead to an increase in stress and ultimately a decreased ability to cope with complex and threatening situations that may arise (Vila et al., 2002). This increase of stress and chronic fatigue may also lead for a negative public image. Those officers that become stressed and fatigued may become short-tempered and rude with the public therefore creating a public relations nightmare for administrators. Many departments are currently using community policing and are allowing officers more unrestricted contact with the public. If this contact is in anyway compromised by an officer that is rude or disrespectful the stereotypes that have been erased may once again become visible.

Family

Officers who have already dealt with work related stress come home and are often bombarded by the stressors of their significant others and their families. Many officers that come home from work may also refuse to discuss work related matters, or simply cannot, and therefore

create frustration for their significant other. Figley (1995) discusses that a symptom called secondary traumatic stress (STS) is possible in the spouses of police officers. STS is much like PTSD except that the spouse has not directly dealt with the incident, but only heard or seen the damage that the incident has done to their significant other (Figley). STS is often called the stress of caring too much and can sometimes occur overtime from several stressful events rather than one traumatic event (Figley). Figley states that STS usually reverts back to the officer and causes a significant amount more stress because the spouse can become burdensome or at times detached. If spouses are unaware of STS the eventual buildup of stress will disrupt the marital relationship therefore creating undue stress on the couple. Much like PTSD, STS needs to be dealt with in the same manner using education and possibly counseling to curtail the long term effects. Spouses that are suffering from STS will be suffering as much, if not more, stress than their significant other and because the officer does not understand the stress marital along with family problems will arise.

Line of Duty Death

Divergent from other years, 2011 started out tragically with 18 law enforcement professionals being killed in January alone. This was followed by 14 in February and 20 in March leaving 2011 one of the deadliest years for law enforcement in the nations' history (Officer Down Memorial Page, 2011). As of August 3rd, 2011 a total of 108 police professionals were killed in the line of duty thereby corroborating that law enforcement is an inherently dangerous career. From January through June of 2011 there has been an increase of 4 percent in overall deaths from 2010 and a total of 19 percent increase for officers killed by gunfire in the line of duty (Officer Down Memorial Page, 2011). The deaths of these officers have caused

many police organizations a great deal of stress and raises the question of whether departments are equipped to mitigate the signs of stress that the officers are exhibiting. The idea that your life could be ended while you are at work is a major cause of stress for many police officers.

Responding to routine calls is no longer routine because of the felonious assaults that many officers have suffered while responding to these so called "routine calls". Law enforcement is innately dangerous and along with the increase of violence against the police comes an increase of stress among police officers.

Impact of Stress

The impact that stress has on every aspect of the officer is important for agencies to understand because it will have an eventual impact on the department. This section of the paper will look at the impact of stress on family, gender differences, divorce, suicide, alcoholism, PTSD, domestic violence, and physical health.

Family

Due to the poor coping techniques that many officers have, the negative effects of stress will eventually infiltrate the family dynamic (Deisinger, 2001). Arredondo et al. (2002) states that police work has been shown to have a profound negative impact on the officers spouse. Further stated was that a spouse's, along with children's, social life can be affected. This mainly happens due to the officer's occupation and the general public's negative view of police officers. Arredondo et al. (2002) states that this negative impact can be overcome by families that have high resiliency. Families that have high resiliency often help their loved ones confront stress in a better, more productive manner whereas families that have negative relationships can serve as

stressors and create a significant amount of stress overload. These negative relationships will overtime work against each other and create more family, and marital, stress which will create relational issues if not properly handled.

Gender Differences

To understand the effects of stress it is essential to understand the fundamental difference between men and women and their perception of stress. Day and Livingstone (2003) state that women tend to have higher levels of stress due to self imposed activities such as schedules, academics, employment, and family responsibilities. Day and Livingstone (2003) quoted Misra, McKean, West, and Russo (2000) as saying men perceive life events as less stressful and consider academic challenges to be enjoyable. Furthermore, Almeida and Kessler (1998) state that women tend to fall into more of a social role that require them to take on the responsibility of nurturing, supporting, and empathize with a broader number of people which in turn leads to increased distress. Almeida and Kessler (1998) comment that men are contrasting in nature from women in that men are more instrumental in their way of dealing with stress which allows them to more easily generate solutions, think positively, and have a more positive mood.

Female officers are more likely to endure stressors related to the organization because of harassment, hostility, and negative social contacts while on the job compared to their male counterparts (He, et al., 2002). He et al. (2002) further explains that the explanation for female officer maltreatment can often be both internal and external to the organization. The negative attitudes that female officers receive usually comes from their male counterparts who often find themselves having difficulty working with female officers. The stress that female officers face on

a daily basis is higher than that of their male counterparts and adding in the organizational stressors only compounds the stressors that they are faced with (He, Zhao, & Ren, 2005).

Divergent from organizational stress female officers do face higher amounts of stressors from the job also. Female officers are expected to perform like men without crossing the line and acting out of the female stereotype (Seklecki & Paynich, 2007). A study conducted by He et al. (2002) found that female officers show statistically higher amounts of stress in physiological and physical categories along with higher means of depression and somatization than their male counterparts. No statistical difference was found between men and women on anxiety indicating that both groups suffer from anxiety equally while working (He et al., 2002). In two studies completed male officers reported higher levels of stress in the organization due "things not getting done" these studies further indicate that male officers are disappointed in their lack of influence over policies and procedures (He, et al, 2002; He et al, 2005).

Divorce

Police are not immune to the problems that plague other marriages, but as Goldfarb (n.d.) states, they are more likely to get divorced than the general public. Currently police officers have a 60 to 75 percent divorce rate while the general public is hovering around 50 percent (Goldfarb, n.d.). Goldfarb (n.d.) relates the high rate to the attitudinal and cynical way that many officers get after being on the job for some time although not all data supports this claim. In order to obtain data about the high amount of police divorces compared to other professions, McCoy and Aamodt (2009) conducted a review of the census data which collects information on 449 different occupations. They found that police officers and anyone in law enforcement have a divorce rate of 14.47 percent which is well below the 16.96 percent national average. When the category is broken down into specific jobs police officers have a rate of divorce at 15.01 percent while fish and game wardens are at 25.53

percent and parking enforcement officers at 26.25 percent. The limitation that the authors do acknowledge is that they are unsure if police officers get divorced more than other occupations or not. This study only looked at whether officers were currently listed as married or divorced on the census.

Suicide

An unfortunate outcome of undiagnosed and untreated police stress can be suicide. Studies have shown that officers who commit suicide are white males with an average age of 37, have an average of 12 years of police service and are married (Aamodt & Stalnaker, 2001). These officers usually commit suicide while off duty at home and use a firearm to do so. It is unknown why police officer commit suicide, but stressors related to their employment or family are usually to blame. Aamodt and Stalnaker (2001) conducted a research study of officers that completed suicide and found that two reasons existed: relationship (26%) and legal problems (14%). Relationship as well as legal problems lead to numerous officers committing suicide, but prior to them turning the gun on themselves many officers turn to unconventional means of coping such as alcohol or drugs. These negative coping measures can sometime enhance the officers want to commit suicide by clouding their judgment.

Alcoholism

Negative stress coping techniques can sometime lead to unconventional coping mechanisms such as alcohol. Davey, Obst, Sheehan, and Sheehan (2001) note that alcohol is usually used in law enforcement as a way of celebration for occurrences such as successful operations, promotions, transfers, debriefings, and seasonal celebrations such as Christmas. Further noted is that drinking by police is worse than other occupations because of the

availability of alcohol both in and out of work, absence of work place policy on alcohol, lack of education on alcohol and its effects, lack of support from colleagues in dealing with stress, and the requirement that some officers consume alcohol as part of their undercover assignments (Davey et al.).

Alcohol use can have a profound negative effect on the home and marriage in that it creates negative stress for the spouse. As previously discussed officers are required to have power and control over persons while on the job and when alcohol is mixed the control that is used with persons at work can sometime overflow into the home therefore creating domestic violence. Davey et al. found that officers often will use alcohol to wind down after a shift, cope with stress, or to deal with unpleasant emotions. The use of alcohol at the end of a shift allows officers to deal with the stressors of the job, but does not allow proper communication with the spouse or family once the officer is home.

PTSD

As Anderson et al. (2002) stated officers will face the most stress prior to, and during, a critical incident. Without having the proper stress coping techniques to deploy during these incidents officers can develop a condition known as post-traumatic stress disorder (PTSD). Once officers develop PTSD the treatment requires medical professionals in order to ensure that the officers is able to effectively return to work in a safe manner. NIMH (2011) explains that the treatments for PTSD are getting better, but it can be a difficult disorder to treat because of the different ways in which each person reacts to treatment. It is further stated that during the treatment phase officers should not be under anymore ongoing trauma, or stress. This would

require the officer to be off of work therefore costing the department an enormous amount of money in salaries, benefits, and treatment costs for the officer.

Domestic Violence

If families, and officers, allow stress to dictate their lives the consequences can be severe and often will lead to divorce or domestic violence. Many police departments currently have in place policies for how to deal with officer involved domestic violence because of the increase in such occurrences. Furthermore relationship dissatisfaction, infidelity, spousal abuse, child abuse, and divorce can occur from improperly dealing with the stress related to law enforcement (Deisinger, 2001). Families coming together and dealing with stress is important because of the increased probability of police officers being involved in domestic dispute due to the stressors of the job. Johnson, Todd, and Subramanian (2005) found that officers are at a higher risk for domestic violence because of the violence that is seen on a daily basis. Their study indicated that 40 percent of officers self reported being out of control or violent with their spouse within the six months prior to the survey. Many of these officers that commit domestic violence do not get reported because of the spouse being scared. Often times the spouse feels that reporting a cop to a cop will be ineffective and only work against them. It was further stated that the type of "violent" behavior held by the officer was unknown, but due to the nature of violent behaviors that officers see on a daily basis the authors believe it would be considered severe to the general public (Johnson, Todd, & Subramanian, 2005). Additionally Johnson et al. (2005) found that during their survey of 479 police spouses that about 60 percent reported verbal abuse and felt that psychological abuse was worse than physical abuse. As stated before many departments currently have in place policies to deal with officers that commit acts of domestic violence.

These policies are very restrictive due to the sensitive nature of the problem. Many states, Wisconsin included, do not allow officers to be hired if any domestic violence convictions are on their record. These convictions usually bar a person from possessing a firearm and therefore make the occupation impossible for that person to perform.

Physical Health

As discussed earlier stress can have a very negative impact on an officer's health with some officers starting their careers in top physical condition only being forced to retire early, or even die, due to major health concerns (Waters & Ussery, 2007). This claim is further acknowledged by He et al. (2002) in their recent study indicating that female officers are more apt to use constructive coping techniques whereas males use destructive techniques that often lead to the early retirement and health problems. During research He et al. (2005) also found that female officers are under more stress than their male counterparts due to the nurturing burden that many women feel. Seklecki and Paynich (2007) discuss that females are encapsulated within their role as the mother, caretaker, and nurturer for the men within the department and also the persons they deal with while working.

Perceived Stress and Its Eventual Outcome

Studies on when stress is the most prevalent for officers during their shift have been conducted. One study looked at heart rate, as an indication of autonomic nervous system activation, coupled with 76 full shift ride-a-longs where physical data was collected and indicated that officers undergo both physical and psycho-social stress while on the job,

anticipating stress while going to work, and while suffering anticipatory stress at the start of each shift (Anderson, Litzenberger & Plecas, 2002). Once at work and in uniform, officers were recorded as having a heart rate 19 beats per minute above their normal resting heart rate. The researchers further found that officers will often face the most significant amount of stress just prior to and during critical incidents and that officers will often not recover from that incident before completing their shift. Officers that face critical incident stress will have higher resting heart rates throughout the rest of their shifts and leave shift with heart rates around nine beats per minute higher than those having no critical incidents. Anderson et al. (2002) research indicated that officers often had heart rates that were above normal for 30 to 60 minutes following what they define as a critical incident. Those officers that were not involved in critical incidents during their shift actually saw their heart rate decrease as their shift went on although still not coming to an off duty resting rate. These higher heart rates indicate that officers are undergoing a severe amount of personal stress at the time and require some sort of de-stressor before the problem becomes a health risk.

The study done by Anderson et al. (2002) showed that perceptions of anticipatory stress are present in police officers. Another study done Gershon, Barocas, Canton, Li, and Vlahov (2009) looked at the perceived stress that officers face and the impact that coping has on the perceived stress and their health. In order to evaluate the perceived stress that officers had the authors conducted 1,072 questioners of a large metropolitan police department. Of the officers that were surveyed 85 percent were male and 15 percent were female with more than two thirds (69%) of those women being a racial or ethnic minority. Of the officers surveyed the average age was 36 and the average tenure on the force was 12 years. The surveys used 132 questions with each one having a five point likert scale for the officers to answer.

The results of the survey indicated that officers rated themselves under severe stress when they were exposed to a critical incident and when they were dissatisfied with their job. Furthermore, with relation to perceived work related stress Gershon et al. (2009) found that those reporting higher perceived stress had little or no college degree while those with a college degree reported lower values of perceived stress. Also noted was that members of a racial or ethnic minority had the same perceived stress as those with little or no college. Interestingly the authors noted that no correlation to perceived stress and gender was found (Gershon et al., 2009). Of the officers surveyed 45 percent noted that they are uncaring about the problems of the general public and 21 percent reported that they were actively seeking other employment, or planned to leave within a year.

The authors also looked at perceived stress and the coping strategies that those officers with higher stress may use. What Gershon et al. (2009) found was that officers who have higher rates of perceived stress used avoidance or negative coping measures whereas those reporting less perceived stress often used faith based or problem-solving techniques to cope with the stressors of the job. Not uncommon to negative coping measures was that 34 percent of the officers who used negative or avoidance coping techniques also reported being heavy drinking and 14 percent reported not remembering what happened when they drank.

Both studies by Anderson et al. (2002) and Gershon et al. (2009) indicate that officers feel they are under stress while at work. The studies presented in this section have shown various researcher articles on the negative effects of stress and perceived stress. Violanti et al. (2006) conducted a study on the effects of stress, specifically PTSD, and its correlation to subclinical cardiovascular disease in police officers. In order to complete the study he randomly selected 100 officers from the Buffalo, New York Police Department. Cardiovascular biomarkers were

assessed by using an ultrasound of the brachial artery. Violanti et al. (2006) used the Impact of Event Scale to determine the amount of PTSD officers were enduring. The researchers found that officers with severe amounts of PTSD had low blood flow (two times worse than mild PTSD) through the brachial artery therefore indicating an increased chance of subclinical cardiovascular disease. Violanti's et al. (2006) research is important because of mortality studies which indicate that officers are at a higher risk of heart disease. The perceived stress and eventual PTSD that many officers face put them at a higher risk for heart disease than the general whereas officers with few years of service will develop Atherosclerotic heart disease which is infrequently found in the general population (Violanti et al., 2006).

Conclusion

This section of the paper has shown that officers endure stress from many aspects of the job and that the stress can have a significant impact on their health. Many smaller police organizations may not recognize the impact that the organization has on stress, but officers feel that certain parts of the organization along with work hours account for much of their stress. This section has also shown that the impact that stress has on the officers are numerous and can range from minor family discrepancies to major incidences such as suicide. Reduction of these sources is the main purpose of a stress reduction program within police departments. No officer should have to go through their career in constant agony over the stressors of the job.

SECTION III: Theoretical Framework

Several sociological theories can be used to determine why stress occurs within law enforcement. This paper will focus specifically on two sociological theories; social learning theory and power-control theory. Both of these theories relate well to the causes and impacts that stress can have on police officers and their families. Each theory will be fully explained and then it will be shown the applicability the theory has to police stress. This section of the paper will not look at the criminal aspect of these theories, but more so at how these theories can be related to the subculture of policing and the effects of police stress in the home. Furthermore, these theories will be used to validate the research that has been conducted on the topic of police stress and support the need for police stress programs within the law enforcement environment.

Power -Control Theory

The terms power and control by definition are nearly similar with power being defined as the ability to do or act while control means to exercise control or restraint over others (Merrian & Websters dictionary, 2011). Power-control theory was developed by John Hagen and starts with the assumption that what goes on inside the family is conditioned by what goes on outside the family (Hagen, 1989). Hagen's theory also looks at the affect that work relationships will have on family relations along with the role that social class and structure will have on female juvenile delinquency. For his theory Hagen posits that power relates to a person's work relationships where they are in a position of power and have the ability to do or act whereas control relates to the family dynamic where the person, usually male, has control or restraint over the family. Hagen believes that the social class structure of power in families comes from positions worked

outside the home. Additionally is the idea that spouses often gain power in the family structure because of the position that they hold outside the family. Hagen further implies that gender inequality within the home is often rooted in the idea of economic inequality. The primary "bread winner" in the family is normally the husband thereby making him more dominate and innately able to make decisions over his partner.

Those that agree with the power-control theory would argue that in many family relationships the mother is the primary socializing person in the relationship, but what is being taught to the children is often done so under influence of the power position. This person, which is usually held by the father, is in power at work and will be in control once at home. Furthermore because of the power associated with their work that parent will excuse delinquent behavior thereby increasing their children's risk or negative behavior, and also increasing family instability.

Application of Power-Control Theory to Police Stress

It is not news to anyone that police officers employ a significant amount of power when they are at work. For many officers it is difficult to shed that power once off duty. These officers often become hyper-vigilant where their body is in a constant state of readiness (Gilmartin, 2007). When officers are in a constant state of readiness the power aspect of their job never subsides therefore never allowing them to relax and be with their family. Officers that are hyper-vigilant for long periods of time will become tired, detached, isolated, and apathetic (Gilmartin, 2007). In the case of hyper-vigilance, the family and officer are suffering significantly because of the officer's inability to "turn off" their job. The size of the town that the officer lives in can also significantly impact the hypervigilance. Those that live in small areas may need to be more

vigilant because "everyone knows everyone" whereas in larger towns less vigilant positions would work.

Along with hyper-vigilant behavior, most police departments employ a quasi-military style leadership. This leadership style for years has left a lot to be desired and has forced many officers to endure organizational stress. Zhao et. al (2002) mentioned that police departments are well known for their bureaucratic school of management with a heavy reliance on organizational efficiency and uniform operations. Due to this many officers are given minimal leeway in their day to day job and are forced into the abyss of paperwork that many agencies require. Because of the top down management style that officers work under the ability to vent their frustration is limited and therefore the stress is taken home. Due to the limited power that is felt at work there can sometimes be an increase in need to control the home. This increase can create family stress and ultimately dysfunction.

For officers that are in a command position within their department, whether big or small, the power that they possess while at work can often times transfer into their home. These command officers will run their home with the same top down management style in which they came from at work and control their family. This type of activity will often create hostility between the spouse and children and create more stress. Hagen (1989) further states that those families where the mother is a "stay at home mother" will suffer further because of the government type atmosphere that the husband is using to control the home. In this case the husband would require dominance of the home and would expect that the family remain under his control.

Social Learning Theory

The theory of social learning was developed by Akers (1994) and modeled after Sutherland's theory of differential association. Both Burgess and Akers (1966) developed a theory called differential association-reinforcement theory of criminal behavior that integrated terms of learning into it. After Akers worked on this theory with Burgess he fully developed the social learning theory applying it to criminal, delinquent, and deviant behavior (Akers, 1994). Although modeled after the differential association theory, social learning theory is not a competing theory. Instead it integrates differential association processes that Sutherland studied along with differential reinforcement principles and adds behavioral and learning ideas to the theory (Akers, 1994). Akers (1994) specifically states that social learning theory should not only be seen as theory of learning criminal behavior, but also one of behavior and how that criminal behavior is acquired and maintained in the criminal world. Social learning theory is broken down into four main principles that the theory is founded upon. Those principles are differential association, definitions, differential reinforcement, and imitation.

Differential Association

Differential association is the process where a individual is exposed to certain behaviors which can be legal or illegal.

Definitions

Definitions are the person's own attitudes and beliefs that are attached to a certain behavior. These definitions are split into two categories: general and specific. General beliefs include things such as religion, moral, and other conventional values. While specific orients the person to specific acts. This means that a person may believe that one law should absolutely be

followed while other laws can be broken because they do not see the crime as "wrong" by their definition.

Differential Reinforcement

Differential reinforcement refers to the balance of rewards and punishments that follow as a consequence for the crime that was committed. This often depends on the individual's past criminal behavior. If the person "got away" with a crime the rewards far outweigh the punishment whereas if they already were arrested they may not want to commit the crime again because of the punishment that was given to them.

Imitation

Imitation refers to a person engaging in behavior simply because they saw someone else do the behavior. This is often affected by the consequences of the person that they are imitating. If that person suffers no punishment the chances of imitation are greater.

Application of Social Learning Theory to Police Stress

The social learning theory lends itself well to the world of law enforcement and specifically police stress. Corvo (2006) stated that the social learning behavior is based off of a person observing someone of a significant or influential stature completing a task and generating ideas of how new behaviors can be performed. This relates directly to the four principles that Akers (1994) established as the primary means of his theory.

The first of the four principles is differential association which is the process where officers are exposed to the behavior, or subculture, of being a police officer. For many new officers they have been through the schooling that is required to be an officer, but truly have no idea what it is like to "work the road". The first field training officer that they are assigned has a primary responsibility of teaching them not only the job, but also how to interact with other

officers. The second principle is definitions where the new officer is exposed to certain definitions within the department that they work for. In the case of new officers this might be the time where they observe and partake in illegal behavior with their field training officer or it might be the time where they start to interact with officers out of work and participate in unconventional coping techniques after a stressful shift. Differential association is the third principle that Akers (1994) discusses and deals with anticipated or possible rewards or punishments following some event. Differential association can be related to the unconventional means that officers deal with stress. The outcome is positive because the immediate gratification of not thinking about the stress is there and therefore many feel the problem is fixed. Lastly, the fourth principle is imitation which is believed to be the most important variable to police officers. Law enforcement is a profession that is rooted in being a technical position that requires brute strength over anything else. This concept for years has created the idea that law enforcement does not need education or formal training and instead a good field training program. Although necessary, the field training program is a breeding ground for the social learning theory in that every one of the four concepts is taught to new officers. Officers are taught how to act, talk, walk, and ultimately deal with stress. The last principle of imitation is the phase where officers are now on their own and are required to implement everything that they learned throughout their training which includes stress coping techniques. All too often these coping techniques are not taught properly, so unconventional coping techniques that were witnessed are imitated.

SECTION IV: Police Stress Reduction Programs

For years police departments have known about the debilitating effects of stress on their officers, but lacked the initiative to step outside the agency in order to gain assistance. The first step that many agencies took was utilizing critical incident stress debriefing after large scale incidences along with employee assistance programs. Although these programs are a significant step in the right direction further help is needed to assist officers and their families with daily stressors. In this section three separate programs will be reviewed in order to show their effectiveness with the first being the New York State Department of Law Enforcement Services Family Support Program which is used in several New York State police departments, the second being a Peer Support Program in Native American and Campus Police Departments which was tested in four police departments, and lastly the Cop 2 Cop program.

Law Enforcement Family Support: Training Program for Reduction of Stress Among Law Enforcement Officers and Their Families

The Law Enforcement Family Support program which was developed by the New York State Department of Law Enforcement Services (NYSDCJ) was done in order to assist in reducing the debilitating effects of stress. The statement of purpose for the program is "to enable law enforcement officers to effectively perform their duties through the identification and management of the negative aspects of stress" (NYSDCJ, 2000, Pg 1). The NYSDCJ (2000) felt that the negative effects of stress on officers' physical and mental health were plenty, but also noted that reduction in stress can also help reduce alcoholism, divorce, and suicide among police officers.

The NYSDCJ developed a unique program that incorporated the officer and their family in the stress reduction and management training. The program that was developed was a two tier system with the first being used for new officers while in a recruit type training and the second being used for more seasoned officers during in-service training. The program also addresses the training level of each group that it presents to with the recruit training being more focused on the lack of "on the job" experience while the in-service training looks at the experience officers have and how the "on the job" experiences have changed their coping and management skills. The NYSDCJ (2000) felt that the training was very important for new officers to undergo because of the bombardment of stressors that they face when initially starting "the job". The first several years of months of being a police officer involve constant learning and change along with excitement that you are finally doing that you have trained so hard for. The new officers are faced with the challenges of seeing the backside of humanity and are often required to see blood and death as a normal course of work (NYSDCJ, 2000).

Each level of training that is offered to the officers either in the recruit or in-service setting is done so in ten hour blocks. The ten hour block involves role playing scenarios in order to create stress for the participants and audience, classroom lecture on stress reduction and management, and a presentation by employee assistance program personnel on the services that they can offer to the officer and their family. During these ten hour blocks the program also incorporates lunches so that the instructors can talk with the students about the current and past stressors that they have faced while "on the job". It is hoped that due to the training being about stress, and scenarios being presented, that the students will talk about stress that they have had in the past and how they dealt with it. This time give the instructors time to give more personal

attention to students that may have poor coping skills or have further questions about stress management.

Program Structure

The ten hour program is structured into three separate sections that each talk about different subjects related to stress and managing it. Each section of the program is facilitated by certified police officers who have undergone proper train-the-trainer program so that they are fully trained in the topic of stress management for police officers. The first (morning) session is given in a three hour block and starts with a short introduction of the day and involves a pre-test on the concepts of stress. This test is done in order to give the presenters a better perspective as to the level of stress awareness that the group has and what areas may need a greater emphasis. After the pre-test a selection of role playing scenarios is used with the officers or recruits being part of, while their family or significant other watches. The following scenarios are used for the role playing portion of this block.

- Officers responding to a domestic incident
- Officers respond to an accident scene involving the death of a child
- Officer receives orders from a superior which go against all common sense and could place several people in danger.
- Officer is brought up on unfounded charges by a civilian of physical assault.
- Officer is on a tour of duty that is short handed and calls occur one after another.
- Officer arrests an individual for DWI who is loud, abusive, and obnoxious, and the spouse in the vehicle has the same attributes.

The objective of this part of the training is to have everyone involved be under some sort of stress. Whether you are directly involved in these incidents or are just watching the level of stress you have will rise. The NYSDCJ (2000) also suggests that during this portion blood pressures of participants and also family members are taken. These numbers will be shared with the class using anonymity towards the end of this section in order to show what simply role playing can do to create stress. This morning section also allows family members to see the types of calls that are handled during a "routine" patrol shift for their loved one. At the end of this session the group will be debriefed and the second session, or afternoon, will take place.

The afternoon session will start with a discussion about the role playing scenarios and how everyone felt about the stress they underwent. The afternoon session will have two primary talking points: overview of stress and stress reduction strategies. During the overview of stress the instructors will talk about the definition of stress, effects of stress (psychological, emotional, and behavioral influences), and causes of stress (causes of burnout and occupational influences). Stress reduction strategies that are discussed include environments such as problem solving and time management, physical such as breathing and nutrition, and mental such as relaxation and auto suggestion techniques.

The final session is given in the evening and deals with employee assistance programs (EAP) that are available. During this section the issue of confidentiality is discussed at length due to many officers not trusting others with their personal information or feelings. During this session the EAP professionals give information as to the programs that they offer along with other community sources that can be used. At the end of this section all the instructors are present to answer questions and a post-test is taken by each of the participants.

The above was an overview of the recruit program which was used for all recruits that are in the academy. The program will be changed minimally for in-service training in the following ways. The role playing scenarios will be changed to incorporate more "real life" scenarios that the officers may have undergone in the recent past. The afternoon and evening sessions will also be adapted in order to talk about the current problems that some of the officers may be having with stress, or their families.

In order for the researchers to determine the effectiveness of the program several pilot trainings were conducted. These trainings were held just like the normal training above was done with one distinct difference. At the end of each of the three (morning, afternoon and evening) sessions the researchers allowed each of the participants to discuss with them their thought of the training. This was done a total of three times and after each of the pilots the researchers would refine the training to meet the current trends that the participants brought up. Further mentioned by the researchers was the need to continually change the training as the law enforcement environment changed. This will be done using the pre and post test responses from the groups that undergo the training. Should the training be deemed ineffective at anytime by a group the researchers will look to see if the training needs to be updated. The researchers state that with the post test responses they received the program is working at educating officers and their families and reducing overall stress.

Peer Support Programs in Native American and Campus Police Departments

In 1998 National Institute of Justice, Law Enforcement and Corrections Family Support group, awarded the Fraternal Order of Police Lodge 51 money to develop an effective program for reducing stress and increase marital and family satisfaction among law enforcement officers.

Fire departments were chosen including: The White Mountain Apache Tribal Police Department, Tohono O'odham Nation Police Department, University of Arizona Police Department, and the Pima Community College Department of Safety (Morris, Morgan, Easton, 2001). Each of these sites were chosen because of an interest in the command staff in stress reduction. Additionally this research is important to this paper because of the smaller size of each of the departments involved with the average officers per department being 46.

The methodology for the program consisted of five different components or processes that needed to take place before the program could be considered a success and evaluated. The different levels were liaison with command staff, officer and family involvement, peer support team member selection, peer support team member intensive training, peer support team member supervision. The liaison with the command staff was established in order for the program designers and administrators to discuss the happenings of the development of their individual stress reduction program. In order to do this formal and informal meetings along with telephone calls were used. Morris et al. (2001) felt that it was essential to have at least one administrator within the department involved in the program process. The administrator would assist in getting the entire department on board and keep a continued interest in stress reduction.

Secondly, having officers and their families involved in the program was imperative for the program to become effective. In order for this to work best, program personnel conducted regular meetings with the community, family members, and administrative or governance personnel (Morris et al., 2001). Each of these meetings was done close to the site in order to maximize the number of attendees.

Thirdly, peer support team members were selected from each site with each member being required to meet certain criteria to be eligible. A total of six peer support teams members

were selected from three sites: White Mountain Apache Tribe, University of Arizona, and Pima Community College. The Tohono O'odham Nation decided to select 11 total members from their department.

Fourth, was the team member intensive training that was required for each of the members that were selected to be part of the program. The training was done in three phases with the first phase being five days that involved active listening, interviewing, evaluation, understanding traumatic stress, and effective intervention techniques. The second phase of the training was two days of training and included the topics of substance abuse, domestic violence, sexual abuse, and death and dying. The third phase was two consecutive days and consisted solely of critical incident stress management. The primary persons doing the training were two clinical psychologists, one psychologist/retired police officer, and one retired behavioral science unit sergeant.

The last phase of the program was the supervision of the team members. This was done by each site having a site supervisor who was responsible for coordinating the peer support activities and supervising the team members. The site supervisor was required to make contact with each team member at least once a month in order to provide support and additional individualized training.

Program Evaluation

Morris et al. (2001) used surveys at the end of each training phase in order to determine the effectiveness of the phase according to the officers. A majority of the team members present at the training felt that the content of the program was appropriate and worthwhile and also felt that the presenters were knowledgeable in law enforcement. The officers that participated in the

program were also surveyed and indicated that the program was very good or good at two of the program sites (White Mountain Apache Tribal Police Department and Pima Community College Department of Safety) and also strongly agreed or agreed that the program content was helpful and could be used in their personal as well as professional life. Meanwhile officers at the other two sites felt that the content was average and may not be useful. Additionally over 90 percent of the officers at White Mountain Apache Tribal Police Department and Pima Community College Department of Safety indicated that they wanted the program to continue at their agencies. A majority (69%) of the officers at Tohono O'odham Nation Police Department also expressed a willingness to keep the program running at their department whereas 25 percent were unsure.

Additionally Morris et al. (2001) evaluated each site along several dimensions that related to police stress using several evaluation instruments in order to determine if the program was working effectively. The following instruments were used: Quickview Social History (QSH), Brief Symptom Inventory (BSI), Dyadic Adjustment Scale (DAS), Traumatic Life Events Questionnaire (TLEQ), Distressing Events Questionnaire (DEQ), Social Readjustment Rating Scale (SRRS), and the Police Stress Survey (PSS). Morris et al. (2001) indicated specifically that the results show that peer programs have a positive overall result on the psychological adjustment of officers. Furthermore officers showed a reduction in perception of traumatic stress events and the symptoms related to PTSD. This was especially evident in older officers who reported significant reductions in PTSD related symptoms. In contrast to the positive results of the program Morris et al. did find that one department who experienced their first line of duty death underwent significant stress and saw a substantial increase in PTSD symptomatology. He felt that this shows that a greater intervention such as critical incident stress debriefing is needed immediately after a traumatic event along with the current program.

The program works to not only reduce stress, but also improve marital relationships Morris et al. (2001) found that officers who has symptoms of stress will often have poor relationships which will in turn lead to poor job performance. They further stated that females reported higher levels of relationship dissatisfaction than males which they believe to be because of gender-role conflicts. They also report that Native American women reported higher dissatisfaction than any other women mainly because of the gender roles that are expected of them in the tribe.

Cop 2 Cop Program

The Cop 2 Cop program was developed in 1998 after an increase of police suicides that the State of New Jersey felt were related to stress. As of the published date of the article (2007) the Cop 2 Cop program is the first of its kind in the nation to assist police officers, and other first responders, with stress and other potential harmful mental health issues. In order for the program to start the New Jersey Department of Public Health contacted the University of Medicine and Dentistry New Jersey to provide crisis intervention services to law enforcement. The program that they developed was eventually called Cop 2 Cop because of the hotline only being answered by mental health workers who were or are police officers. The research that was done prior to the implementation of the program led the researchers to believe that having "non-cops" answering the phone would result in less officers calling the line.

The Cop 2 Cop hotline acts much like a hotline that the general public may use for mental health problems except it specifically identifies with the issues that many law enforcement officers are facing. This is done using a seven step process that Waters and Ussery

(2007) describe as being much like a crisis intervention model that was developed by Roberts in 1996. These seven steps are:

1. plan and conduct a crisis assessment;
2. establish rapport and a therapeutic relationship;
3. identify the caller's major problems including the precipitating events;
4. deal with feelings. Be an active listener and validate the caller's emotions;
5. generate and explore alternative coping strategies and skills;
6. develop and formulate an appropriate action plan; and
7. establish a follow-up plan and agreement.

Many of these seven steps may be done together such as one and two, but the majority are done independently without the caller having knowledge that the call taker is gathering this information. During this phase the call takers are also determining if the officer has any suicidal or homicidal ideation and if any are presented the call takers are trained in the proper methods to deal with the officers in these situations. Once all of the seven steps are taken and the call taker feels that the officer is no longer an immediate threat to themselves or others a plan will be set up and the hotline will usually call back in ten days to check on the progress of the officer. If the call taker feels that the officer is no longer a threat to anyone then the calls will end unless the officer asks for them continue (Waters & Ussery, 2007).

The New Jersey hotline states that the Cop 2 Cop program has become an essential program to the safety of its officers from stress related issues. The hotline believes that they have prevented nearly 150 suicides and an unknown number of homicides (State of New Jersey, 2011). They further state that it is nearly impossible to delineate the total number of "saves" that they have had because many officers do not want to admit that they were going to commit

suicide before calling the hotline. Overall, the hotline has saved at least 150 lives therefore New Jersey considers it to be a success.

SECTION V: Recommendations and Conclusions

To this point the paper has demonstrated a need for stress reduction programs within smaller police departments. These programs need to be well rounded and incorporate the officer, family, and organization in order to be effective at curtailing the common stressors within law enforcement. This section of the paper will look at several different aspects that should be implemented into a police stress program for smaller agencies. Those ideas are the use of the Law Enforcement Family Support model, organizational change, Cop2Cop program, and lastly education and training.

Law Enforcement Family Support: Training Program for Reduction of Stress Among Law Enforcement Officers and Their Families

For many smaller police departments the idea of designing and implementing their own specific stress reduction program is difficult to comprehend. Those smaller departments often look to larger departments that are using a program that can be retrofitted to their needs. The Law Enforcement Family Support program that was designed and tested by the New York State Department of Criminal Justice Services is a program that many agencies can adapt to their personal needs. The program has a primary goal of identifying the negative aspects of stress within officers lives and showing each officer how that stress can be reduced or eliminated. It goes further by encouraging family members to participate in the program so that they too can understand the stressors that officers are under and encourage positive coping techniques. Incorporating family members in the stress training is important in that it explains to them through the use of scenarios where the officers often struggle with the aspects of the power-

control theory. Showing them firsthand the issues that officers have will allow them to understand the control issues that are at home.

Furthermore this program is offered in two separate, but very effective components, with the first being given to new recruits who have little to no police experience and the second to seasoned officers during in service training. The training is done in ten hour blocks and is done so that the attention of the audience is kept during the entire training period. It also incorporates extremely useful information about stress and the ways in which it can be handled appropriately. The use of scenarios that allows the officers, and their family, to become stress is used so that proper coping techniques can be used. This also allows the officers loved ones to see some of the many calls that their loved ones may deal with on a daily basis and allows them to understand why the officers may react in the ways that they do. Lastly, the training ends with information being presented by employee assistance program personnel. This information is important because now that the officers have the knowledge necessary to understand what the stress does to their body they need to have the resources available to deal with that stress.

Overall, this program can be implemented within smaller agencies with the use of Technical Colleges or mental health professionals from around the area. Technical Colleges often put on several in service trainings for departments to send their officers to each year which allows them to incorporate one day to stress education. Although this may not be particularly interesting to some officers requiring them to attend will allow the subculture to accept the program. This will also incorporate the aspects of the social learning theory by learning about stress and then incorporating that via imitation into practice in the field. Implementing a program that incorporates the family is important because as the literature has said the family can be a

primary aspect of stress, but also a recipient. Giving the proper training and education on stress and its effects to new and seasoned officers is important especially within smaller departments.

Organizational Change

An abundant of studies have been conducted to show that police officers are under stress while at work with much of that stress originating from the organization itself (Zhao et al., 2002; Crank, 1993; Jaramillo et al., 2004). Zhao et al. explains that this stress usually originates from officers that feel they have limited control over decisions within the organization, long probationary periods, and a strict chain of command. Stinchcomb (2004) states that many departments are failing to recognize the stress that is perceived from within the organization and instead are addressing officers with ways to deal with the effects of the stress. By departments not recognizing the negative stress that is coming from the organization the utilization of a stress reduction program will be useless. Departments need to make organizational changes in order to reduce the officers perceived stress from the organization itself.

In order to combat organizational stressors, police departments need to first recognize that they can contribute to stress and secondly all members of the department, specifically those in command positions, need to become involved in the reduction of these organizational stressors. Once the department recognizes the stressors they create and the management personnel are committed to reducing it training need to be given on proper management techniques. This part of the process is important because like the social learning theory states the first process is differential association. If officers see a command staff person understanding and dealing with stress and other stressful issues in the workplace the imitation will take place and it will be a downward spiral of good changes. Part of this training should include training on

listening and implementation of idea from officers. Many officers feel stress when their ideas are not listened too and feel as though they do not matter to the organization. The implementation of a community policing program is also important and will allow officers to have control over a certain area of the community. This plan can only work if the organization allows officers certain discretionary power while in the field working with the community.

Departments can also make changes to the officers work schedules in order to better allow for family time. Many officers have reported issues with their current rotating work schedule or shift that they are on and feel that changes could be made (Sparks et al., 1997; Vila et al., 2002; Caurso, 2006). In order to assist with this stress the department could allow officers, more likely their union, to determine their shift rotation and hours. The use of 10 or 12 hour shifts could also be looked at as a way of allowing more family time for the officer, but also as a way of reducing overtime for the department. These small shift changes along with a proper program will work well to reduce family stress and benefit families who have power-control issues. Reducing the amount of days that officers are working will allow more family time therefore less power-control theory problems as discussed prior.

Cop 2 Cop Program

The Cop 2 Cop program as discussed previously in the paper is a hotline for officers and their families that is staffed by retired officers and mental health professionals and is a prime example of the proper way to implement a program utilizing the social learning theory. The Cop 2 Cop program utilizes retired officers who have been properly trained to deal with stress, therefore allowing them to pass on that knowledge through the subculture to other officers that call in. These officers will often listen and imitate such behaviors because the person telling them

how to properly act is another police officer. The purpose of this hotline is for officers to be able to call in anytime 24 hours a day seven days a week and talk with someone who knows the job and the stressors that are associated with it. Although it is difficult for a smaller agency to implement a program such as the Cop 2 Cop on a large scale there are many resources available within the federal and state government that may be able to help with the implementation of such a program on a state wide level. This program is effective as shown by Morris et al. (2001) in that it allows officers to talk with someone who has "been there and done that" such as them. The police subculture provides a stigma about getting help and talking to those who have never done it before. This hotline allows officers, and their families, to remain confidential and get help with issues that may rise from the job. The persons that they are talking too will give advice, listen, or even provide additional resources for the family should they need more help. The hotline also will do follow-up calls if the caller wants it in order to see if the problem has been resolved or if additional assistance can be given.

Training and Education

Although implementation of the Law Enforcement Family Support program is a great start making the program mandatory for all officers is essential. By forcing officers to attend the program it will force everyone to attend whether they want too or not. With making it optional the police subculture may take over for several officers and force them to not go. Along with making officers go to the training putting forward some sort of an incentive for having their significant others present could be beneficial.

The stress education that officers receive should be given on a yearly basis during the in service training that they are required to attend. Typically, in service training consists of 24 hours

over a calendar year thereby allowing sufficient time for department to incorporate 10 hours into their yearly routine. Many departments may feel that 10 hours is significant, but when compared to the serious effects of stress it is a minuscule amount of time.

Most of the training that police officers receive has to do with safety on the street and how to deal with mentally and emotionally unstable people. Very few, if any, departments offer training to officers on their emotional and mental well being. This training is essential and will also allow officer to be more effective while on the stress because they will be well trained on dealing with their own emotions. Officers that are mentally and physically in shape are a benefit to the department, community, and their family.

Conclusion

Stress does not have to be the end to an officers career simply because they were unaware of the programs that were available to help them. Police departments have a responsibility to develop, or adapt, stress reduction programs that will allow officers to end their careers in the same condition as they started. These programs need to incorporate the officers family because the family are ultimately the ones that suffer the most from pent up and improperly dealt with stress. Police agencies need to be at the forefront at developing and implementing stress reduction programs for their officers. There is a wealth of knowledge available stating that stress is around and will have a negative impact of the officer, their health, the organization, and ultimately their family. The changes in stress education need to come from the top of the organization with proper management and training and that eventual training will flow down to the line officers. This training will in fact cost money in a time when budgets are tight, but who can truly put a price on the lives of officers and the safety of a community.

The image that many persons have of police officers is a hardy, unaffected, resilient individual that protects the community. Citizens expect officers to remain calm in the face of danger and to be unaffected by the violent and vicious behaviors of others. The idea of this image being real is impossible as no one person can be unaffected by the world around them. As many people say the world has changed from when small town residents would leave their doors unlocked because there was no crime. Small town no longer means small crime as those living in small towns are no longer exempt from the crime waves that have struck the United States over the last decades. Officers are only human and although they react differently in the face of danger it makes them no different than the average human they just doing what they were sworn to.

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Appendix A: Signs and symptoms of stress

<i>Organ System</i>		<i>Symptom</i>		<i>Sign</i>
Cardiovascular		Increased blood pressure Increased heart rate		Flushed appearance Racing heart rate Palpitations
Muscular		Increased tension		Stiff neck Grinding teeth Headaches
Digestive		Increased motility Increased acid secretion Reduced Salivary secretion		Gas/burping Diarrhea Indigestion/heartburn Nausea Dry mouth
Integument		Increased glandular secretion		Perspiration Oily skin Body odor

This chart taken verbatim from Anderson, Litzenberger, Plecas (2002) P 402