STRESS AND JOB SATISFACTION IN AN URBAN SHERIFF'S DEPARTMENT: CONTRIBUTIONS OF WORK AND FAMILY HISTORY, COMMUNITY-ORIENTED POLICING AND JOB ASSIGNMENT

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EXECUTIVE SUMMARY

INTRODUCTION

The research summarized here was a joint effort of the Sacramento County Deputy Sheriff's Association (SCDSA), the Sacramento County Sheriff's Department, three support and assistance programs (Employee Assistance, Peer Support and the Chaplaincy) and the Institute for Social Research (ISR) at California State University, Sacramento. Supported by a National Institute of Justice Corrections and Law Enforcement Family Support Grant, the study was the largest ever reported on local corrections officers with 428 patrol officers, 260 corrections officers, and 151 detectives participating. These respondents represented 76% of all Sacramento County Sheriff's deputies, sergeants and lieutenants in those job assignments.

This study explored differences in job-related stress and job satisfaction among corrections officers, patrol officers and detectives and the relationship between stress and job satisfaction in an urban sheriff's department. The analysis of stress and job satisfaction takes into account work history (years with the department, rank and assignment), family history and relationship variables, and demographic characteristics of the respondents (gender, age, education). The study also examined the role community-oriented policing (COP) plays in stress and job satisfaction. Finally, use of support and assistance programs is described.

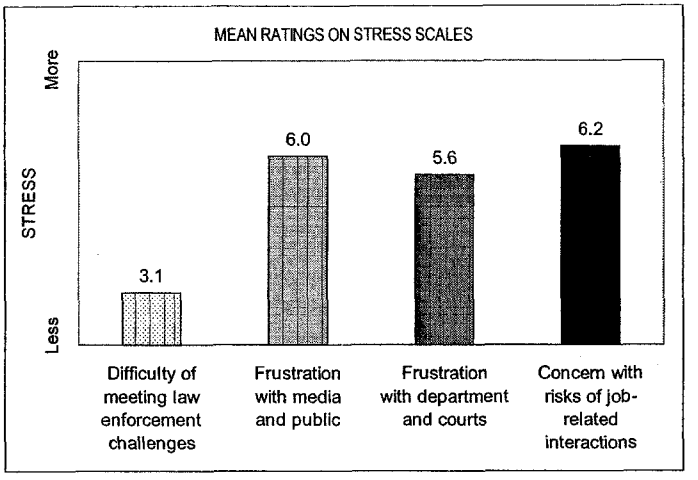
METHODS

The instruments and data collection procedures were developed with the assistance of an advisory board representing the Sacramento County Deputy Sheriff's Association (SCDSA), the Sheriff's Department, corrections and patrol officers, and representatives of the support programs. Focus groups representing all ranks and the major corrections and patrol assignments as well as spouses or partners of officers helped develop the two questionnaires – one for officers and one for their spouses or partners. The Sheriff's Department assigned a staff member to assist ISR in working with the Department's administrative structure to plan the logistics of data collection. A video was prepared in which ISR's director described the research, privacy protections for respondents, and an incentive program for participation. The video, which also included statements of support for the research by the Sheriff and the President of SCDSA, was shown prior to the distribution of questionnaires.

Surveys were administered during briefings (59%) or through division supervisors (41%). Those completed during briefings were given directly to ISR staff; surveys distributed by division supervisors were mailed by respondents to ISR. The response rate for those distributed at briefings was 96%, while the rate for those distributed by division supervisors was 43%. Overall, 76% of all detectives and patrol and corrections officers completed the questionnaire. Among the respondents, almost two-thirds of the non-single officers provided contact information for their spouses or partners. Half of the contacted spouses and partners completed the survey. The officers' questionnaire responses were matched with those of their spouses or partners and with the respondents' job history and workers' compensation claim data.

MEASURES OF STRESS

This research measured job-related stress through self-reported feelings of difficulty, frustration and concern associated with features of a law enforcement career. Four scales were developed



to measure these sources of stress in law enforcement. The scale measuring the difficulty in meeting the challenges of law enforcement assesses the officer's perception of their own capability in handling the responsibilities associated with the job. Two other scales measured the officer's frustration with external forces, specifically with public perceptions of law enforcement and with department and court procedural restrictions and court sentences. The final measure provided an assessment of the officer's concerns about safety. Consistent with previous research, respondents are more frustrated with public perceptions, the department and courts and more concerned with job-related risks than stressed by the challenges of the job. Means for individual items within the four scales can be found in Summary Table 1.

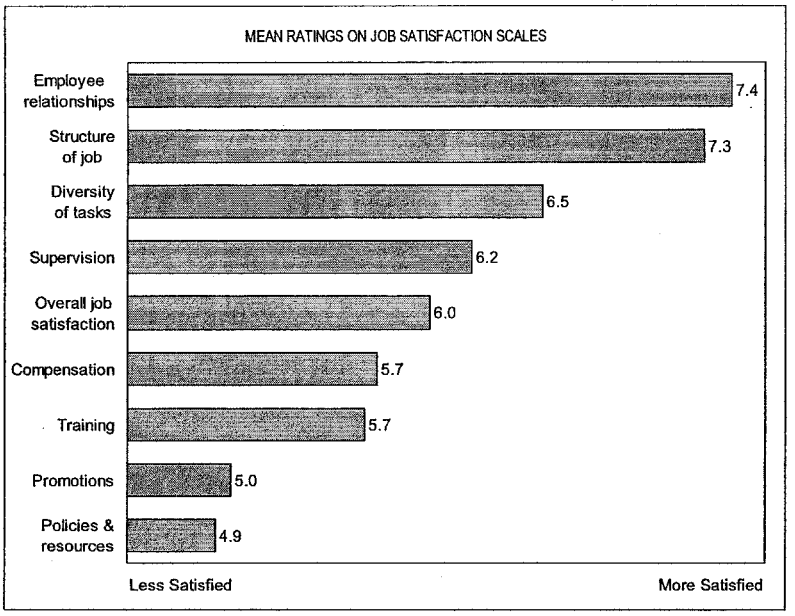
Job-related stress is costly for employers because it increases turnover and training costs, use of sick leave and overtime pay, and contributes to early and disability retirements. This study set out to explore several potential negative outcomes or indicators of job-related stress: the number of divisional inquiries and internal affairs investigations (complaints), sick days used and workers' compensation claims -- all of which have important fiscal implications for law enforcement agencies. Information on complaints was collected from respondents. On average, each officer experiences a complaint once every six years. (Summary Table 2) Information on the use of sick leave was not available. Workers' compensation claims were obtained from Sacramento County.

This study grouped workers' compensation claims into two categories: injury-related claims (vehicle accidents, assaults by suspects or inmates, arrest/pursuit of suspects and exposure to health hazards) and stress-related health claims (mental or emotional stress, hypertension, cardiovascular disease, ulcers or other gastrointestinal disorders). On average, each officer files an injury claim once every five years. Stress-related health claims are much less common; injury claims outnumber stress-related health claims 22 to 1. (Summary Table 2) There are several limitations to the use of stress-related health claims as an indicator of job stress. The infrequency of such claims contributes to unreliability in the analysis. The small number also suggests that some stress-related illnesses are unrecognized or unreported. Finally, analysis indicates that age and rank are the most important predictors of stress-related health claims, making it difficult to determine whether these claims are a result of age or stress.

MEASURES OF JOB SATISFACTION

Although research on stress in law enforcement tends to focus on its negative impacts, reducing stress may actually contribute to positive outcomes by increasing job satisfaction. Lower stress and higher job satisfaction may increase productivity and organizational functioning by improving the quality of work experiences for employees.

The literature on job satisfaction identifies it as a multidimensional concept, reflecting a balance of positive and negative motivators in a given work environment. This study measured job



satisfaction along eight dimensions: structure of job, policies and resources, compensation, diversity of tasks, supervision, promotions, training, and employee relationships. Scores on all eight dimensions were summed to create a measure of overall job satisfaction. Means for individual items within the eight scales can be found in Summary Table 3. In general, respondents are very satisfied with the structure of the job and employee relationships (7.3 and 7.4 on a 10-point scale) and above average on every aspect except promotions and policies and resources. Even supervision and the diversity of tasks received mildly positive evaluations. Perhaps the strength of employee relationships mitigates some of the stress often associated with this occupation.

SAMPLE DESCRIPTION

The sample of 844 officers closely mirrors the department in terms of number of years with the department, rank, job assignment, age and gender. On average, respondents have worked 11.5 years for the Sacramento Sheriff's Department. Most officers are deputies and half are assigned to patrol, including specialized assignments. Almost a third work in corrections -- 17% in the Main Jail, 10% at RCCC and 3% in Work Release. Detectives made up less than a fifth of the sample. The average age for officers currently assigned to corrections and patrol is 37 and for those assigned to the detective division, 43. Five out of six respondents are men.

Officers in the three major job assignments vary in terms of their demographic characteristics and job history. Corrections and patrol officers overall are similar in terms of seniority, while detectives and officers assigned to Work Release or specialized patrol assignments have greater departmental longevity (16.7, 15.2 and 13.5 years respectively). Although a majority of corrections and patrol officers have completed some college, a majority of detectives have at least a four-year college degree. A higher percentage of officers with a college degree are also found in RCCC and specialty patrol assignments. Almost all corrections officers are deputies. In contrast, one in five patrol officers and two in five detectives are in the sergeant and lieutenant ranks. Female officers are more apt to be assigned to corrections, particularly Work Release and the Main Jail.

COMPARISONS OF CORRECTIONS AND PATROL OFFICERS

Like many urban sheriff's departments in California, all Sacramento County Sheriff's Department officers are sworn deputies who begin their career in corrections before rotation to patrol. Some officers elect to make a career in corrections while, for others, assignment to corrections occurs at several different stages in their career -- e.g., following a promotion or disciplinary action or

as a pre-retirement assignment. On average, the officers included in this study spent about half of their career in corrections assignments and one-third of their career in patrol assignments. For the sake of simplicity, this summary uses the terms corrections officer, patrol officer, and detective to refer to officers who have spent more time than usual in a given type of assignment.

The following discussion examines differences between corrections officers and patrol officers and identifies factors predicting job stress and job satisfaction that are different for corrections and patrol. Detectives represent a distinct group and are discussed separately. The study found that corrections and patrol officers are much more alike than they are different. Overall, no significant differences between the two groups were found regarding:

- Frustration with public perceptions of law enforcement
- Frustration with the department and courts
- Concern with job-related risks
- Complaint rates
- Stress-related health claims
- Satisfaction with job structure, policies and resources, compensation, supervision, and employee relationships

Despite these similarities, the two groups differ in some areas. Specifically, corrections officers are more satisfied with promotions and have fewer injury claims than patrol officers.

Corrections officers become less satisfied with some aspects of their job the longer they work for the department. Possibly because the nature of the corrections environment is more routinized, corrections officers become less satisfied with the diversity of tasks over time. Corrections officers also become less satisfied with training, which may mean that training addresses the needs of patrol officers better than those of corrections officers. This same pattern extends to overall job satisfaction; at the end of their careers, corrections officers are less satisfied with their job than patrol officers.

The study identified several areas in which male and female officers appear to experience corrections and patrol work environments very differently. Arguably the most dramatic differences are between female corrections and patrol officers. Female corrections officers are more satisfied with their job than female patrol officers, particularly with the structure of the job and with policies and resources. These same differences in satisfaction were not found between male corrections and patrol officers.

Among patrol officers, men are happier than women with their job, especially its structure and policies and resources. In contrast, among corrections officers, women are happier than men with the structure of the job. The latter finding is consistent with an overall pattern suggesting that corrections assignments are more gender-neutral than patrol.

Perceptions of the difficulty of meeting the challenges of law enforcement also cut across assignment and gender lines. Male patrol and female corrections officers find it easier to meet the challenges of law enforcement. These challenges are more difficult for male corrections and female patrol officers.

Differences in Complaints and Claims in Corrections and Patrol Assignments

In most of the report, we compare respondents' experiences and attitudes in relationship to their main assignment. However, unlike other variables, complaints and claims can also be described in terms of the officer's assignment when the complaint or claim occurred. This study found that there are no differences in the rate of complaints and stress-related health claims while officers are assigned to corrections or patrol; however, rates of *injury* claims are higher when officers are assigned to patrol.

Injury claim rates are not only related to setting, they are also influenced by an officer's main assignment. Thus, patrol officers have higher rates than corrections officers during their assignment to corrections and corrections officers have lower rates than patrol officers during their assignment to patrol. This suggests that personal styles have an impact on injury claim rates and perhaps the selection of career paths in the department as well.

Education has a different effect on the injury claim rates of men and women in corrections and patrol. Non-college educated women in a patrol setting have higher injury claim rates. Men with a college degree have the lowest corrections injury claim rates – lower than women with a college degree and lower than men without a college degree. Stress affects the rates of injury claims that occur in the corrections setting, but not in the patrol setting. Perhaps this is because the types of injuries that occur in the patrol setting may be due to more random events than those in the corrections setting.

Comparison of Detectives with Other Officers

The similarities between corrections and patrol officers job satisfaction and stress levels may have been unexpected. It is less surprising that -- given greater autonomy, task variety and pay -- detectives are more satisfied than the others with virtually all aspects of their job and find it easier to meet the challenges of their profession. They are also less likely to be the subject of a complaint. Detectives with more years in the department are slightly more frustrated with the amount and quality of training.

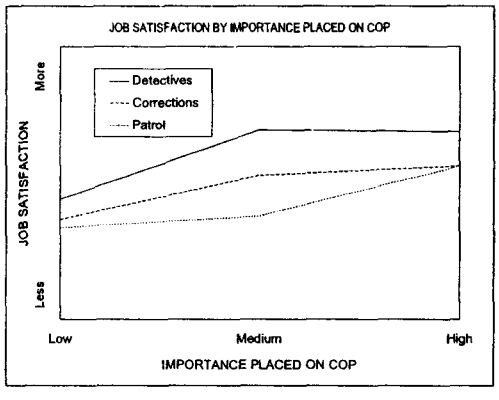
What detectives have in common with corrections and patrol officers is a high level of satisfaction with employee relationships. The level of frustration with public perceptions, the department and the courts, and a concern for job-related risks are other areas where detectives do not differ from other officers.

Some gender differences observed among patrol officers occur among detectives as well. Male detectives have higher overall job satisfaction than female detectives and are particularly more satisfied with the structure of the job and policies and resources. Other gender differences occur in one job assignment, but not in the other. There is no difference between male and female detectives in injury claim rates while there are gender differences in corrections and patrol. Female corrections and patrol officers have higher injury claim rates than their male colleagues. Conversely, female detectives are less concerned with the risks of the job than their male colleagues, while male and female corrections and patrol officers have similar levels of concern. Female detectives' lower level of concern suggests their recognition of the relative risk of injury between patrol and detective assignments. Injury claim rates for women were highest in patrol -- twice as high as in the detective division. Among males, however, there is much less difference in injury claim rates between the two assignments.

THE IMPACT OF COMMUNITY-ORIENTED POLICING (COP)

The introduction of community-oriented policing has influenced the structure, policies and programs of law enforcement agencies throughout the country. Many of these changes have produced positive impacts on officer job satisfaction, police-community relations, crime suppression and quality of life indicators. However, adoption of community-oriented policing may be a two-edged sword within law enforcement agencies, especially local sheriff's departments with patrol and corrections responsibilities, where promotions are often tied to involvement in community-oriented policing activities and specialty patrol assignments.

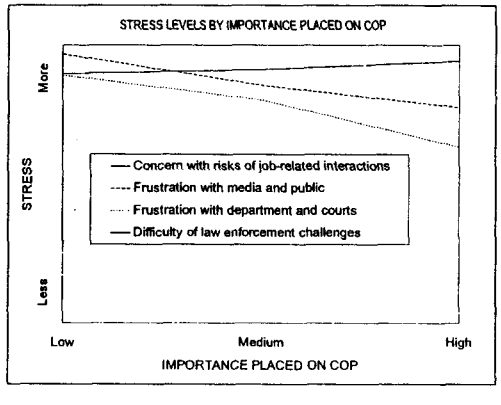
This study explored the role of COP in stress and job satisfaction using two separate measures: 1) involvement in community-oriented policing activities in one's current assignment; and 2) the importance attached to activities typically associated with COP. The "involvement" measure is more restrictive for several reasons. Respondents making a career in corrections would have had little opportunity for involvement in COP. In that case, the involvement measure duplicates predominant assignment as a variable. Respondents may also have been more involved in COP in an earlier assignment. The level of involvement in the current assignment may not be an accurate reflection of their experience with COP. Because of these limitations, and because involvement with and importance placed on COP are highly correlated, most of the analysis utilized the "importance" measure. The use of an attitudinal measure is also appropriate because the focus is on self-reported measures of stress and job satisfaction.



Involvement in COP is more highly correlated with aspects of job satisfaction among patrol officers than it is among corrections officers and detectives. The lack of opportunities for involvement in the other assignments may account for this. On the other hand, there is a strong correlation between the importance placed on COP and all components of job satisfaction for respondents in each of the three assignments. Officers who believe in the importance of COP are more satisfied with their job.

The breadth of support for COP is suggested by the high ratings given to both COP and traditional law enforcement activities by respondents in all corrections, patrol and detective assignments (means greater than 8 on a 10-point scale in all cases). COP activities may offer law enforcement a more supportive role in the community, providing more positive interactions between officers and community members and changing officers' feelings about their job.

Despite the breadth of support, some department members are more supportive than others. In general, lieutenants place more importance on COP than deputies and sergeants, women believe these activities are more important than men, and those who are more involved regard COP activities more highly than those who are less involved. Respondents placing more importance on COP expressed lower levels of stress on three of the four



measures. They find it easier to meet the challenges of law enforcement, are less frustrated with the department and courts, and more accepting of public perceptions of law enforcement. Detectives placing more importance on COP activities find it even easier to meet the challenges of their profession.

In contrast, attitudes towards COP have no effect on concern with job-related risks or on the number of complaints. Safety concerns are pervasive and unaffected by assignment, rank, seniority, education, as well as the importance of COP.

Attitudes toward COP have a different effect on injury claim rates for corrections and patrol officers. The more importance officers place on COP, the greater the difference in injury claim rates between corrections and patrol. Although most of the effects of COP are positive, this may be a negative effect. Patrol officers may be inclined to take more risks when COP is more important to them. Patrol officers who place more importance on COP have the most injuries, regardless of their assignment at the time of the injury claim. Corrections officers who put a lot of importance on COP get hurt the least, regardless of their assignment at the time of the claim.

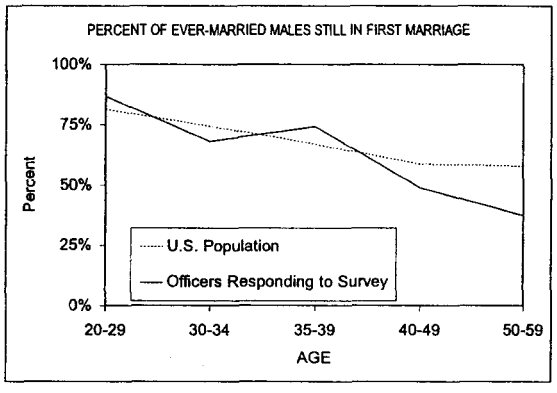
The combination of attitudes towards COP and education affects injury claim rates differently in corrections and patrol settings. In the patrol setting, neither education nor the importance of COP affects the injury claim rates of men, but both affect the claim rates for women. Higher education and de-emphasizing COP lowers the injury claim rate for women. In fact, women in patrol with a college degree who put less importance on COP have the absolute lowest injury claim rates. In corrections, neither education nor the importance of COP affects injury claim rates for women while only college-educated men who de-emphasize COP have lower rates than other male correctional officers. In corrections, college-educated *men* who place less importance on COP have the lowest injury claim rates.

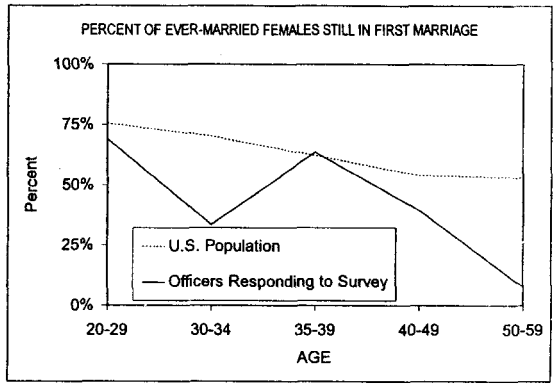
There are at least two possible explanations for this. One is that educational background and attitudes towards COP may lead to assignments that involve less contact with the public, therefore reducing the risk of injury. Another is that people who put less importance on COP take fewer risks.

The Impact of Family History and Relationship Variables

In addition to demographic and work history variables, this research explored the role of family history and relationship variables in job-related stress and job satisfaction. Family variables measured in this study included current marital status, number of divorces, number of children in the household, level of responsibility for household tasks, time spent with spouse/partner for recreation, household and family tasks, and spouse/partner's employment status. In contrast to the demographic and work history variables, the family variables appeared to have little impact on either stress or job satisfaction. Without further analysis, however, it is difficult to say whether the minimal impact of these variables is real, or a product of complex interactions between them. The analysis summarized here was limited to several of the more straightforward – but not necessarily more important – family and relationship variables. For example, there was no analysis of paired perceptions of shared household tasks -- potentially the most direct measure of the quality of a relationship. There was also no attempt to measure the relationship between work history and family variables or to explore how they might interact in affecting stress and job satisfaction. Before drawing any firm conclusions about the importance of family variables, it would be necessary to make them the focus of the analysis, using work history and demographic variables as controls.

Although the role of family variables in stress and job satisfaction is complex and difficult, the information on marital history offers an opportunity to clearly test the widespread belief that a law enforcement career strains marital relationships, leading to above average divorce rates. Respondents' marital history was compared with the 1996 Panel of the U.S. Census Bureau's Survey of Income and Program Participation (SIPP) -- a random sample of 127,536 individuals representing the U.S. adult population. The results support the belief that a career in law enforcement, over time, undermines marital stability. While male officers under 40 are more apt





than the general population to have been married only once and to still be in their first marriage, officers over 40 -- and especially those over 50 -- have much less stable marriages. Among respondents, divorce rates increase directly with age and are higher for women, officers in higher ranks, and those without a college degree. The data suggest that there are pressures associated with higher rank -- pressures that are not mitigated by higher education -- that contribute to higher divorce rates among sergeants and lieutenants.

FACTORS AFFECTING JOB SATISFACTION AND STRESS FOR ALL OFFICERS

Some of this study's findings regarding stress and job satisfaction are true for all officers, regardless of assignment. One of the most important findings is that officers who chose their current assignment for personal reasons have higher overall job satisfaction and are more satisfied with each of the eight dimensions of job satisfaction.

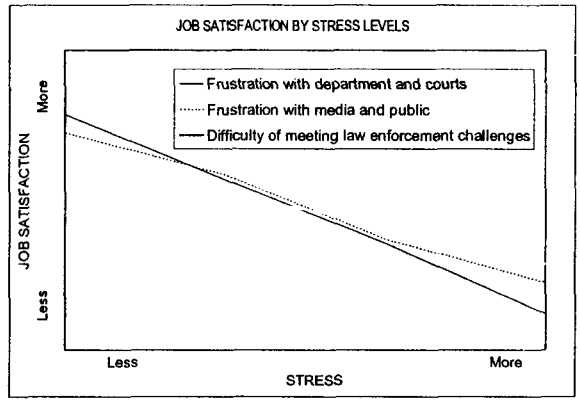
Previous studies examining the effect of years with the department, rank, gender and education on job satisfaction and stress have produced inconsistent findings. This study found that officers with more years in the department, sergeants and female officers are less satisfied and more stressed in some areas.

- Satisfaction with diversity of tasks and promotions decreases with years in the department.
- Officers' frustration with the department and courts increases with years in the department.
- Sergeants are less satisfied with the diversity of tasks than other ranks.
- Women are less satisfied overall and especially with supervision.
- Women are more frustrated with public perceptions of law enforcement.

Education has a different effect on the attitudes and experiences of men and women. College educated women are less satisfied with employee relationships. College educated women and men without a college degree experience more complaints than college educated men and

women without a college degree. Although it's not clear why this pattern exists, it is strong enough to invite speculation and perhaps further investigation by others.

Stress is the most important variable in predicting job satisfaction. The addition of stress variables more than doubles the proportion of explained variation in overall job satisfaction (from 13% to 35%). Officers who have difficulty meeting the challenges of law enforcement and who are frustrated with public perceptions and departmental and court actions are less satisfied overall. Complaints and stress-related health and injury claims have no impact on job satisfaction.



Stress measures also contribute significantly to the prediction of injuries, but have no impact on complaints. Officers have more injury claims if they are more frustrated with public perceptions, more concerned with job-related risks or if they find it easier to meet the challenges of law enforcement. The latter finding may suggest that more confident officers are given tougher assignments, thereby sustaining more injuries. Alternatively, the self-reported ease in meeting law enforcement challenges may mask a certain bravado that encourages behaviors generating more injuries.

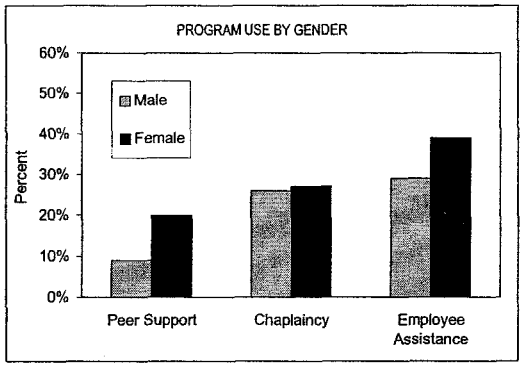
USE OF SUPPORT AND ASSISTANCE PROGRAMS

The following discussion examines use of the available support and assistance programs by officers and their spouses or partners. The department offers three different programs: Peer Support, Chaplaincy and Employee Assistance. Peer Support services are provided by department members. The Chaplaincy provides non-denominational faith-based support by ordained personnel. The Employee Assistance Program offers a wide range of services from professionals outside the department.

These programs appear to be providing the right kinds of help; almost all officers and their spouses or partners felt that the range of services offered by the programs is adequate. Employee Assistance was the most widely used program, with one in three officers having used it at some point in their career. Only slightly fewer officers -- one out of four --have used the Chaplaincy. Peer Support is by far the most underutilized program, with only one out of ten officers having used its services. Program utilization by spouses and partners is very similar to that of officers except that family members use the Chaplaincy more than Employee Assistance.

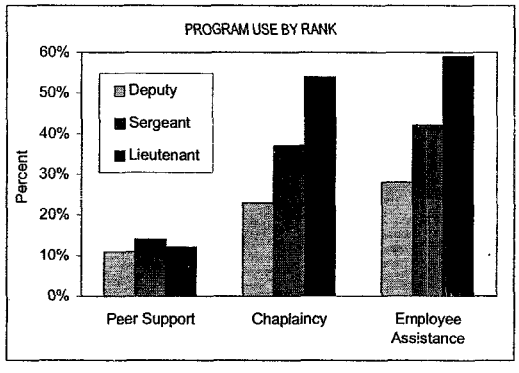
Among officers, awareness of all three programs and knowledge about how to access services is high. In contrast, fewer spouses and partners are aware of the programs or how to access them. Some officers -- and even more of their family members -- feel that not enough information about the programs is available, particularly for the Employee Assistance Program and Peer Support.

Nearly all of the officers who have not used the programs said that it was because they did not need the services. However, concerns with confidentiality and feeling uncomfortable prevented some officers from using the Peer Support Program, even though they had a need for its services. These concerns were relatively minor obstacles for the other programs.



Some subgroups of respondents are more likely to use the support programs. Women and those with more seniority are more likely to have used both Peer Support and Employee Assistance. Use of the Employee Assistance Program also jumps substantially with each increase in rank, over and above department tenure. So while slightly more than one in four deputies have used the program, well over half of Lieutenants have used it.

Chaplaincy use patterns are somewhat unique because there are no gender or seniority differences. Instead, use varies according to assignment and rank. Patrol officers are more likely than either corrections officers or detectives to have used the Chaplaincy. And the higher an officer's rank, the greater the likelihood of having used the Chaplaincy. This may reflect the Chaplaincy's focus on responding to critical incidents, which may disproportionately involve those in patrol and the department's command structure.



In general, factors influencing family members' program use are the same as those affecting officer use. The major differences are in use of the Chaplaincy. Use by spouses or partners increases with seniority -- which is not a factor for officers. On the other hand, there is no difference in use between families of corrections and patrol officers.

Program use by officers and their spouses or partners is highly related. Family members are much more likely to have used a program if the officers have used it. Utilization by family members is extremely low if the officers haven't used the program. Moreover, it is interesting to note that both female officers and their spouses or partners are more apt to use the support programs. These findings suggest that involving the officers is key to involving their family.

The support and assistance programs appear to be reaching department members who are in positions where stressful incidents are more likely to occur. However, there are several areas where the programs may want to focus their attention:

- Provide officers with more information about all programs, especially Employee Assistance. It is possible that some officers feel they don't need the programs' services simply because they don't have enough information about them.
- Address officer's concerns with confidentiality and feelings of discomfort regarding the Peer Support Program. These issues seem to be preventing officers from taking advantage of this program's services.
- Encourage men and officers with lower seniority and rank to use the programs, particularly the Peer Support and Employee Assistance Programs.
- Explore effective ways to reach family members with information about the support programs and to communicate to officers that the programs are also available to family members. Recognize that officer attitudes towards the programs may affect family involvement.

• SUMMARY TABLE 1. MEAN RATINGS ON STRESS SCALE COMPONENTS[1]

DIFFICULTY OF MEETING LAW ENFORCEMENT CHALLENGES	Mean
Accepting responsibility for protecting the lives and property of others	2.8
Accepting responsibility for controlling others' behavior	3.7
Maintaining a professional demeanor during interactions with inmates	2.8
Maintaining impartiality during interactions with inmates	2.8
Maintaining a professional demeanor during interactions with the public	2.4
Maintaining impartiality during interactions with the public	2.6
Handling stress associated with reporting or investigating the misconduct of other officers	4.9
Being assigned only higher priority calls for service because non-sworn employees and volunteers handle the less serious cases	3.1
Finding a sense of accomplishment from on-the-job activities	3.8
FRUSTRATION WITH MEDIA AND PUBLIC	**Mean**
Print media's coverage of law enforcement	7.9
Television's portrayal of law enforcement	7.4
The public's response to law enforcement	5.3
The public's response to law enforcement as expressed by friends in social situations	4.6
The gratitude of citizens assisted by law enforcement actions	4.7
FRUSTRATION WITH DEPARTMENT AND COURTS	**Mean**
Department-imposed procedural restrictions	4.9
Court-imposed procedural restrictions	5.5
Fairness of local court sentences	6.4
CONCERN WITH RISKS OF JOB-RELATED INTERACTIONS	**Mean**
Frequent exposure to death, mayhem, child abuse, etc.	5.8
Responding to physically threatening situations	5.9
Extent of negative interactions with others	5.6
Possibility of physical harm	6.0
Exposure to serious health risks (HIV, hepatitis, TB)	7.6

SUMMARY TABLE 2. MEAN COMPLAINTS AND CLAIM RATES

ANNUAL COMPLAINT AND CLAIM RATES (PER 100 OFFICERS)	Mean
Complaints (divisional inquiries and/or internal affairs investigations)	16
Stress-related workers' compensation claims	1
Injury-related workers' compensation claims	22

[1] Respondents were asked to evaluate each stress scale item on a scale from 1 to 10. For the means presented here, a rating of 10 indicates the most stress and a rating of 1 reflects the least stress. This coding scheme differs from the actual survey form that officers filled out, which presented the scale in the opposite direction and adjusted the phrasing of the second and third scales. The full report also maintains the original coding scheme and language.

SUMMARY TABLE 3. MEAN RATINGS ON JOB SATISFACTION SCALE COMPONENTS*

STRUCTURE OF JOB	Mean
Shift work in general	7.4
Current shift assignment	8.0
Current job assignment	8.0
How often your shift assignment changes	7.3
The days you currently work	8.0
Degree to which my skills and abilities are utilized on the job	6.8
Opportunities for specialty assignments	5.1
Opportunities for job-related friendships	7.7

POLICIES AND RESOURCES	Mean
Degree of input into departmental policies	4.5
Degree of input into departmental decisions	4.1
Fairness of job assignment process	5.2
Opportunities for contributing to community-oriented policing goals	5.7
Degree of recognition for work well done	5.4
Amount of personnel to get the job done	3.9
Amount of equipment to get the job done	5.3
Amount of paperwork required to document job-related tasks	5.1

SUPERVISION	Mean
Degree of supervision exercised by my supervisor	7.5
Consistency of discipline applied to departmental employees	4.9
Timeliness of discipline	4.8
Authority to problem-solve	6.7
Consistency of supervisory support for my on-the-job decisions	7.1
Frequency of rotating managers and supervisors	5.9

EMPLOYEE RELATIONSHIPS	Mean
Quality of relationships with sworn co-workers	8.0
Quality of relationships with supervisors	7.5
Quality of relationships with non-sworn co-workers	7.8
Quality of relationships with volunteer staff	7.5
The rewards of leadership	6.2

PROMOTIONS	Mean
Frequency of promotions	6.4
Clarity of criteria for promotion	5.2
The testing process for promotions	4.8
Importance given merit in promotions	4.3
Importance given seniority in promotions	4.5
Management discretion in determining who is promoted	3.8
Consistency in use of criteria for promotion	3.9
Opportunity for growth and professional development	6.0

COMPENSATION	Mean
Amount of time off during the year	6.9
Medical and retirement benefits	5.8
Current pay	5.3
Projected pay levels in the future	4.8

DIVERSITY OF TASKS	Mean
Variety of tasks associated with your current assignment	6.9
How often job assignments change	6.5
Range of opportunity for other assignments in my current rank	6.1

TRAINING	Mean
Amount of training for new recruits	5.7
Quality of training for new recruits	5.7
Amount of training for those assigned to new divisions	5.8
Quality of training for those assigned to new divisions	5.9
Amount of training for those promoted to new responsibilities	5.5
Quality of training for those promoted to new responsibilities	5.6
Amount of training for my current assignment	6.4
Quality of training for my current assignment	6.6
Amount of training deputies receive about law enforcement's effect on family life	4.3
Quality of mandated annual training	5.1

* Respondents were asked to indicate how satisfied they were with each aspect of their job on a scale from 1 to 10 with 1 being "very dissatisfied" and 10 being "very satisfied".

Chapter 1 Introduction

This study explores differences in job-related stress and job satisfaction among corrections officers, patrol officers and detectives and the relationship between stress and job satisfaction in an urban sheriff's department. The analysis of stress and job satisfaction takes into account work history (years with the department, rank and assignment), family history and relationship variables, and demographic characteristics of the respondents (gender, age, education). This study also explores in some depth how involvement in community-oriented policing and a belief in its importance interact with work history and demographic characteristics in predicting job satisfaction, stress and promotion. Finally, use of support and assistance programs is described.

This research examines self-reported stress associated with internal and external features of a law enforcement career. Job-related stress is costly for employers because it increases turnover and training costs, use of sick leave and overtime pay and contributes to early and disability retirements. This study also set out to explore several potential negative outcomes or indicators of job-related stress: the number of divisional inquiries and internal affairs investigations and workers' compensation claims-- which have important fiscal implications for law enforcement agencies.

Although research on stress in law enforcement tends to focus on its negative impacts, reducing stress may actually contribute to positive outcomes by increasing job satisfaction. Lower stress and higher job satisfaction may increase productivity and organizational functioning by improving the quality of work experiences for employees. The literature on job satisfaction identifies it as a multidimensional concept, reflecting a balance of positive and negative motivators in a given work environment.

Involvement in, and the importance attached to, community-oriented policing were included as variables because the introduction of community-oriented policing has influenced the structure, policies and programs of law enforcement agencies throughout the country. As population density increases outside the central cities of major metropolitan areas, the suburbs become more like cities in their demographic composition and the demands on Sheriff's departments -- traditionally focused on the management of county correctional facilities as well as crime control in rural counties and the unincorporated portions of urban ones -- come to mirror those facing city police forces. As a result, urban Sheriff's departments and city police forces have adopted community-oriented policing strategies for combating crime. When these departments place more attention on crime prevention and become more involved with other governmental and non-profit agencies in addressing community problems, the effects on internal policies and procedures radiate through a department.

Many of these changes have produced positive impacts on officer job satisfaction, police-community relations, crime suppression and quality of life indicators. Given more autonomy and the opportunity to develop closer and more positive ties to the community, officers involved in COP may exhibit greater job satisfaction. However, adoption of community-oriented policing may be a two-edged sword within law enforcement agencies, especially local sheriff's departments with corrections and patrol responsibilities, where promotions are often tied to involvement in community-oriented policing activities and specialty patrol assignments.

Supported by a National Institute of Justice Corrections and Law Enforcement Family Support Grant, this research is a joint effort of the Sacramento County Deputy Sheriffs' Association (SCDSA), the Sacramento County Sheriff's Department, three support and assistance programs

(Employee Assistance, Peer Support and the Chaplaincy) and the Institute for Social Research (ISR) at California State University, Sacramento. The Sheriff's Department created an advisory board representing SCDSA, corrections, patrol, and the support programs to offer feedback on instrument development and data collection procedures and assigned a staff member to assist ISR in working with the Department's administrative structure to plan the logistics of data collection. The Department also provided space for focus group meetings that helped develop and pretest the questionnaire, including the measures of job satisfaction and stress. The Department's Executive Staff committed significant resources to the research effort by allotting time during briefings for completion of the questionnaire, by directing its Information Technology staff to provide computer files on all deputies, sergeants and lieutenants identifying their current assignment and job history, and by approving the County's release of Workers' Compensation Claim Information to ISR so that it could be linked to job history and questionnaire data. The leadership of SCDSA supported the research in numerous ways as well. SCDSA members participated in the Advisory Board and the focus groups. Just prior to data collection, its president -- along with the Sheriff and heads of the three support and assistance programs -- signed a letter to all deputies, sergeants and lieutenants describing the research effort and requesting their cooperation. The SCDSA president also joined the Sheriff and ISR's Director in a videotaped statement encouraging Department members' participation in the research effort. This video was shown at all briefings before questionnaires were distributed. The video's text is included in the Appendix. The questionnaires were distributed during August, September and October of 2001.

The Sacramento County Sheriff's Department serves a population of 1,233,499 in California's eighth largest county. Its presence in the state's capitol and its leadership style give the Department high visibility. This and several procedural and programmatic features of the Department undoubtedly affect variable relationships in this study. Shortly before data collection began, the Department reorganized the patrol division, creating six divisions and providing law enforcement services to two contract cities (Citrus Heights, incorporated in 1997, and Elk Grove, incorporated in 2000). Patrol divisions in the North and South sections of the county were replaced by station houses in each of the eight areas. Service centers, staffed largely by civilian volunteers, were also introduced in each geographic area served by the Department. The intent was to decentralize patrol services, creating more opportunities for interaction with citizens and a neighborhood identification for the department. This reorganization further emphasized the Department's commitment to community-oriented policing, an approach introduced in 1993 through the introduction of problem-oriented policing, school resource officers and neighborhood police officers.

Another important feature, with implications for variations in job satisfaction among officers assigned to corrections and patrol, is the deputized status of those working in the corrections environment. According to a 1985 study, a minority of California's counties uses deputy sheriffs as jail staff (15). Six others define two classes of deputy -- one for field operations and a lower paid deputy for detention. A majority use non-sworn correctional officers (24) or some combination of the two (11).[1] The Sacramento County Sheriff's Department uses the corrections assignment as an entry-level position, with most new deputies assigned to the Main Jail and others assigned to the Rio Cosumnes Correctional Center (RCCC) or work release. Rotation to patrol occurs as space becomes available for officers desiring this assignment. For personal or professional reasons, officers may decline rotation and define a career in corrections. In this department, corrections -- in contrast to patrol -- offers a more predictable work schedule and

[1] "Detention Staffing Analysis Study," Contra Costa County Justice System Programs, George Roemer, Director. See Table 1, "Use of Deputy Sheriffs and Correctional Officers in California County Jails," p. 3.

opportunities for overtime compensation. As a result, some officers elect a corrections assignment for family, salary and educational reasons.

Other Department policies, however, complicate internal views of the corrections assignment. Promotions to sergeant or lieutenant are followed by a mandatory re-assignment to corrections for a brief period. Officers may choose corrections as a pre-retirement option. On the other hand, the Department also reassigns to corrections deputies who do not successfully complete patrol training and transfers officers from other divisions for disciplinary purposes. Corrections' role as an initiating and sunset assignment and its use as a sanction or assignment of last resort -- and the limited opportunities for promotion within the jail -- may undermine respect for this assignment within the Department. Assignments to patrol, special assignments within patrol and the detective division appear to be internally defined as upward mobility, or career progressions. Nevertheless, almost half of the respondents in a corrections assignment chose this assignment for personal or professional reasons and focus group participants spoke eloquently of its rewards. Because of this complexity, the reason for a corrections assignment was taken into account in the analysis.

While most of the data analyzed in this report come from the questionnaire and are therefore cross-sectional in nature, variables taken from personnel and county records can be linked to specific time periods in the officers' careers. Information on divisional inquiries and internal affairs investigations was collected from the respondents on the questionnaire and tied to their assignment at the time, but not to their department tenure. The mix of current and historical data complicates the interpretation of causal relationships in the analysis. In most correlations and regressions, there is no way to determine the time order of the independent and dependent variables and therefore no way to know which is cause and which the effect. For example, the analysis cannot determine whether involvement in COP activities has contributed to promotion because there is no historical information on this variable. If sergeants and lieutenants are more involved in COP than deputies, this does not necessarily mean that a history of involvement in COP led to their promotion. An alternate explanation may be that they became more involved *after* they were promoted to a higher rank. When earlier experiences are the subject of analysis (e.g., inquiries and investigations, workers' compensation claims), ISR used the importance placed on COP activities rather than current involvement because it seemed more likely that-- although attitudes may change -- attitudes are more historically consistent than current job experiences.

The current study is unique in many respects. Based on a thorough review of the literature, it appears to be the only study that compares deputized jail staff and patrol officers in a single department in terms of job satisfaction and stress. It is also the largest study of local corrections officers (as opposed to state prison staff) with a sample size of 260 corrections officers and 579 patrol officers and detectives, representing 76% of all deputies, sergeants and lieutenants in those job assignments. Corrections officers in local jails work in a very different context than those employed by prisons that are typically located in rural communities. Local corrections officers often know inmates through school, neighborhood, church or other connections. Employees in state institutions work with inmates from throughout the state and are less likely to have this personal connection. Their status in a small rural community may be more significant -- because of the economic importance of a prison in these communities -- than the community corrections officer in a Sheriff's department. Lower paid, non-sworn corrections officers may suffer lower status within both the department and the community by virtue of association with the inmate population. Sworn corrections officers in a highly urban and professional department may differ significantly in job satisfaction and stress. In addition, most of the literature on patrol

officers describes individuals employed by city police departments. Sheriff's patrol officers work in departments where professional responsibilities, and therefore budgets, are divided between corrections and patrol. Career paths in a bifurcated department may be more complex than in police departments that lack correctional responsibilities. Utilization of community-oriented policing strategies may differ as well in police and Sheriff's departments, with varying effects on job assignments, promotions and career paths.

Chapter 2 Literature Review

Contributions to the Literature

The research reported here represents an important contribution to the literature because it differs from previous studies of patrol and corrections officers along several dimensions. First, it appears to be unique in comparing jail and patrol officers within a single law enforcement agency. If, as Blau et al. suggests (1986), contextual factors affect job satisfaction, it is important to explore differences in job satisfaction and stress between corrections and patrol officers working in a single organization. Policies regarding use of non-sworn corrections officers, job assignment, promotion, compensation and resource allocation influence morale and can produce variations in job satisfaction among those working in different parts of the organization. In addition, costs associated with community corrections may dominate Sheriff's department budgets, placing Sheriff's patrol officers in a different organizational context than city police would be in an organization without this responsibility.

Second, most of the literature on patrol officers focuses on police (Brown et al. 1996, Buzawa 1984, Greene 1989, Greene and Decker 1989, Haar and Morash 1999, Honig and Reiser 1983, Norvell et al. 1993, Patterson 1992, Roberts and Levenson 2001, Rosenbaum et al. 1994, Sheley and Nock 1979, Yates and Pillai 1992, and Zhao et al. 1999). Only one article describes sheriffs' deputies involved in patrol work (Halsted et al. 2000). Similarly, most of the literature on correctional staff describes prison officers (Blau et al. 1986, Cheek and Miller 1983, Dennis 1998, Gross et al. 1994, Lambert et al. 2002, Lindquist and Whitehead, 1986, Morgan 2002, Patterson 1992, Peeters et al. 1995, Triplett et al. 1999, and Walters 1996). A limited number of studies focus on job satisfaction and stress among sheriffs' deputies and community corrections officers (Halsted et al. 2000, Stohr et al. 1994). One article compares a combined sample of jail and prison correctional officers with a sample of police officers from a previous study (Cheek and Miller 1983) and another compares prison correctional officers with police officers (Patterson 1992). The current study appears to be the most intensive look at jail officers, in terms of both sample size and range of variables.

Third, this study includes more dimensions of job satisfaction than are typically addressed in a study of this population. While some dimensions are commonly used in the literature, others were suggested by focus group participants. Satisfaction with compensation, supervision, promotions and employee relationships and features of the job environment are frequently covered in multi-faceted studies of job satisfaction among law enforcement personnel (Brody et al. 2002, Buzawa 1984, Greene and Decker 1989, Halsted et al. 2000, Norvell et al. 1993, Rosenbaum et al. 1994, Stohr et al. 1994, and Zhao et al. 1994). Other studies take a more global approach and focus on one or two summary measures (Blau et al. 1986, Dennis 1998, Lindquist and Whitehead 1986, Sheley and Nock 1979, and Walters 1996). With the exception of Buzawa (1984) who looked at desirable task variety, none of the studies examined measured satisfaction with diversity of tasks and only Brody et al. (2002) looks at satisfaction with training. Satisfaction with promotional opportunities is also largely overlooked (Buzawa 1984, Rosenbaum et al. 1994), although a few studies examined satisfaction with opportunity for growth (Halsted et al. 2000, Greene and Decker 1989, and Rosenbaum et al. 1994), which is a component of this study's measure of satisfaction with promotions.

Fourth, this study incorporates both subjective and objective measures of stress. Few studies of law enforcement personnel have included objective measures of stress. One notable exception is Gross et al. (1994), who utilized the most comprehensive set of objective measures

among studies of stress in law enforcement careers. Their objective indicators of workplace stress included: absences from work, number of times tardy to work, number of written disciplinary reprimands, demotion, number of overtime hours, number of sick leaves, long-term disability leaves, worker compensation claims filed for stress-related or assault-specific reasons. Honig and Rieser (1983) used several of the same stress-related illnesses (hypertension and gastrointestinal disorders) that served as indicators of stress in this study to define stress-disabled pensioners in their comparison with healthy officers.

Subjective measures of stress in research on law enforcement personnel vary widely. Some studies used general self-report measures that were not specific to law enforcement. For example, Norvell et al. (1993) measured stress with the Perceived Stress Scale (PSS), a 14-item scale that measures global perceptions of stress. Blau et al. (1986) measured stress with a 54-item scale that focuses on anxiety and tension while Lindquist and Whitehead (1986) used a single item, "How stressful do you consider your job to be?" Other studies, including the current one, used stress measures that were specific to law enforcement. Several other researchers used measures that were very similar to those used in this research. Yates and Pillai (1992) used measures that paralleled the current study's "satisfaction with actions of media and public" and "satisfaction with actions of department and courts". They measured frustration with: police perceptions of the negative public image of police, lack of public appreciation, and having to operate under restrictive handicaps such as restrictions on the use of force, interrogating suspects, etc. The instrument used in the current study included two scales that recalled Buzawa's (1984) measurement of difficulty in performing the officer's various tasks ("ease of meeting law enforcement challenges") and the degree of danger ("comfort with risks of job-related interactions"). Buzawa's measurement of the amount of desirable task variety was included as a component of job satisfaction in the current study. Patterson (1992) also incorporated components of job satisfaction -- as defined in this research -- in his modified version of the 59-item Police Stress Survey, specifically, attitudes towards compensation, job schedule, intra-agency personal support and lack of technical support. But other components of his stress scale mirrored the same subjective components of stress described above, including the demands of decision-making and danger.

Fifth, a major contribution of this research is the exploration of the relationship between marital and family history -- number of marriages and divorces, number and ages of children in household, spouse/partner employment (hours per week, in law enforcement, or a related or unrelated field) and income, and hours spent together per week -- and job satisfaction and stress. Additional family variables in this study include the division of daily/weekly and occasional tasks between the respondent and others in the household and the spouse/partner's marital history and their views on the division of family responsibilities and the officers' job satisfaction. The sociological literature on job satisfaction and stress in law enforcement has virtually ignored the potential impact of family relationships.[2] Only three studies include marital status as a variable affecting either job satisfaction (Buzawa 1984, Blau et al. 1986) or stress (Triplett 1999). Triplett introduces work-home role-conflict and gender role expectations as additional family-related variables influencing job stress among 202 guards in a state prison. In a study of 19 male police officers and their spouses, Roberts and Levenson (2001) use marital satisfaction and presence or absence of children as possible explanatory variables in understanding physical exhaustion and stress.

[2] Family variables are more common in the psychological literature.

Sixth, in measuring both involvement in community-oriented policing (COP) and the importance attached to COP activities, the current study joins a small group of studies that look at the effects of involvement (Brody et al., 2002, Greene 1989, Greene and Decker 1989, and Rosenbaum et al. 1994) and officer perception of the importance of COP (Halsted et al. 2000) on job satisfaction and perceived job stress.

Finally, In order to combat the impact of stress on the officer, law enforcement agencies have created peer support, chaplaincy and employee assistance programs (Bendicksen 1990, Burke and Reynolds 1995, Greenstone et al. 1995, Janik 1995, Klein 1989, LaBerge and Eads 1999, Mashburn 1993, and Rice 1985). This study is one of a limited group that describes use of support services by officers (Petersen 1992 and Petersen 1993) and utilization rates by officer characteristics.

Summary of Research Findings

Job satisfaction. Work is of intrinsic value to individuals, increasing self-respect, developing skills and compassion, widening the range of relationships, and providing economic support. Satisfaction with the job affects, and is affected by, the quality of life outside of work in relationships with family, community members and friends. It, therefore, seemed appropriate to include measures of marital and family history, family structure, and the division of household tasks in a study that seeks to understand job satisfaction, stress and the use of assistance and support services. Job satisfaction is also influenced by the nature of the organization, the individual's place within it and the policies and procedures that affect careers and compensation. Thus, job assignment, employment and promotion history, involvement in COP, and inquiries and investigations were included as measures of the respondents' work experience.

Although most studies of job satisfaction in law enforcement occurred in different organizational contexts than an urban Sheriff's department, it is still useful to summarize the major findings as a framework for understanding the results of this study. Factors found to influence job satisfaction in law enforcement have been grouped into four categories: demographic (gender, education, age), organizational (years of experience, rank, years in rank), structural (management style, involvement in community-oriented policing, predominant assignment), and marital relationships. Results for patrol officers are separated from those for corrections and findings for community corrections officers are separated from those for prisons.

Effects of demographic variables on job satisfaction among patrol officers. In three studies of patrol officers, gender was found to have a marginal effect or none at all on overall job satisfaction. In a study of the Spokane, WA police department, Zhao found no gender differences in three components of the Job Descriptive Index (JDI) -- satisfaction with an officer's work, supervisor and coworkers. Buzawa (1984), in studies of 170 police officers in Detroit and Oakland, found that Detroit's female officers were more satisfied while male officers in Oakland were more satisfied. Demographic variables as a group explained 9% of the variance in job satisfaction in Oakland and 14% in Detroit.

Two studies, however, found consistent gender differences in attitudes towards promotional opportunities (Buzawa, 1984, and Norvell, in a 1993 study of 104 state highway patrol officers). Male police officers were less satisfied with promotional opportunities than females.

Educational level, like gender, was not related to overall job satisfaction (Zhao), but Buzawa found greater satisfaction with the fairness of promotions and with perceived occupational prestige (in Oakland only) among officers with more education. Buzawa also found greater overall job satisfaction among more educated officers in Oakland. Halsted et al. (2000) found an inverse correlation between education and five components of job satisfaction in a sample of 87 Sheriff's patrol deputies and other sworn employees who volunteered to practice community-oriented policing in a high crime district of a large metropolitan Sheriff's department (Tampa, Florida) not unlike Sacramento's. More educated respondents had lower overall job satisfaction, were less satisfied with the opportunities for greater autonomy, personal growth and development, were less satisfied with pay and benefits, and had higher levels of job alienation. Whether these relationships would hold in the department as a whole is unclear. Voluntary participation in a special program may result in a group of officers who are seeking more challenge in their employment. The measured dissatisfaction of more educated officers may reflect a selection bias among those who volunteer; or, depending upon length of experience in the district, suggest that the new assignment is not fulfilling expectations.

Several studies have found a negative relationship between years of experience and components of job satisfaction. Zhao found that those with more experience were less satisfied with the work and Buzawa found the more experienced to be less satisfied with compensation, promotions, and perceived occupational prestige. Using age as well as years of experience, Halsted also found negative correlations between age and months of experience and overall job satisfaction and satisfaction with pay and benefits. Work experience was also negatively correlated with satisfaction with opportunities for personal growth and development.

Results on the effect of rank are similar, despite variations in the way it is measured. Zhao found those in higher ranks more satisfied, while Sheley and Nock (1979) found police officers with more time in rank also more satisfied.

The work orientation scales -- service and crime control orientations -- used by Halsted et al. are similar to this study's measures of the importance of COP and traditional law enforcement tasks. Among officers in Tampa's COP district, service orientation was positively related to five of the six scales measuring job satisfaction (all but quality of supervision). More direct measures of the effect of departmental involvement in COP suggest a less positive outcome. After two years of department involvement in COP, Rosenbaum et al. (1994) found few differences between those who were and those who were not involved in COP. Neighborhood-oriented police (NOP) officers experienced a significant change in their attitudes toward COP, while non-NOP officers changed more in areas describing job characteristics (autonomy, task identity) and their level of job satisfaction. Similarly, Green and Decker found a decrease in job satisfaction after participation in the COPE program in Philadelphia. Brody et al. (2002), in a study of 141 police officers and 726 municipal employees from ten cities and two county government settings in the state of Washington, found that at baseline police officers had significantly lower job satisfaction than other employees. Classifying these departments in terms of the level of implementation of COP, Brody et al. found that departments with higher levels of COP implementation and funding had a lower gap in job satisfaction between police and non-police personnel than in departments with low funding and implementation levels. The greatest gap, however, occurred in departments with medium implementation and funding levels. Brody et al. concluded that "half-hearted implementation of COP may actually worsen police job satisfaction." (Brody et al., 2002, p. 196) Implementation within a small segment of the department can result in resentment among uninvolved officers.

Effects of demographic and organizational variables on job satisfaction among corrections officers. Most studies on job satisfaction among correctional officers were done in prisons. Lambert et al.'s (2002) review of these studies found no gender differences and with one exception (Blau et al.) a negative relationship -- similar to that found among patrol officers -- between education and job satisfaction (Lambert et al., Lindquist and Whitehead, 1986, and Walters, 1996, in his American sample only). Walters also found that American officers in higher ranks were more satisfied with their jobs, but that, in general, Canadian and American officers with more experience were less satisfied. In contrast, Blau et al. found older staff, and Dennis (1998) those with more tenure, more satisfied. Lindquist and Whitehead (1986) found no relationship between age and job satisfaction. It is, therefore, no surprise that Lambert et al.'s review of corrections studies finds the relationship between tenure and satisfaction inconclusive.

Effects of structural variables on job satisfaction among corrections officers. In one of the few studies of community corrections officers, Stohr et al. (1994) found greater job satisfaction in two of six jails that most closely approximated an "employee investment model" in which jails invest heavily in training and staff development and use participative management practices. These jails also attempted to provide jail staff parity in pay and status with law enforcement. There appear to be commonalities between the employee investment model and COP and therefore we would expect that practicing COP will positively affect officer job satisfaction.

Stress. While all work environments create stress for committed employees, it is commonly believed that a law enforcement career is particularly stressful because of the element of danger and frequent exposure to traumatic events and unpleasant interactions with the public. Non-traditional work hours and mixed societal feelings about the enforcement role further separate law enforcement employees from the community. A major focus of this research is whether the internal structure of the Sheriff's Department affects stress levels in different assignments (corrections, patrol and the detective division), whether involvement in community-oriented policing has affected stress levels positively or negatively, and whether family relationships mitigate or reflect job-related stress. There is also interest in the role support and assistance programs play in relieving stress among law enforcement employees and their families.

Most research on stress in law enforcement uses subjective measures (Haar and Morash, Norvell, Buzawa, Patterson, Yates and Pillai). Gross et al. (1994) and Honig and Reiser (1983) are notable exceptions, introducing a range of objective measures. Discussion of the findings follows the same outline as the review on job satisfaction. First, the relationship between demographic and organizational variables and stress is summarized for patrol and corrections officers. Then, the effect of structural variables is considered in both work settings.

Effects of demographic and organizational variables on stress among patrol officers. In one of the largest studies, Haar and Morash (1999) examined the relationship between stress and coping strategies in a stratified sample of 2,484 police officers in 24 departments of various sizes representing all regions of the U.S. Women in their sample reported higher stress levels than men. In contrast, Norvell et al., in a matched sample of 52 male and 52 female state highway patrol officers, found that males reported higher levels of stress than females. Although Buzawa found no relationship between gender and job stress -- possibly due to the small number of women officers in the Detroit and Oakland samples -- he found education to be inversely related to stress. Officers with more education reported less stress. Older officers in Oakland, however, perceived their jobs as more stressful than younger officers. Haar and Morash also found that officers with more experience and those in higher ranks reported more

stress. Patterson (1992) found a similar relationship for line officers in 235 Georgia police agencies, but when all officers were included the relationship was curvilinear -- officers on the job less than a year and more than twelve years had the lowest stress levels.

Effects of demographic and organizational variables on stress among corrections officers. Patterson found the same curvilinear relationship among line personnel in prison, but a positive relationship between years of experience and stress when all corrections personnel are included. In contrast, both Blau et al. and Lindquist and Whitehead find that younger officers report higher stress than older corrections officers. Blau et al. found no relationship between education and stress among corrections officers but found that females reported higher stress than males.

Gross et al.. (1994) examined job stress in a stratified random sample of 1000 correctional officers from 25 institutional facilities and 15 correctional camps operated by the Michigan State Department of Corrections. Gross et al. found that females were significantly more likely to be obese, absent from or tardy for work, report physical distress and receive counseling slips from supervisors. White males were significantly more likely than females and black males to file workers' compensation claims. Norvell et al. concurred in finding that physical symptoms were positively correlated with job stress among women.

Honig and Reiser (1983) studied a matched sample of 63 stress-disabled and 63 healthy police officers in the Los Angeles Police Department. Stress-disability pensioners were identified as those with either a primary or secondary diagnosis implicating stress, including hypertension, emotional instability and/ or anxiety, mental stress, low back pain, and gastrointestinal disorders. Significant group differences were observed in highest rank achieved, training academy class standing, training academy recruit evaluation, marital status, number of sick days used, and number of injury on duty days used. As the rank of officers increased, the number of stress-disabled officers decreased; more of the stress-disabled officers failed to promote. Of particular interest to the present study is the finding of no difference in the number of marriages or divorces subsequent to employment between the two groups of officers. However, more of the stress-disabled officers were unmarried at the time the disability pension was granted.

In an important exploratory study, Roberts and Levenson (2001) examined the relationship between job stress, physical exhaustion and marital interaction in a volunteer sample of 19 male police officers and their spouses from the Oakland, Berkeley, Alameda and UC Berkeley police departments. Officers working the night shift reported significantly more job stress in two of the four lab sessions, but there was no difference in reported physical exhaustion by shift worked. In one of the lab sessions, husbands in more satisfied marriages reported less job stress. The presence or absence of children was unrelated to reported levels of job stress and physical exhaustion. The authors concluded that job stress had a much greater negative impact on marriage than physical exhaustion.

One of the most extensive studies relating family-related variables to stress in a law enforcement career is Triplett et al.'s research (1999) on the effects of work-home conflict on work-related stress in a sample of 202 correctional officers. Work-home conflict was measured by a three-item scale focusing on work-home role conflict. Work-related stress was measured by a two-item scale seeking a global self-assessment of stress. In addition to demographic and organizational controls, the authors also included a six-item scale measuring gender-role orientation. Work-home conflict alone explained 10% of the variance in job stress. With

individual and work characteristics added, the model explained 22% of the variance. Adding sources of work-related stress (role ambiguity, role conflict, quantitative and qualitative role overload, underutilization, overwork and dangerousness) increased the proportion of explained variance to 33%. Dangerousness and amount of contact with prisoners were significant contributors to stress. The final model explained more of the variance in stress among women officers (38%) than among men (29%). Work-home conflict is a significant predictor of increased stress among women officers, but it is not for men. Since mean levels of work-home conflict were the same for male and female officers, the results imply that work-home conflict affects women at work and men at home. Although stress at home wasn't measured, indirect support for this interpretation came from the effect of gender role orientation on stress. For both genders, acceptance of a traditional gender role orientation was significantly and positively related to job stress. While dangerousness was significant for both genders, contact with prisoners was a significant predictor only among women officers. For men, quantitative role overload and length of time as a correctional officer significantly increased stress.

In one of the few studies to compare prison and county correctional officers with patrol, Cheek and Miller (1983) studied the causes and consequences of stress in a sample of 143 officers attending New Jersey's Corrections Officers Training Academy. Cheek and Miller observed that self-reported and objective indicators of stress did not match. The authors suggested that officers appeared to be denying their own stress although they were able to observe stress and its consequences in their coworkers. Comparing stress levels among the corrections officers with results of an earlier study of police officers, Cheek and Miller noted that correctional officers -- 45% of whom were employed in community corrections while the remainder were employed in state prisons -- had higher rates of divorce and serious health problems than the city police officers.

Utilization of Support and Assistance Programs

Peer support programs receive more attention in the literature than either Chaplaincy or Employee Assistance programs. According to Klein (1989), peer support programs grew out of Alcoholics Anonymous groups for officers in the 1950s. In California, 40 departments have adopted the program, supported by a three-day training program developed in Long Beach. Petersen (1992) identified the components of peer counseling programs and emphasized the need for support from management and the maintenance of confidentiality. He noted that peer counseling can also be a bridge to psychological services when needed. In Petersen's (1993) examination of four peer counseling programs, work-related problems were the main reason that officers used peer counseling services while personal problems were the second most common reason. In spite of peer counseling's origins, Petersen found that substance abuse was a distant third. This is consistent with Mashburn (1993) and Greenstone et al.'s (1995) observations regarding the important role peer counseling plays in dealing with critical incidents. Janik (1995) touches on some of the ethical and legal dilemmas pertaining to peer counseling.

Little information is available on the use of Chaplaincy programs in police and Sheriff's departments. Bendiksen (1990) evaluated a Chaplaincy program in a midwestern urban county's sheriff's department. In this program, the Chaplain supported both patrol and corrections deputies as well as inmates in the jail. Deputies credited the Chaplain with defusing potentially disruptive situations in the jail and with assisting patrol officers in making death notifications. Jail deputies, however, viewed as extra work the Chaplain's requests that inmates be brought to the counseling rooms and complained of the Chaplain's lack of availability. Burke

and Reynolds (1995) noted the difficult role of the chaplain as an outsider who may not be trusted by officers and the challenges of providing counseling to law enforcement personnel.

The only article on employee assistance programs (Rice 1985) describes a program in the Monroe County, Florida Sheriff's Department that combines pre-employment screening through psychological testing with short-term professional counseling that is either voluntary or mandated by a supervisor.

Chapter 3 Methods

An Officer Job Satisfaction Survey was developed through a series of ten focus groups with Sacramento County Sheriff's Department corrections and patrol officers and their spouse/partners. The focus groups were homogeneous in composition, stratified by rank (deputies, sergeants and lieutenants), assignment (two corrections locations vs. patrol) and sector (for those on patrol). One focus group included members of two-officer households and another included the spouses and partners of officers. To understand the relationship between an officer's professional and personal life, a parallel instrument was developed for spouses and partners containing many of the same items found on the officer questionnaire. Completed questionnaires from couples were linked in the data set to better understand the role of relationships in mediating or reflecting job satisfaction and stress.

Variables measured by the instruments. The officer instrument captured employment history, including the initial year of employment with the Sheriff's Department, current rank, promotion dates, if any, work week, shift and/or watch, current job assignment and the main reason for this assignment. A second section asked about the level of community involvement connected with the current job assignment, a measure of the officer's connection with community-oriented policing. The third and largest section of the instrument measured aspects of job satisfaction, including degree of satisfaction with the job environment, compensation, diversity of tasks, supervision, promotions, training and employee relationships. A fourth section asked about the challenges of law enforcement, seeking the officer's assessment of the difficulty involved in features of a law enforcement career, the relative importance of activities typically associated with traditional and community-oriented policing, their degree of satisfaction with the way law enforcement is perceived and represented by others, including the media, the courts, friends, and the public in general, and their level of concern with job-related risks.

The latter part of the questionnaire covers personal experiences, starting with the officer's involvement in divisional inquiries and internal affairs investigations. A history of up to five inquiries or investigations is taken, including the nature of the complaint, their assignment at the time, the disposition and whether or not a transfer was involved. The sixth section asks about the officer's use of support and assistance programs, reasons for lack of use and the frequency with which family members had used these support services. Marital and family history is collected in the seventh section, including current marital status, household composition, number of marriages, divorces and cohabiting relationships, number and age of children in the household, and number of children for whom the officer has financial responsibility. The length and type of each relationship, to a maximum of six, is chronicled. The eighth section measures the division of family responsibilities in the household. Respondents are asked to indicate what proportion of each daily/weekly task they typically do and how many hours a week they spend on that task. They are also asked to indicate what proportion of occasional tasks they usually take responsibility for. The survey ends with the spouse or partner's employment information and demographic characteristics of the respondent. Copies of the instruments can be found in the appendix.

The spouse/partner survey is much briefer (six pages rather than ten). It begins with details of the officer's employment history (work week, shift and/or watch, and current job assignment) as well as the number of years the respondents has been the spouse/partner of a Sacramento County Sheriff's Department officer. Items from the "Job Satisfaction" and "Challenges of Law Enforcement" sections of the Officer's Survey make up the second section of the Spouse/Partner Survey. This permits an assessment of the features of law enforcement

employment that are most difficult for a spouse/partner. The third section obtains the spouse/partner's experience with the support and assistance programs, while the fourth chronicles the respondent's marital and family history. The fifth section seeks the spouse/partner's response to the same items measuring the division of family responsibilities. The survey ends with the spouse/partner's employment history and their demographic characteristics (education, age, gender and income).

Variables provided by the Sheriff's Department and the County of Sacramento. The County of Sacramento provided data on the number and type of workers' compensation claims. This information, along with a history of assignments and promotions, was linked to each respondent's questionnaire responses through an ID number that protected their identity.

Data collection procedures. A letter from the Sheriff to captains heading up the corrections and patrol divisions described the research, its joint sponsorship by the Department, the Deputy Sheriffs' Association, and the Chaplaincy and Peer Support programs, and the Department's commitment to its success through completion of the survey at briefings "on company time." The captains were given letters addressed to each of their watch commanders, identifying the day, time and location of the briefing session that would be attended by ISR staff for distribution and collection of the survey. ISR then followed up by phone to confirm the appointment.

At the briefing, an ISR staff member introduced the survey, ran a 7-minute video that included presentations by the Sheriff and the Director of the Institute for Social Research, distributed the questionnaires enclosed in packets identified by the officer's name and collected the completed questionnaires that had been sealed in an envelope and signed across the seal. The packet also included a form for the spouse/partner's name and address so that their questionnaire could be mailed to them.

Data collection began in August 2001 and was completed in Octoberr 2001. The data collection period was extended by a variety of factors and events. Approximately half of the officers were missed at the initial briefings, so that additional visits were necessary. A substantial number of scheduled data collections sessions were cancelled due to a mass murder in Sacramento and the terrorist attack on the World Trade Center. Roughly 40% of the surveys had to be distributed through division supervisors. In the end, however, 76% of all eligible deputies, sergeants and lieutenants completed the survey; 96% of those who received their questionnaires at the briefings and 43% of those who received theirs from their division supervisors. (Table 3.1)

Response rates. Overall, 76% of the total number of deputies, sergeants and lieutenants (1108) responded to the survey. Response rates were somewhat higher for officers with more seniority (74% to 77% for those with 20 or more years in the department) and for those most recently hired (80%). They were higher for sergeants (76%) and lieutenants (74%) than for deputies (71%) and higher among those assigned to work release and RCCC (82% and 79% respectively) than among those assigned to the Main Jail (65%). Response rates did not vary by age or gender. (Table 3.2)

Comparison of sample with population characteristics. The sample of 844 respondents closely mirrors the department in terms of number of years with the department, rank, job assignment, age and gender. A fourth of the department and respondents have been with the department less than 5 years, almost half (43 - 44%) between 5 and 15 years, and a third 15 or more years. Deputies make up the bulk of the sample and the population under study (82 -

83%), with sergeants, 12 - 13% and lieutenants 5% of each group. Two thirds of the sample and population are detectives or patrol officers (69% and 67% respectively). Those assigned to the jail were slightly under-represented in the sample (17% vs. 20% in the population). RCCC constituted 10% of both the population and sample and work release, 3% of each. A fourth of the survey population and sample are 45 and older, while almost 60% are between 30 and 44. Only 16% are under 30. Women make up 17% of the population and sample. (Table 3.3)

The spouse/partner sample. Spouses and partners were identified by the officer's response to a request for their contact information that was included in the officer's questionnaire. Respondents were asked, first, to indicate whether they were currently without a spouse or partner; almost a fourth (23.3%) responded affirmatively. Almost half (47.4%) of the officers were currently in a relationship and requested that the survey be mailed directly to their spouse/partner. A fifth of the respondents (20.9) preferred that their spouse/partner not participate in the research while a few requested that it be mailed to the officer in order to protect the spouse/partner's identity (5.5%). (Table 3.4)

Officers with more seniority were more apt to provide consent and contact information for their spouse/partner's participation in the research (69% to 73% for those employed more than 15 years), while compliance with this request was lower among more junior officers (59% to 66% for those employed less than 15 years). Compliance was greatest for lieutenants (74%) and lower for deputies and sergeants (65% each). Compliance was highest for officers employed at RCCC (85%) and detectives (71%) and lowest for those employed in the Main Jail (54%). All others varied between 63% and 67%. (Table 3.5)

Matched returns from officers and their spouse/partners were likely to come from the most senior (20 years or more) and the relatively junior officers (those with the department two to nine years). Completed pairs of responses were more likely from lieutenants and slightly less likely from sergeants and deputies, more likely for those assigned to patrol and the detective division and less likely for those assigned to jail or RCCC, and more likely for women officers than for men. (Table 3.6)

Although lower than the officers', the response rate for the spouse/partner sample was 56%. Roughly a fifth (19%) of the responding partners were sworn employees themselves. (Table 3.7) Spouse/partner response rates were lower for new officers (33% among those with less than 2 years with the department) and those in mid-career (50 - 51% among those with 10 to 19 years in the department), while roughly three-fifths of those with two to nine years and more than 20 had spouse/partners who participated in the survey. Participation rates were much higher for the spouses and partners of lieutenants (79%) than for those of deputies and sergeants (54% and 51% respectively). Participation rates were about average for spouse/partners of those assigned to patrol, detectives and the main jail, but well below average for those assigned to RCCC (36%) and well above for those assigned to work release (67%). Survey participation rates were higher for the spouse/partners of women officers (63% vs. 54% for male officers). Age was unrelated to participation rates. (Table 3.7)

A small group of officers (13.1%) indicated that their spouse/partner was a sworn employee of the Sheriff's Department. Almost half (47.5%) said their spouse/partner was not a sworn employee. But 40% of the respondents overlooked the question and failed to answer it -- a result, perhaps, of the question's placement on the page. This prevents computation of a clear estimate of the proportion of sworn employees among the respondents' spouses and partners. (Table 3.4)

Table 3.1 Officer Survey Participation Rates by Distribution Method

	Distribution Method*		
	Individually at Briefings	Through Division Supervisors	Total
Survey completed	668	176	844
No response	30	234	264
No longer eligible (leave of absence, retired, resigned, etc.)	0	37	37
Reassigned to unknown division	0	32	32
Total	698	479	1,177
Eligible with known assignment	698	410	1,108
Officer survey participation rate	96%	43%	76%

* Fifty-nine percent of the sample received their survey from ISR data collection staff during a departmental briefing. Many divisions hold regularly scheduled briefings and those that do not arranged briefings specifically for the purpose of distributing the surveys. Since the remainder of the sample was not present at the briefings attended by ISR staff, their survey packets were given to division supervisors. Division supervisors informed ISR of officers who were no longer eligible to participate in the study or who had been reassigned to other divisions.

Table 3.2 Officer Survey Participation Rates by Officer Characteristics

		Participation Rate	*Number in Sample*	*Number in Population*
Overall		76%	*844*	*1,108*
Number of years with department	0-1 years	80%	*64*	*80*
	2-4 years	71%	*146*	*206*
	5-9 years	69%	*159*	*230*
	10-14 years	71%	*202*	*285*
	15-19 years	66%	*101*	*153*
	20-24 years	77%	*93*	*121*
	25-33 years	74%	*75*	*102*
Rank	Deputy	71%	*692*	*975*
	Sergeant	76%	*110*	*145*
	Lieutenant	74%	*42*	*57*
Current assignment	Patrol & Detective*	77%	*579*	*751*
	Main Jail	65%	*146*	*225*
	RCCC	79%	*87*	*110*
	Work Release	82%	*27*	*33*
Age	21-24	68%	*19*	*28*
	25-29	67%	*110*	*165*
	30-34	66%	*173*	*261*
	35-39	71%	*179*	*254*
	40-44	65%	*115*	*178*
	45-49	78%	*105*	*134*
	50-54	67%	*81*	*121*
	55 or over	67%	*24*	*36*
Gender	Male	70%	*682*	*973*
	Female	71%	*144*	*204*

* Patrol and Detective Divisions are combined in tables presented in this chapter because it was difficult for us to accurately distinguish between the two assignments for the population.

Table 3.3 Comparison of Officer Population and Sample Characteristics

		Population		Sample	
		Percent	*Number of cases*	Percent	*Number of cases*
Number of years with department	0-1 years	7%	*80*	8%	*64*
	2-4 years	18%	*206*	17%	*146*
	5-9 years	20%	*230*	19%	*159*
	10-14 years	24%	*285*	24%	*202*
	15-19 years	13%	*153*	12%	*101*
	20-24 years	10%	*121*	11%	*93*
	25+ years	9%	*102*	9%	*75*
	Total	100%	*1,177*	100%	*840*
	Average	11.5	*1,177*	11.5	*840*
Rank	Deputy Sheriff	83%	*975*	82%	*692*
	Sergeant	12%	*145*	13%	*110*
	Lieutenant	5%	*57*	5%	*42*
	Total	100%	*1,177*	100%	*844*
Current assignment	Patrol & Detective*	67%	*751*	69%	*579*
	Jail	20%	*225*	17%	*146*
	RCCC	10%	*110*	10%	*87*
	Work release	3%	*33*	3%	*27*
	Total	100%	*1,119*	100%	*839*
Age	21-24	2%	*28*	2%	*19*
	25-29	14%	*165*	14%	*110*
	30-34	22%	*261*	21%	*173*
	35-39	22%	*254*	22%	*179*
	40-44	15%	*178*	14%	*115*
	45-49	11%	*134*	13%	*105*
	50-54	10%	*121*	10%	*81*
	55+	3%	*36*	3%	*24*
	Total	100%	*1,177*	100%	*806*
	Average	38.2	*1,177*	38.3	*806*
Gender	Male	83%	*973*	83%	*682*
	Female	17%	*204*	17%	*144*
	Total	100%	*1,177*	100%	*826*

* Patrol and Detective Divisions are combined in this table because it is difficult to accurately distinguish between the two assignments for the population.

Table 3.4 Officer Response to Request for Consent and Contact Information for Spouse/Partner to Participate in Survey

		Percent	*Number of cases*
Officer response to request for spouse or partner contact information	Currently without a spouse/partner	23.3%	*197*
	Requested that survey be mailed to spouse/partner	47.4%	*400*
	Requested that spouse/partner survey be mailed to officer in order to protect spouse/partner's identity	5.5%	*46*
	Prefer that spouse/partner not participate in the research	20.9%	*176*
	No response, left question blank	3.0%	*25*
	Total	100.0%	*844*
Is spouse/partner a sworn employee of the Sacramento County Sheriff's Department?	Yes	13.1%	*86*
	No	47.5%	*313*
	No response	39.5%	*260*
	Total	100.0%	*659*

Table 3.5 Pecrent of Non-Single Officers* Providing Consent and Contact Information for Spouse/Partner to Participate in Research

		Percent	*Number of cases*
Overall		65%	*647*
Number of years with department	0-1 years	59%	*41*
	2-4 years	66%	*98*
	5-9 years	62%	*117*
	10-14 years	62%	*159*
	15-19 years	71%	*89*
	20-24 years	73%	*77*
	25-33 years	69%	*65*
Current rank	Deputy	65%	*515*
	Sergeant	65%	*94*
	Lieutenant	74%	*38*
Current assignment* (p=.001)	Patrol	63%	*283*
	Patrol Specialized Assignment	63%	*57*
	Detectives	71%	*124*
	Main Jail	54%	*99*
	RCCC	85%	*62*
	Work Release	67%	*18*
Age	21-24	88%	*8*
(p=.06)	25-29	66%	*71*
	30-34	66%	*127*
	35-39	58%	*151*
	40-44	71%	*93*
	45-49	79%	*82*
	50-54	69%	*67*
	55 or over	62%	*21*
Gender	Male	67%	*538*
	Female	66%	*95*

* Based on responses to request for spouse or partner contact information (first page of survey) and Officer Survey Question 31.

Table 3.6 Compare Characteristics of Officer Population and Sample with Characteristics of Officers whose Spouse/Partner Completed Survey

		Population		Officer Completed Survey				Officer *and* Spouse/Partner Completed Survey	
				All Officers		Non-Single Officers*			
		Percent	*Number of cases*	Percent	*Number of cases*	Percent	*Number of cases*	Percent	*Number of cases*
Number of years with department	0-1 years	7%	*80*	8%	*64*	6%	*41*	3%	*8*
	2-4 years	18%	*206*	17%	*146*	15%	*98*	17%	*40*
	5-9 years	20%	*230*	19%	*159*	18%	*117*	19%	*45*
	10-14 years	24%	*285*	24%	*202*	25%	*159*	21%	*49*
	15-19 years	13%	*153*	12%	*101*	14%	*89*	14%	*32*
	20-24 years	10%	*121*	11%	*93*	12%	*77*	15%	*35*
	25+ years	9%	*102*	9%	*75*	10%	*65*	11%	*26*
	Total	100%	*1,177*	100%	*840*	100%	*646*	100%	*235*
	Average	11.5	*1,177*	11.5	*840*	12.2	*646*	12.9	*235*
Rank	Deputy Sheriff	83%	*975*	82%	*692*	80%	*515*	77%	*182*
	Sergeant	12%	*145*	13%	*110*	15%	*94*	13%	*31*
	Lieutenant	5%	*57*	5%	*42*	6%	*38*	9%	*22*
	Total	100%	*1,177*	100%	*844*	100%	*647*	100%	*235*
Current assignment	Patrol & Detective	67%	*751*	69%	*579*	72%	*464*	75%	*175*
	Jail	20%	*225*	17%	*146*	15%	*99*	13%	*30*
	RCCC	10%	*110*	10%	*87*	10%	*62*	8%	*19*
	Work release	3%	*33*	3%	*27*	3%	*18*	3%	*8*
	Total	100%	*1,119*	100%	*839*	100%	*643*	100%	*232*
Age	21-24	2%	*28*	2%	*19*	1%	*8*	2%	*4*
	25-29	14%	*165*	14%	*110*	11%	*71*	13%	*30*
	30-34	22%	*261*	21%	*173*	20%	*127*	20%	*47*
	35-39	22%	*254*	22%	*179*	24%	*151*	19%	*44*
	40-44	15%	*178*	14%	*115*	15%	*93*	15%	*35*
	45-49	11%	*134*	13%	*105*	13%	*82*	17%	*40*
	50-54	10%	*121*	10%	*81*	11%	*67*	11%	*25*
	55+	3%	*36*	3%	*24*	3%	*21*	3%	*7*
	Total	100%	*1,177*	100%	*806*	100%	*620*	100%	*232*
	Average	38.2	*1,177*	38.3	*806*	39.0	*620*	39.2	*232*
Gender	Male	83%	*973*	83%	*682*	85%	*538*	83%	*193*
	Female	17%	*204*	17%	*144*	15%	*95*	17%	*40*
	Total	100%	*1,177*	100%	*826*	100%	*633*	100%	*233*

* Based on responses to request for spouse or partner contact information (first page of survey) and Officer Survey Question 31.

Table 3.7 Spouse/Partner Survey Participation Rates by Officer Characteristics

			Number of Completed Surveys from:	
		Participation Rate	*Spouse/ Partners*	*Officers Providing Consent and Contact Information*
Overall		56%	*235*	*423*
Number of years with department	0-1 years	33%	*8*	*24*
	2-4 years	62%	*40*	*65*
	5-9 years	63%	*45*	*72*
	10-14 years	50%	*49*	*98*
	15-19 years	51%	*32*	*63*
	20-24 years	63%	*35*	*56*
	25+ years	58%	*26*	*45*
Rank	Deputy Sheriff	54%	*182*	*334*
	Sergeant	51%	*31*	*61*
	Lieutenant	79%	*22*	*28*
Current assignment	Patrol & Detective	58%	*175*	*303*
	Jail	57%	*30*	*53*
	RCCC	36%	*19*	*53*
	Work release	67%	*8*	*12*
Age	21-24	57%	*4*	*7*
	25-29	64%	*30*	*47*
	30-34	56%	*47*	*84*
	35-39	50%	*44*	*88*
	40-44	53%	*35*	*66*
	45-49	62%	*40*	*65*
	50-54	54%	*25*	*46*
	55 or over	54%	*7*	*13*
Gender	Male	54%	*193*	*358*
	Female	63%	*40*	*63*

Table 3.8 Computation of Spouse/Partner Survey Participation Rates

	Is spouse/partner a sworn employee of the Sacramento County Sheriff's Department?		
	Yes	No or No Response	Total
Number of officers who gave consent for spouse/partner to participate in research and provided contact information	67	356	423
Number of complete spouse/partner surveys	44	191	235
Spouse/partner survey participation rate	66%	54%	56%

Chapter 4 Sample Description

Employment history. Respondents have worked an average of 11.5 years for the Sacramento Sheriff's Department. Most (82%) are deputies. Half of all respondents (51%) were assigned to patrol, including specialized assignments. A fourth worked in corrections, 17% in the Main Jail and 10% at RCCC. Detectives made up 18% of the sample. Almost half of the respondents cited personal or professional reasons for choosing their current job assignment (48%). Normal rotation or promotion accounted for another 30%. Two-thirds of the sample works a 4/10 work week while a fourth works 7/12. A little over half work day shifts (57%) while 24% work nights or graveyard, leaving 18% working the swing shift on patrol. The average number of years from entry into the department to promotion to sergeant is 13.9 years, and to lieutenant, 19 years (Table 4.1)

The relationship between employment history, demographic characteristics and current assignment. The profile of personnel varies by current job assignment. By policy, newer officers are disproportionately assigned to corrections, most of whom work in the Main Jail (52% of those assigned to this facility have been with the department less than 5 years). Officers assigned to Work Release and those promoted to the detective division have considerable experience in the department, averaging 15.2 and 16.7 years respectively. Work-week and shifts are a function of the assignment, with corrections working 7/12 and patrol 4/10. Work release is almost evenly split between a 4/10-week and another arrangement. Detectives and specialized patrol work day shifts, Work Release covers day and swing shifts, while patrol and corrections have shifts that cover a full 24-hour period. (Table 4.2)

The reason for the current assignment varies with the nature of the assignment. Respondents in corrections assignments are more likely to be there for personal reasons (32% to 50%) while those in specialized patrol and detective assignments cited professional reasons (62% and 46% respectively). Respondents assigned to patrol cited normal rotation as the most common reason for their assignment (49%). Since assignment to the detective division *is* a promotion, detectives are more apt than those in other assignments to cite that as the reason (28% vs. 3% to 12% for those in other assignments).

Main Jail, RCCC and patrol officers tend to be younger (with mean ages of 35.3, 39 and 36.8 respectively), while detectives, Work Release, and specialized patrol officers are older (42.5, 42.5 and 40.4 respectively). Women are more often assigned to Work Release and the Main Jail. There are no educational differences between corrections and patrol officers as a group, although more of those assigned to RCCC have a college degree (44% vs. a third for those assigned to the mail jail and work release). Detectives are better educated; half (52%) have college degrees, compared with 38% and 39% of those in patrol and corrections. (Table 4.2)

Most deputies give personal and professional reasons and normal rotation as the reason for their current assignment. Sergeants stress professional reasons (34%) as well as promotion (26%) and personal reasons (20%) as the most important. Management assignment becomes the single most important reason for lieutenants' current assignment (39%). Educational preparation is strongly related to rank. A majority of deputies (57%) have some college or a two-year associate degree, while a majority of sergeants (57%) and most lieutenants (81%) have a college degree. (Table 4.3)

Men are almost twice as likely to have been promoted to sergeant (14.2% vs. 8.3% for women) and almost three times as likely to be promoted to lieutenant (5.6% vs. 2.1%). Shorter tenure in the department (a mean of 11.8 years for men and 10.5 years for women) may contribute to this

disparity since there are no educational differences between male and female officers. There are 50% more men who have been with the department 20 years or more (21.3% vs. 14% for women) and more women than men who have been in the department less than ten years (46% vs. 43%). But there are more women than men with 10 to 19 years' tenure (40% vs. 35%) -- a time period that includes the average time to promotion to sergeant (13.9 years) and lieutenant (19.0). (Table 4.4)

When years with the Department is controlled, it is clear that the gender disparity in rank grows with years of service. While 9% of the men with 5 to 14 years tenure are promoted to sergeant, only 5% of the women are. With 15 or more years, 31% of the men are promoted to sergeant, but only 21% of the women; and 16% are promoted to lieutenant, compared with 7% of the women. (Table 4.5) Comparing men and women with similar educational backgrounds eliminates some of the gender disparity among the college educated, although more college-educated women remain deputies (54% vs. 44% for men) and more college-educated men advance to lieutenant (24% vs. 15% for women). Men with some college have the greatest advantage in promoting to sergeant: all of the women with some college remain deputies through 14 years of service while 5% of the men promote; and with 15 or more years of service, 50% more men have promoted to sergeant (31% vs. 19% for women). In short, gender disparities are greatest for those with some college in promotion to the rank of sergeant and, for those with a college degree, in promotion to the rank of lieutenant. (Table 4.5)

The relationships between gender, tenure, education and promotion are further explored in a regression model that is described later in this chapter. Two other variables, predominant assignment and involvement in COP, are included in the model and mediate the apparent relationship between gender and promotion.

The only gender difference in reason for current assignment is that more of the women officers are in their initial assignment (14.7% vs. 9.9% for men). (Table 4.4)

Predominant assignment. Using the Department's personnel files, ISR computed the proportion of employed days each officer had spent in each type of assignment. This was originally done to serve as a base for computing the rates of workers' compensation claims and complaints in each assignment. But it led to the observation that, on average, department employees had spent more than half their career in corrections (52%). As a result, respondents currently in patrol could have spent the bulk of their career in corrections. This raised the question of whether one's current assignment or one's predominant assignment has a stronger effect on job satisfaction and stress. Alternatively, some aspects of job satisfaction may be more influenced by current assignment while other aspects may be more affected by predominant assignment. To test this, ISR defined an officer's predominant assignment as one where the proportion of career days in a given assignment exceeds the average for all respondents. For example, patrol would be the predominant assignment for those who had spent more than 33% of their career in that position, and corrections, for those spending more than 52% of their employed days in that assignment. Similarly, detective would be the predominant assignment for anyone who has spent more than 6% of their career in that position. (Table 4.6)

On average, then, those whose predominant assignment was corrections had spent 82% of their employed days in corrections; respondents whose predominant assignment was patrol had spent 61% of their career in patrol; and respondents whose predominant assignment was as detectives had spent 28% of their time in that position. (Table 4.6)

There was considerable overlap between current and predominant assignment. Most of those whose predominant assignment was patrol were currently in patrol (82%). Two-thirds (66%) of those whose predominant assignment was as a detective were currently serving in that position. And 60% of those whose predominant assignment was corrections were currently assigned to corrections. (Table 4.7)

Although the patterns are the same, there are stronger demographic differences between predominant assignments than there are between current assignments. Those whose predominant assignment is corrections have shorter tenure with the Department (49% have been with the Department less than 5 years), those who have been predominantly patrol officers have been with the Department 5 to 14 years (56%) and those whose dominant assignment is that of detective have been with the department 20 or more years (49%). Similarly, almost all of those who are predominantly corrections are deputies (98%), while more of those who are predominantly patrol are sergeants (16%). A little less than half (42%) of those who are predominantly detectives are in advanced ranks (30% as sergeants and 12% as lieutenants). (Table 4.8)

Factors influencing career paths and promotion. Career paths and department policies are reflected in Tables 4.9, 4.10 and 4.13. After 15 or more years with the department, women are disproportionately found in corrections as their predominant assignment (38% vs. 10% for men), while men are more like to serve as patrol officers (38% vs. 14% for women). Similarly, after 15 or more years with the department, respondents lacking a college degree are more apt to have corrections as their predominant assignment than those with a college degree (21% vs. 8% with a Bachelor's or Master's degree). There are no educational differences among those predominantly assigned to patrol, but a higher percentage of those with college degrees are detectives (57% vs. 42% for those who have not completed college). In other words, although higher education is not necessary for assignment as a detective, it increases the chances that this will become an officer's predominant assignment. (Table 4.9)

The Department's practice of assigning new deputies to the jail, followed by a patrol assignment and still later, for many, assignment as a detective is clearly shown in Table 4.10. Half of the men and women with corrections as their predominant assignment have less than 5 years tenure in the Department. In contrast, more than half with patrol as their predominant assignment have been with the Department 5 to 14 years and 70% of those who are predominantly detectives have been with the Department 15 years or more. Table 4.10 also indicates that almost all of those with corrections as their predominant assignment are deputies (98% of men and women), that more of those working predominantly in patrol have been promoted (23% of the men and 9% of the women) and that still more of those working predominantly as detectives have been promoted (44% of the men and 33% of the women). (Table 4.10)

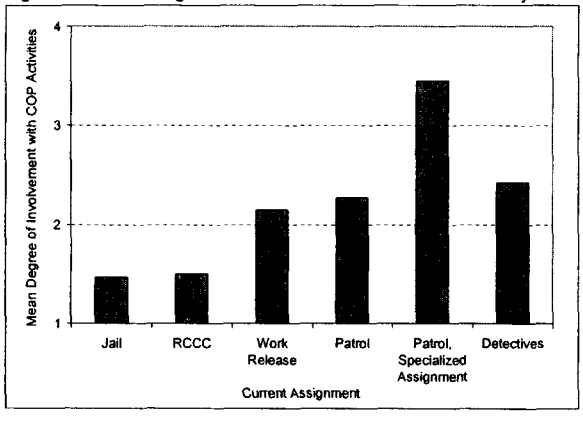
A regression analysis predicting predominant assignment confirms that years with the Department is the most significant variable predicting the proportion of an officer's career spent in the three positions. (Table 4.11) The longer someone is employed by the Sheriff's Department, the lower the percentage of their career spent in corrections and the higher the percentage spent in patrol or as a detective. Women spend significantly more of their career in corrections while men spend significantly more in patrol. With department years and education held constant, there are no gender differences in the proportion of time spent as a detective. Finally, education is not predictive of time spent in corrections or patrol, but significantly predicts time spent as a detective. Thus, promotion to detective is a function of experience and

education and gender neutral. Rotation to patrol is a function of experience, but not education, and is not gender neutral. (Table 4.11)

A regression analysis predicting promotion includes, in addition to years with the department, gender and education, involvement with COP and predominant assignment as measured by the percent of an officer's career spent in each assignment. Involvement with COP increases the chance of being promoted to sergeant or lieutenant, while the percent of time spent in corrections decreases it. Promotion to lieutenant is affected by the same variables, with a college degree increasing the odds by a factor of five. Gender has no impact on promotion at either level because the effect of gender is absorbed by predominant assignment. Women are less likely to be promoted because they are more likely to spend their career in corrections. (Table 4.12)

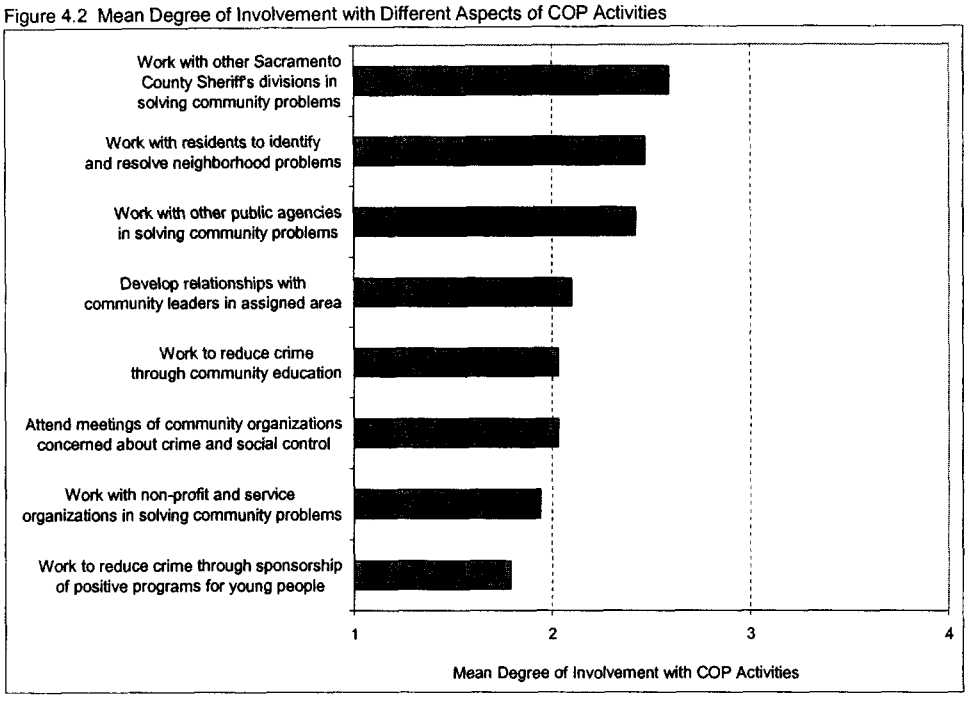
Involvement in community-oriented policing activities. Law enforcement's recent focus on community-oriented policing has created interest in its impact on job satisfaction, stress, and promotions. The survey measured degree of involvement in COP activities in an officer's current assignment, but has no measure of previous involvement in other assignments. The degree of importance attached to COP activities, highly correlated with the involvement measure, is used as a substitute for involvement whenever predominant, rather than current, assignment is used in the analysis. The significance of these correlations is summarized in Table 4.14. Involvement in COP is strongly correlated with the importance attached to it for those currently assigned to patrol and the detective division, but not related at all for those in corrections -- probably because those in corrections are much less involved in COP activities. The importance of COP and traditional activities is highly correlated for all respondents, irrespective of assignment. Involvement in COP activities and the importance attached to traditional law enforcement activities is weakly related among those currently assigned to corrections and patrol. (Table 4.14)

Figure 4.1 Mean Degree of Involvement with COP Activities by Current Assignment



Respondents serving in specialized patrol assignments are the most involved in COP activities, while those in corrections are least involved (a mean of 3.45 for specialized patrol vs. 1.55 for all corrections assignments). This is probably because COP activities are the focus of many of those assignments. Detectives, regular patrol and work release fall in the middle with means of 2.42, 2.27 and 2.15 respectively. The most important components of COP involvement are working with other Sheriff's divisions, residents and other public agencies in identifying and solving community problems (overall means of 2.59, 2.47 and 2.42 respectively). Respondents were less involved in working with non-profit and service organizations or sponsoring positive programs for young people (means of 1.94 and 1.79). (Table 4.15)

Figure 4.2 Mean Degree of Involvement with Different Aspects of COP Activities



Respondents currently assigned to corrections were much less involved in COP activities than detectives or patrol officers. Means for corrections officers varied between 1.5 and 2.0 while means for the others varied between 2.3 and 3. With the exception of detectives, involvement in COP activities increases directly with rank. Among detectives, sergeants are more involved in such activities than lieutenants (3.0 vs. 2.8). Involvement also increases with years in the Department, except for detectives with 15 or more years of service. They are slightly less involved than those with 5 to 14 years (2.3 vs. 2.6 for the latter). There are no gender differences in COP involvement, irrespective of assignment and very little difference by education. Those with college degrees are only slightly more involved than those without. (Table 4.16)

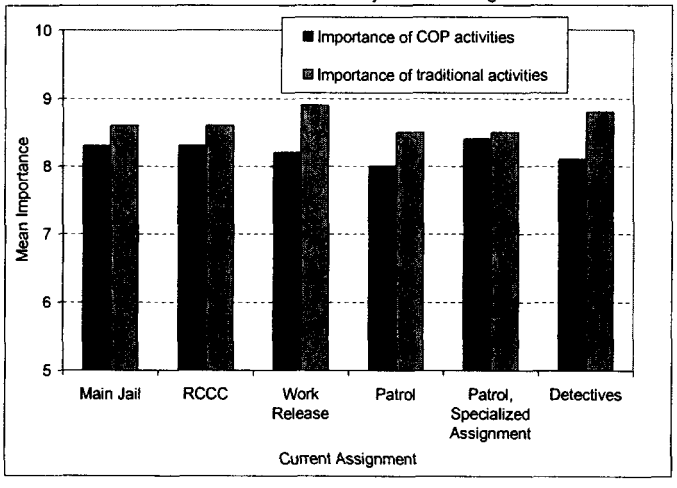
When these variables are entered into a regression model to predict involvement in COP, the only variables of significance are rank and current assignment. Deputies and respondents currently assigned to corrections are much less involved in COP activities. Twenty per cent of the variability in COP involvement can be explained by rank and assignment to corrections. (Table 4.17)

Importance placed on community-oriented policing activities. There are no important differences by current assignment in the importance attached to either COP or traditional law enforcement activities. All are ranked high in importance (8 or better on a 10 point scale). Traditional activities are consistently given a higher rank than COP activities by those in each assignment, but the difference is not significant. Within the scale on traditional law enforcement activities, enforcing traffic laws is uniformly seen as less important than other components of the scale. (Table 4.18)

Job experience affected respondent evaluations of COP and traditional law enforcement activities. The greater the amount of time an officer spent in patrol, the less important they felt it was to prevent crime through community education (a correlation of -.082.) The opposite was true of those in "other" assignments -- the more time spent in such assignments, they more

importance they attached to community education as a method of preventing crime (a correlation of +.076). While those with more time in corrections placed less importance on investigating and solving crimes, those with more time as detectives placed more importance on this component of traditional policing and more on enforcement of criminal laws by making arrests as well. With these exceptions, time in particular assignments was unrelated to the importance attached to COP and traditional law enforcement activities. (Table 4.19)

Figure 4.3 Mean Importance Placed on Community-Oriented Policing and Traditional Law Enforcement Activities by Current Assignment



When these variables are entered into a regression model, both deputies and sergeants are found to place significantly less importance on COP activities than lieutenants, while women officers and those more involved in COP place more importance on these activities. This model, predicting an attitude towards COP, is much less successful a predictor than the one predicting involvement in COP, predicting only 4% of the variance compared with 20% for the involvement model. (Table 4.20)

Figure 4.4 Importance Placed on COP Activities by Involvement in COP Activities and Rank

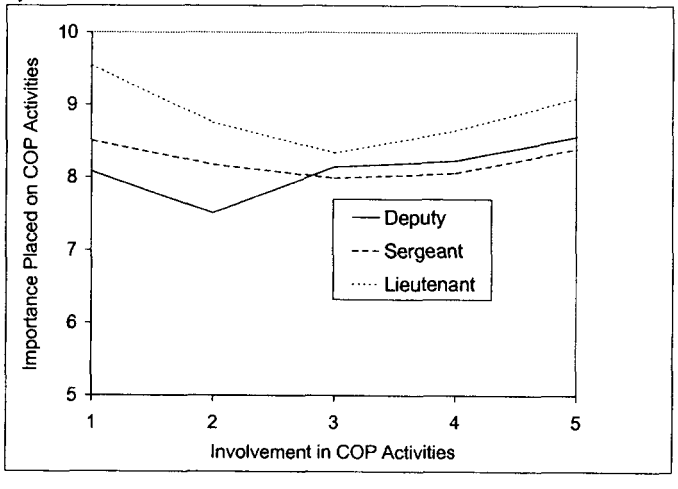


Table 4.1 Officer Sample Description

		Percent	*Number of cases*
Number of years with department	0-1 years	8%	*64*
	2-4 years	17%	*146*
	5-9 years	19%	*159*
	10-14 years	24%	*202*
	15-19 years	12%	*101*
	20-24 years	11%	*93*
	25-33 years	9%	*75*
	No response	0%	*4*
	Total	100%	*844*
	Average	11.54	*840*
Current rank	Deputy	82%	*692*
	Sergeant	13%	*110*
	Lieutenant	5%	*42*
	Total	100%	*844*
Number of years from joining to Sergeant promotion	5-9 years	16%	*24*
	10-14 years	38%	*58*
	15-19 years	26%	*39*
	20-26 years	11%	*16*
	No response	10%	*15*
	Total	100%	*152*
	Average	13.88	*137*
Number of years from joining to Lieutenant promotion	10-14 years	14%	*6*
	15-19 years	36%	*15*
	20-26 years	45%	*19*
	No response	5%	*2*
	Total	100%	*42*
	Average	19.02	*40*
Current work week	7/12	24%	*203*
	4/10	68%	*572*
	5/8	5%	*40*
	9/80	1%	*6*
	Other	1%	*11*
	No response	1%	*12*
	Total	100%	*844*
Current shift and/or watch	Days	42%	*356*
	A days	8%	*68*
	B days	7%	*62*
	Swing	18%	*153*
	A nights	6%	*46*
	B nights	4%	*37*
	Graves	14%	*119*
	No response	0%	*3*
	Total	100%	*844*

Table 4.1 (Continued) Officer Sample Description

		Percent	*Number of cases*
Current assignment	Patrol	43%	*361*
	Patrol Specialized Assignment	8%	*67*
	Detectives	18%	*151*
	Main Jail	17%	*146*
	RCCC	10%	*87*
	Work Release	3%	*27*
	No response	1%	*5*
	Total	100%	*844*
Main reason for current job assignment	Initial duty assignment	10%	*86*
	Promotion	9%	*74*
	Chosen for personal reasons	26%	*215*
	Chosen for professional reasons	22%	*186*
	Normal rotation	21%	*179*
	Management assignment	5%	*44*
	Lack of other options	2%	*15*
	No response	6%	*45*
	Total	100%	*844*
Age	21-24	2%	*19*
	25-29	13%	*110*
	30-34	21%	*173*
	35-39	21%	*179*
	40-44	14%	*115*
	45-49	12%	*105*
	50-54	10%	*81*
	55 or over	3%	*24*
	No response	5%	*38*
	Total	100%	*844*
Gender	Male	81%	*682*
	Female	17%	*144*
	No response	2%	*18*
	Total	100%	*844*
Highest educational degree completed	No degree completed	0%	*3*
	High school or GED	5%	*42*
	Vocational or trade school	0%	*3*
	Some college or two-year associate degree	52%	*439*
	Four-year college degree	38%	*324*
	Master's degree or higher	2%	*17*
	No response	2%	*16*
	Total	100%	*844*

Table 4.2 Profile of Officer Characteristics by Current Assignment

		Corrections				Patrol			
		Main Jail	RCCC	Work Release	All Corrections	Patrol	Specialized Assignment	All Patrol	Detective
Years with department	0-1	24.1%	14.9%	11.1%	19.8%	2.8%	3.0%	2.8%	...
	2-4	27.6%	17.2%	3.7%	21.7%	23.4%	4.5%	20.4%	2.0%
	5-9	9.0%	11.5%	3.7%	9.3%	27.6%	23.9%	27.0%	12.0%
	10-14	21.4%	21.8%	29.6%	22.5%	22.0%	34.3%	23.9%	28.0%
	15-19	9.0%	16.1%	14.8%	12.0%	8.9%	10.4%	9.2%	20.0%
	20-24	4.8%	5.7%	25.9%	7.0%	8.6%	10.4%	8.9%	24.0%
	25+	4.1%	12.6%	11.1%	7.8%	6.7%	13.4%	7.7%	14.0%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Mean	7.4	11.6	15.2	9.6	10.3	13.5	10.8	16.7
Rank	Deputy	88.4%	80.5%	81.5%	84.9%	82.0%	71.6%	80.4%	81.5%
	Sergeant	9.6%	13.8%	14.8%	11.6%	11.9%	20.9%	13.3%	14.6%
	Lieutenant	2.1%	5.7%	3.7%	3.5%	6.1%	7.5%	6.3%	4.0%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Work week	7/12	86.5%	89.5%	...	79.0%	.3%	...	.2%	.7%
	4/10	7.8%	2.3%	46.2%	9.5%	98.3%	76.1%	94.8%	94.7%
	Other	5.7%	8.1%	53.8%	11.5%	1.4%	23.9%	5.0%	4.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Shift	Days	17.1%	14.9%	92.6%	23.9%	26.9%	83.6%	35.8%	92.1%
	A days	20.5%	25.3%	...	20.1%	3.9%	1.5%	3.5%	...
	B days	21.9%	24.1%	...	20.5%	2.5%	...	2.1%	...
	Swing	.7%	...	7.4%	1.2%	35.8%	14.9%	32.6%	7.3%
	A nights	19.9%	17.2%	...	17.0%	.3%	...	.2%	.7%
	B nights	15.1%	16.1%	...	13.9%	...	...	..	...
	Graves	4.8%	2.3%	...	3.5%	30.6%	...	25.8%	...
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Reason for current assignment	Initial assignment	29.9%	31.8%	15.4%	29.1%	3.8%	...	3.2%	1.4%
	Promotion	9.0%	11.8%	3.8%	9.0%	2.9%	...	2.5%	28.3%
	Personal reasons	32.1%	36.5%	50.0%	35.7%	23.2%	27.7%	23.9%	20.7%
	Professional reasons	12.7%	3.5%	26.9%	11.1%	16.1%	61.5%	23.4%	45.5%
	Normal rotation	5.2%	4.7%	...	4.5%	48.7%	...	40.9%	...
	Management assignment	10.4%	5.9%	...	7.8%	3.5%	9.2%	4.4%	4.1%
	Lack of other options	.7%	5.9%	3.8%	2.9%	1.8%	1.5%	1.7%	...
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Age	Under 30	28.9%	18.6%	7.4%	23.0%	19.7%	1.5%	16.8%	1.4%
	30-44	54.1%	52.3%	40.7%	52.0%	60.3%	67.7%	61.5%	59.2%
	45 or older	17.0%	29.1%	51.9%	25.0%	20.0%	30.8%	21.7%	39.5%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Mean	35.3	39.0	42.5	37.4	36.8	40.4	37.4	42.5
Gender	Male	76.6%	82.6%	70.4%	77.9%	85.2%	83.6%	84.9%	83.9%
	Female	23.4%	17.4%	29.6%	22.1%	14.8%	16.4%	15.1%	16.1%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Highest educational degree completed	No degree completed	...	...	...	...	.6%	...	.5%	.7%
	High school or GED	6.4%	5.8%	3.7%	5.9%	5.6%	1.5%	5.0%	4.1%
	Vocational or trade school	.7%	...	...	.4%	.3%	1.5%	.5%	...
	Some college or two-year associate degree	57.9%	48.8%	59.3%	54.9%	56.2%	52.2%	55.6%	43.2%
	Four-year college degree	34.3%	44.2%	33.3%	37.5%	35.0%	43.3%	36.3%	48.6%
	Master's degree or higher	.7%	1.2%	3.7%	1.2%	2.3%	1.5%	2.1%	3.4%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number of cases		*134-146*	*85-87*	*26-27*	*244-259*	*340-361*	*65-67*	*406-428*	*145-151*

Rank and gender are the only variables *not* significantly related to assignment.

Table 4.3 Reason for Current Assignment and Highest Educational Degree by Rank

		Deputy	Sergeant	Lieutenant	Total
Reason for current assignment	Initial assignment	13.1%	.0%	.0%	10.8%
	Promotion	6.1%	26.2%	14.6%	9.1%
	Personal reasons	28.4%	20.4%	19.5%	26.9%
	Professional reasons	22.2%	34.0%	19.5%	23.6%
	Normal rotation	25.5%	10.7%	0.0%	22.3%
	Management assignment	3.1%	7.8%	39.0%	5.5%
	Lack of other options	1.5%	1.0%	7.3%	1.8%
	Total	100.0%	100.0%	100.0%	100.0%
	Number of cases	*654*	*103*	*41*	*798*
Highest educational degree completed	No degree completed	.4%	.0%	.0%	.4%
	High school or GED	5.9%	.9%	2.4%	5.1%
	Vocational or trade school	.4%	.0%	.0%	.4%
	Some college or two-year associate degree	56.9%	42.2%	17.1%	53.0%
	Four-year college degree	35.0%	52.3%	73.2%	39.1%
	Master's degree or higher	1.3%	4.6%	7.3%	2.1%
	Total	100.0%	100.0%	100.0%	100.0%
	Number of cases	*678*	*109*	*41*	*828*

Table 4.4 Rank, Reason for Current Assignment, and Highest Educational Degree by Gender

		Male	Female	Total
Rank	Deputy	80.2%	89.6%	81.8%
	Sergeant	14.2%	8.3%	13.2%
	Lieutenant	5.6%	2.1%	5.0%
	Total	100.0%	100.0%	100.0%
	Number of cases	*682*	*144*	*826*
Reason for current assignment	Initial assignment	9.9%	14.7%	10.8%
	Promotion	9.3%	7.4%	9.0%
	Personal reasons	26.8%	24.3%	26.4%
	Professional reasons	23.7%	25.0%	23.9%
	Normal rotation	22.8%	21.3%	22.5%
	Management assignment	5.6%	5.9%	5.6%
	Lack of other options	1.9%	1.5%	1.8%
	Total	100.0%	100.0%	100.0%
	Number of cases	*645*	*136*	*781*
Highest educational degree completed	No degree completed	.3%	.7%	.4%
	High school or GED	5.4%	3.5%	5.1%
	Vocational or trade school	.4%	.0%	.4%
	Some college or two-year associate degree	52.9%	54.2%	53.1%
	Four-year college degree	39.1%	38.7%	39.0%
	Master's degree or higher	1.9%	2.8%	2.1%
	Total	100.0%	100.0%	100.0%
	Number of cases	*681*	*142*	*823*
Years with department	0-1	7.6%	8.4%	7.8%
	2-4	15.9%	23.8%	17.3%
	5-9	19.9%	14.0%	18.8%
	10-14	24.1%	24.5%	24.2%
	15-19	11.2%	15.4%	11.9%
	20-24	11.9%	7.0%	11.1%
	25+	9.4%	7.0%	9.0%
	Total	100.0%	100.0%	100.0%
	Mean	11.8	10.5	11.5
	Number of cases	*680*	*143*	*823*
Age	Under 30	15.0%	19.9%	15.8%
	30-44	57.8%	59.6%	58.1%
	45 or older	27.2%	20.6%	26.1%
	Total	100.0%	100.0%	100.0%
	Number of cases	*661*	*141*	*802*

Table 4.5 Rank by Gender and Education, Controlling for Years with Department

Years with department	Rank	Highest Educational Degree						Overall	
		High School or Vocational		Some College or AA Degree		Four-year Degree or higher			
		Male	Female	Male	Female	Male	Female	Male	Female
Less than 5 years	Deputy	100%	100%	99%	100%	100%	100%	99%	100%
	Sergeant	0%	0%	1%	0%	0%	0%	1%	0%
	Lieutenant	0%	0%	0%	0%	0%	0%	0%	0%
	Total	100%	100%	100%	100%	100%	100%	100%	100%
	Number of cases	*16*	*3*	*90*	*23*	*53*	*20*	*160*	*46*
5-14 years	Deputy	100%	100%	93%	100%	84%	88%	90%	95%
	Sergeant	0%	0%	6%	0%	14%	12%	9%	5%
	Lieutenant	0%	0%	1%	0%	2%	0%	1%	0%
	Total	100%	100%	100%	100%	100%	100%	100%	100%
	Number of cases	*19*	*2*	*176*	*28*	*104*	*25*	*299*	*55*
15 or more years	Deputy	71%	100%	63%	77%	44%	54%	53%	71%
	Sergeant	14%	0%	31%	19%	32%	31%	31%	21%
	Lieutenant	14%	0%	5%	4%	24%	15%	16%	7%
	Total	100%	100%	100%	100%	100%	100%	100%	100%
	Number of cases	*7*	*1*	*93*	*26*	*121*	*13*	*221*	*42*

Table 4.6 Average Percent of Time in Assignments by Predominant and Current Assignment

			Predominant Assignment Throughout Career				Current Assignment		
		Overall	Corrections	Patrol	Detectives	Other	Corrections	Patrol	Detectives
Average Percent of Career in Assignment	Corrections	52%	82%	33%	27%	33%	76%	45%	28%
	Patrol	33%	10%	61%	38%	16%	11%	45%	39%
	Detectives	6%	0%	0%	28%	0%	2%	3%	24%
	Other	9%	8%	6%	7%	50%	11%	7%	9%
Standard Deviation	Corrections	29%	15%	13%	13%	15%	26%	24%	14%
	Patrol	26%	13%	15%	17%	13%	20%	24%	18%
	Detectives	14%	0%	1%	16%	1%	8%	9%	17%
	Other	14%	11%	10%	11%	22%	17%	12%	14%
Number of cases		*842*	*342*	*278*	*189*	*33*	*258*	*427*	*151*

Table 4.7 Percent Distribution of Current Assignment by Predominant Assignment

	Current Assignment	Predominant Assignment				Total
		Corrections	Patrol	Detectives	Other	
Percent	Corrections	60%	11%	8%	30%	31%
	Patrol	40%	82%	26%	55%	51%
	Detectives	1%	7%	66%	15%	18%
	Total	100%	100%	100%	100%	100%
Number of cases	Corrections	*202*	*31*	*15*	*10*	*258*
	Patrol	*135*	*226*	*48*	*18*	*427*
	Detectives	*2*	*20*	*124*	*5*	*151*
	Total	*339*	*277*	*187*	*33*	*836*

Table 4.8 Profile of Officer Characteristics by Predominant Assignment

		Corrections	Patrol	Detectives	Other
Years with department	0-1	13.2%	4.0%	.0%	21.2%
	2-4	35.3%	6.2%	2.1%	12.1%
	5-9	17.1%	29.0%	6.3%	27.3%
	10-14	22.4%	27.2%	22.2%	27.3%
	15-19	6.8%	13.4%	20.6%	6.1%
	20-24	3.2%	9.4%	28.6%	6.1%
	25+	2.1%	10.9%	20.1%	.0%
	Total	100.0%	100.0%	100.0%	100.0%
	Mean	7.1	12.7	18.5	7.9
Rank	Deputy	97.7%	78.1%	57.7%	90.9%
	Sergeant	2.0%	16.2%	30.2%	3.0%
	Lieutenant	.3%	5.8%	12.2%	6.1%
	Total	100.0%	100.0%	100.0%	100.0%
Age	Under 30	31.1%	7.9%	.5%	21.9%
	30-44	55.6%	65.8%	49.2%	65.6%
	45 or older	13.4%	26.3%	50.3%	12.5%
	Total	100.0%	100.0%	100.0%	100.0%
	Mean	34.6	39.1	44.2	34.6
Gender	Male	75.8%	88.0%	85.5%	87.9%
	Female	24.2%	12.0%	14.5%	12.1%
	Total	100.0%	100.0%	100.0%	100.0%
Highest educational degree completed	No degree completed	.6%	.4%	.0%	.0%
	High school or GED	6.3%	3.6%	3.8%	12.1%
	Vocational or trade school	.3%	.4%	.0%	3.0%
	Some college or two-year associate degree	56.3%	57.6%	38.4%	63.6%
	Four-year college degree	35.2%	36.6%	53.0%	21.2%
	Master's degree or higher	1.2%	1.4%	4.9%	.0%
	Total	100.0%	100.0%	100.0%	100.0%
Number of cases		*322-342*	*266-278*	*185-189*	*32-33*

Table 4.9 Predominant Assignment by Years with Department, Rank, Gender, and College Degree

Years with department	Predominant Assignment	Rank			Gender		College Degree	
		Deputy	Sergeant	Lieutenant	Male	Female	No	Yes
Less than 5 years	Corrections	79%	100%	--	78%	83%	81%	77%
	Patrol	14%	0%	--	14%	13%	12%	16%
	Detectives	2%	0%	--	2%	0%	0%	4%
	Other	5%	0%	--	6%	4%	7%	3%
	Total	100%	100%	--	100%	100%	100%	100%
	N	*207*	*1*	--	*158*	*46*	*131*	*73*
5-14 years	Corrections	40%	14%	0%	35%	45%	35%	40%
	Patrol	42%	48%	67%	45%	38%	48%	36%
	Detectives	13%	38%	0%	15%	15%	11%	21%
	Other	5%	0%	33%	6%	2%	7%	2%
	Total	100%	100%	100%	100%	100%	100%	100%
	N	*329*	*29*	*3*	*299*	*55*	*225*	*131*
15 or more years	Corrections	25%	3%	3%	10%	38%	21%	8%
	Patrol	32%	38%	36%	38%	14%	36%	34%
	Detectives	41%	58%	59%	51%	45%	42%	57%
	Other	1%	1%	3%	1%	2%	2%	1%
	Total	100%	100%	100%	100%	100%	100%	100%
	N	*151*	*79*	*39*	*221*	*42*	*129*	*134*

Table 4.10 Years with Department, Rank and Education by Predominant Assignment and Gender

		Corrections		Patrol		Detectives		Other	
		Male	Female	Male	Female	Male	Female	Male	Female
Years with department	Less than 5 years	49%	48%	9%	18%	2%	0%	31%	50%
	5-14 years	41%	32%	56%	64%	28%	30%	59%	25%
	15 or more years	9%	20%	35%	18%	70%	70%	10%	25%
	Total	100%	100%	100%	100%	100%	100%	100%	100%
	Number of cases	*251*	*79*	*239*	*33*	*159*	*27*	*29*	*4*
Rank	Deputy	98%	98%	77%	91%	55%	67%	93%	75%
	Sergeant	2%	3%	17%	9%	31%	26%	3%	0%
	Lieutenant	0%	0%	6%	0%	13%	7%	3%	25%
	Total	100%	100%	100%	100%	100%	100%	100%	100%
	Number of cases	*251*	*80*	*241*	*33*	*159*	*27*	*29*	*4*
College degree	No	66%	59%	61%	64%	41%	50%	83%	50%
	Yes	34%	41%	39%	36%	59%	50%	17%	50%
	Total	100%	100%	100%	100%	100%	100%	100%	100%
	Number of cases	*250*	*79*	*241*	*33*	*159*	*26*	*29*	*4*

Table 4.11 Summary of Regression Models for Percent of Career Spent in Different Types of Assignments

	Percent of Career Spent in Corrections			Percent of Career Spent in Patrol			Percent of Career Spent in Detectives		
	Standard Error	Standardized Beta	Significance	Standard Error	Standardized Beta	Significance	Standard Error	Standardized Beta	Significance
Years with department	.001	-.457	.000	.001	.332	.000	.001	.441	.000
Female	.024	.122	.000	.023	-.139	.000	.011	-.019	.541
College degree	.018	-.031	.324	.018	-.016	.636	.009	.121	.000
Adjusted R Square	.233			.131			.224		
Standard Error of the Estimate	.254			.245			.121		
Number of cases	*817*			*817*			*817*		

Table 4.12 Summary of Logistic Regression Models of Promotion

	All Respondents				Sergeants and Lieutenants Only			
	Being Promoted to Sergeant or Lieutenant	v.	Staying at the Rank of Deputy		Being Promoted to Lieutenant	v.	Staying at the Rank of Sergeant	
Percent correctly predicted*	40.3%	v.	93.4%		46.3%	v.	91.7%	
	Beta	Standard Error	Significance	Exp(B)	Beta	Standard Error	Significance	Exp(B)
Years with department	.149	.016	.000	1.161	.143	.041	.000	1.154
Female	-.428	.338	.206	.652	.297	.761	.696	1.346
College degree	.866	.220	.000	2.377	1.616	.516	.002	5.033
Involvement in COPS	.319	.109	.003	1.375	.219	.209	.296	1.245
Percent of career spent in corrections	-1.163	.520	.025	.312	-3.853	1.840	.036	.021
Constant**	-4.317	.526	.000	.013	-4.562	1.379	.001	.010
Number of cases	*818*				*152*			

* The group assigned a value of one is listed first.

** There are two independent indicator variables (gender and college degree). The constant consists of males and those without a college degree.

Table 4.13 Years with Department, Rank, Reason for Current Assignment, Gender and Education by Predominant and Current Assignment

		Currently Assigned to Corrections and Predominantly Assigned to:				Currently Assigned to Patrol and Predominantly Assigned to:				Currently Assigned to Detectives and Predominantly Assigned to:			
		Corrections	Patrol	Detectives	Other	Corrections	Patrol	Detectives	Other	Corrections	Patrol	Detectives	Other
Years with department	Less than 5	49%			80%	49%	12%	4%	17%		5%	2%	
	5-14 years	35%	23%	27%	10%	46%	60%	19%	67%	100%	63%	33%	100%
	15 or more years	16%	77%	73%	10%	5%	28%	77%	17%		32%	65%	
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rank	Deputy	98%	32%	13%	100%	98%	85%	10%	83%	100%	75%	81%	100%
	Sergeant	2%	52%	67%		2%	11%	58%	6%		20%	15%	
	Lieutenant		16%	20%			4%	31%	11%		5%	4%	
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Reason for current assignment	Initial assignment	34%			63%	7%	2%					2%	
	Promotion	2%	43%	43%		2%	2%	6%			30%	29%	20%
	Personal reasons	39%	27%	14%	25%	11%	33%	21%	24%		5%	24%	20%
	Professional reasons	11%	3%	29%	13%	16%	27%	26%	24%	50%	60%	42%	60%
	Normal rotation	6%				64%	31%	17%	53%				
	Management assignment	6%	20%	14%		1%	2%	28%		50%	5%	3%	
	Lack of other options	3%	7%				3%	2%					
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Gender	Male	74%	93%	93%	80%	78%	88%	87%	94%	100%	85%	84%	80%
	Female	26%	7%	7%	20%	22%	12%	13%	6%		15%	16%	20%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
College degree	No	64%	53%	20%	80%	63%	65%	38%	72%	50%	40%	47%	100%
	Yes	36%	47%	80%	20%	37%	35%	62%	28%	50%	60%	53%	
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of cases		*191-202*	*30-31*	*14-15*	*8-10*	*129-135*	*212-226*	*47-48*	*17-18*	*2*	*19-20*	*118-124*	*5*

Table 4.14 Correlation Coefficients between Importance Placed on Community-Oriented Policing and Traditional Law Enforcement Activities and Involvement in Community-Oriented Policing Activities, Controlling for Current Assignment

		Current Assignment			Total
		Corrections	Patrol	Detective	
Importance of COP activities	Importance of traditional law enforcement activities	.662 ***	.463 ***	.497 ***	.529 ***
	Involvement in COP activities	-.019	.288 ***	.227 **	.140 ***
Importance of traditional law enforcement activities	Involvement in COP activities	*.088	.109 *	.086	.032
Number of cases		*232-256*	*411-426*	*148-150*	*796-838*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 4.15 Mean Degree of Involvement with Community-Oriented Policing Activities by Current Assignment

		Corrections				Patrol				
		Main Jail	RCCC	Work Release	All Corrections	Patrol	Specialized Assignment	All Patrol	Detective	Total
Mean	a. Attend meetings of community organizations concerned about crime and social control	1.42	1.45	1.85	1.47	2.01	3.49	2.25	2.35	2.03
	b. Work with other Sacramento County Sheriff's divisions in solving community problems	1.61	1.60	2.44	1.70	2.76	3.73	2.91	3.18	2.59
	c. Work with other public agencies in solving community problems	1.50	1.47	2.73	1.61	2.55	3.70	2.73	2.93	2.42
	d. Work with non-profit and service organizations in solving community problems	1.54	1.46	2.48	1.61	1.83	3.15	2.04	2.19	1.94
	e. Work with residents to identify and resolve neighborhood problems	1.37	1.68	2.08	1.55	2.98	3.61	3.08	2.31	2.47
	f. Work to reduce crime through community education	1.40	1.33	1.58	1.40	2.13	3.25	2.30	2.35	2.03
	g. Work to reduce crime through sponsorship of positive programs for young people	1.50	1.53	1.63	1.53	1.69	3.06	1.91	1.89	1.79
	h. Develop relationships with community leaders in assigned area	1.39	1.45	2.41	1.52	2.20	3.58	2.42	2.21	2.10
	Overall COP involvement	1.47	1.50	2.15	1.55	2.27	3.45	2.45	2.42	2.17
Standard Deviation	a. Attend meetings of community organizations concerned about crime and social control	.73	.85	.99	.81	1.19	1.33	1.33	1.14	1.21
	b. Work with other Sacramento County Sheriff's divisions in solving community problems	.93	.88	.93	.95	1.11	1.16	1.17	1.23	1.27
	c. Work with other public agencies in solving community problems	.82	.80	1.15	.93	1.09	1.23	1.19	1.24	1.25
	d. Work with non-profit and service organizations in solving community problems	.87	.88	1.37	.98	.96	1.38	1.14	1.17	1.12
	e. Work with residents to identify and resolve neighborhood problems	.71	.90	.89	.83	1.19	1.33	1.23	1.19	1.30
	f. Work to reduce crime through community education	.73	.66	.90	.73	1.15	1.34	1.25	1.25	1.19
	g. Work to reduce crime through sponsorship of positive programs for young people	.90	.97	1.04	.94	.97	1.29	1.14	1.11	1.09
	h. Develop relationships with community leaders in assigned area	.75	.89	1.37	.93	1.19	1.23	1.30	1.15	1.24
	Overall COP involvement	.62	.68	.82	.69	.85	1.09	.99	.88	.98
Number of cases	a. Attend meetings of community organizations concerned about crime and social control	*143*	*87*	*27*	257	*359*	*67*	426	*151*	*834*
	b. Work with other Sacramento County Sheriff's divisions in solving community problems	*143*	*86*	*27*	256	*359*	*67*	426	*151*	*833*
	c. Work with other public agencies in solving community problems	*141*	*87*	*26*	254	*354*	*67*	421	*148*	*823*
	d. Work with non-profit and service organizations in solving community problems	*140*	*85*	*27*	252	*356*	*67*	423	*150*	*825*
	e. Work with residents to identify and resolve neighborhood problems	*140*	*87*	*26*	253	*355*	*66*	421	*147*	*821*
	f. Work to reduce crime through community education	*141*	*86*	*26*	253	*359*	*67*	426	*150*	*829*
	g. Work to reduce crime through sponsorship of positive programs for young people	*141*	*87*	*27*	255	*357*	*67*	424	*150*	*829*
	h. Develop relationships with community leaders in assigned area	*142*	*87*	*27*	256	*359*	*67*	426	*151*	*833*
	Overall COP involvement	*143*	*87*	*27*	257	*360*	*67*	427	*151*	*835*

F test is significant at .001 level for all job satisfaction scales

Table 4.16 Mean Involvement in Community-Oriented Policing Activities by Current Assignment, Rank, Years with Department, Gender and Education

		Mean				Standard. Deviation				Number of Cases			
		Corrections	Patrol	Detectives	Total	Corrections	Patrol	Detectives	Total	Corrections	Patrol	Detectives	Total
Rank	Deputy	1.5	2.4	2.3	2.1	.7	1.0	.8	.9	*219*	*344*	*123*	*686*
	Sergeant	1.7	2.6	3.0	2.4	.8	1.1	.9	1.1	*30*	*56*	*22*	*108*
	Lieutenant	2.0	3.0	2.8	2.7	.9	1.1	.7	1.1	*8*	*27*	*6*	*41*
Years with department	Less than 4 years	1.4	2.2	2.4	1.8	.5	.8	.2	.8	*107*	*99*	*3*	*209*
	5-14 years	1.6	2.5	2.6	2.3	.7	1.0	.9	1.0	*82*	*217*	*60*	*359*
	More than 15 years	1.7	2.6	2.3	2.3	.9	1.0	.9	1.0	*68*	*109*	*87*	*264*
Gender	Male	1.5	2.5	2.4	2.2	.7	1.0	.9	1.0	*197*	*355*	*125*	*677*
	Female	1.6	2.5	2.4	2.1	.8	1.1	.9	1.0	*56*	*63*	*24*	*143*
College degree	No	1.5	2.4	2.3	2.1	.7	1.0	.9	1.0	*155*	*259*	*71*	*485*
	Yes	1.6	2.6	2.5	2.3	.7	1.0	.9	1.0	*98*	*162*	*77*	*337*

Table 4.17 Regression Model for Involvement with Community-Oriented Policing Activities

		Standard Error	Standardized Beta	Significance
Years with department		.005	.017	.665
Rank	Deputy	.159	-.195	.002
	Sergeant	.164	-.068	.233
Current assignment	Corrections	.071	-.413	.000
	Detectives	.090	-.016	.644
Gender	Female	.082	.029	.357
Education	College degree	.065	.034	.303
Model	Adjusted R Square		.195	
	Standard Error of the Estimate		.878	
	Number of cases		*813*	

Table 4.18 Mean Importance Placed on Community-Oriented Policing and Traditional Law Enforcement Activities by Current Assignment

			Corrections				Patrol				
			Main Jail	RCCC	Work Release	All Corrections	Patrol	Specialized Assignment	All Patrol	Detectives	Total
Mean	Importance of COP activities	a. Working with residents and community organizations to improve community life	8.1	8.2	8.3	8.1	7.7	8.5	7.8	7.6	7.9
		b. Preventing crime through community education	8.0	8.2	7.7	8.1	7.5	8.1	7.6	7.7	7.8
		c. Preventing crime by cleaning up public venues where criminal acts occur	8.6	8.3	7.8	8.4	8.2	8.6	8.3	8.4	8.3
		d. Problem identification and problem solving	8.7	8.5	8.9	8.6	8.4	8.4	8.4	8.5	8.5
		Importance of COP activities	8.3	8.3	8.2	8.3	8.0	8.4	8.0	8.1	8.1
	Importance of traditional law enforcement activities	e. Investigating and solving crimes	8.9	8.9	9.2	8.9	8.9	9.0	8.9	9.3	9.0
		f. Emergency response for accident, fire and crime victims	9.1	9.0	9.5	9.1	8.9	9.0	9.0	9.2	9.0
		g. Enforcing criminal laws by making arrests	9.0	8.8	8.9	8.9	8.9	8.8	8.9	9.3	9.0
		h. Enforcing traffic laws	7.6	7.7	8.0	7.7	7.3	7.3	7.3	7.4	7.4
		Importance of traditional activities	8.6	8.6	8.9	8.6	8.5	8.5	8.5	8.8	8.6
Standard Deviation	Importance of COP activities	a. Working with residents and community organizations to improve community life	2.0	1.6	1.5	1.8	1.9	1.6	1.8	2.0	1.9
		b. Preventing crime through community education	2.0	1.6	1.7	1.8	2.0	1.9	2.0	2.0	2.0
		c. Preventing crime by cleaning up public venues where criminal acts occur	1.6	1.7	2.3	1.7	1.8	1.7	1.8	1.7	1.8
		d. Problem identification and problem solving	1.5	1.7	1.0	1.5	1.6	1.9	1.7	1.5	1.6
		Importance of COP activities	1.5	1.5	1.4	1.5	1.5	1.4	1.5	1.6	1.5
	Importance of traditional law enforcement activities	e. Investigating and solving crimes	1.6	1.5	.7	1.5	1.3	1.0	1.3	1.2	1.3
		f. Emergency response for accident, fire and crime victims	1.5	1.5	.8	1.4	1.4	1.4	1.4	1.3	1.4
		g. Enforcing criminal laws by making arrests	1.4	1.7	1.6	1.5	1.4	1.4	1.4	1.2	1.4
		h. Enforcing traffic laws	2.3	2.0	2.2	2.2	2.3	2.4	2.3	2.1	2.2
		Importance of traditional activities	1.3	1.3	.8	1.3	1.2	1.1	1.2	1.1	1.2
Number of cases			*142-144*	*86-86*	*25-26*	*254-256*	*358-359*	*66-67*	*425-426*	*148-150*	*828-832*

Table 4.19 Correlations between Importance Placed on Community-Oriented Policing and Traditional Law Enforcement Activities and Percent of Career Spent in Assignment

		Percent of Career Spent in Assignment				*Number of cases*
		Corrections	Patrol	Detectives	Other	
Importance of COP activities	a. Working with residents and community organizations to improve community life	.030	-.047	-.026	.052	*834*
	b. Preventing crime through community education	.053	-.082 *	-.031	.076 *	*833*
	c. Preventing crime by cleaning up public venues where criminal acts occur	-.004	-.031	.029	.039	*834*
	d. Problem identification and problem solving	.002	-.026	-.019	.063	*836*
	Importance of COP activities	-.022	-.019	.065	.015	*836*
Importance of traditional law enforcement activities	e. Investigating and solving crimes	-.075 *	.024	.101 **	.011	*832*
	f. Emergency response for accident, fire and crime victims	-.027	.004	.054	-.005	*836*
	g. Enforcing criminal laws by making arrests	-.039	-.003	.102 **	-.013	*834*
	h. Enforcing traffic laws	.033	-.049	-.014	.037	*834*
	Importance of traditional activities	.026	-.057	-.015	.068	*836*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 4.20 Regression Model for Importance Placed on Community-Oriented Policing Activities

		Standard Error	Standardized Beta	Significance
Years with department		.008	-.004	.930
Rank	Deputy	.272	-.244	.001
	Sergeant	.282	-.156	.016
Predominant assignment	Corrections	.134	.048	.278
	Detectives	.150	-.039	.366
Gender	Female	.140	.115	.001
Education	College Degree	.110	-.042	.245
Involvement in COP		.057	.139	.000
Model	Adjusted R Square		.040	
	Standard Error of the Estimate		1.468	
	Number of cases		*780*	

Chapter 5 Job Satisfaction

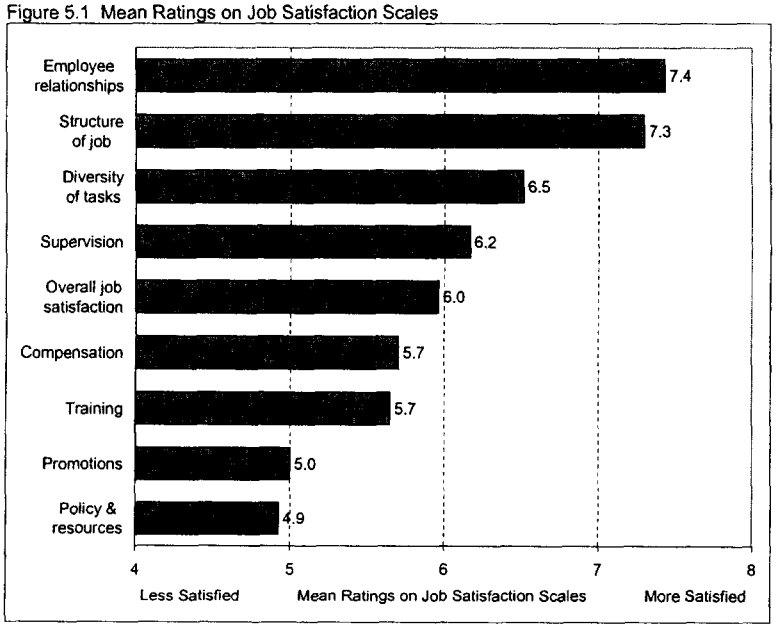
Job satisfaction is a complex set of attitudes. It is possible to enjoy one's co-workers and the nature of the job itself, but be dissatisfied with promotional opportunities or the pay and benefits. Employees are sometimes attracted to features of the job environment (flextime, vacation and sick leave, the diversity of tasks and degree of involvement in policy development), but feel inadequately trained and poorly supervised. To capture this complexity, job satisfaction has been subdivided into eight subscales that measure the degree of satisfaction with:

- The structure of the job (Questions 11 a - e, n - p)
- Resources and policies (Questions 11 f - m)
- Compensation (Questions 12 a - d)
- Diversity of tasks (Questions 13 a - c)
- Supervision (Questions 14a - f)
- Promotions (Questions 15a - h)
- Training (Questions 16a - j)
- Employee relationships (Questions 17a - e)

An overall job satisfaction scale included Questions 11a-17e.

Respondents were grouped on the basis of job assignment into corrections, patrol -- including specialized patrol assignments -- and detectives. Respondents in various assignments differ in what they like about their job and in their assessment of different features of their employment. Respondents were most satisfied with employee relationships (with sworn and non-sworn co-workers, supervisors and volunteer staff) and the structure of their job (means of 7.4 and 7.3 respectively on a ten-point scale). They were least satisfied with promotions and the policy and resources aspects of their job environment (means of 5.0 and 4.9). (Figure 5.1)

Figure 5.1 Mean Ratings on Job Satisfaction Scales



Levels of Job Satisfaction by Current Assignment

Structure of the job refers to the job and shift assignment, work days, frequency of changes in shift assignment, opportunities for specialty assignments and job-related friendships, and the degree to which skills and abilities are utilized on the job. Respondents were very satisfied (7.3 to 8.0) on all except two components of this scale: the degree to which their skills and abilities are utilized on the job (6.8) and the opportunities for specialty assignments (5.1). On these two components, detectives were much more satisfied than corrections and patrol officers (7.9 vs. 6.4 and 6.7 on the former; and 6.5 vs. 4.9 and 4.7 on the latter). The only other notable difference on "job structure" items was satisfaction with the current job assignment. While all three groups were very satisfied, corrections was least so (7.2), detectives were the most satisfied (9.0) and patrol was intermediate between the two (8.1). (Table 5.3)

The "employee relationships" subscale includes assessments of the quality of relationships with sworn and non-sworn co-workers, supervisors and volunteer staff. These varied within a very narrow range (7.5 to 8.0). One item, the rewards of leadership, did not appear to resonate with respondents or fit with other items in the scale; respondents ranked it 6.2. (Table 5.3)

Respondents were least satisfied with policies and resources (4.9) and promotions (5.0). (Table 5.2) The "policies and resources" scale encompasses degree of input into departmental policies and decisions, fairness of the job assignment process, opportunities for contributing to COP goals, degree of recognition for work well done, amount of personnel and equipment to get the job done, and the amount of paperwork required to document job-related tasks. Respondents were especially dissatisfied with the amount of personnel and the degree of input into departmental policies and decisions (3.9, 4.5 and 4.1 respectively). The "promotions" scale includes promotion frequency, the clarity of criteria for promotions and consistency in their use, the testing process for promotions, the importance given merit and seniority, management discretion in determining who is promoted, and opportunity for growth and professional development. Respondents were most dissatisfied with management discretion in determining who is promoted (3.8), consistency in use of criteria for promotion (3.9), and the importance given merit and seniority in promotions (4.3 and 4.5 respectively). They were much more positive about the frequency of promotions (6.4) and the opportunity for growth and professional development (6.0). (Table 5.3)

Respondents were neutral about compensation and training (a mean of 5.7 each). (Table 5.2) The "compensation" scale included amount of time off during the year, medical and retirement benefits, and current and projected pay. Respondents, particularly detectives, were most satisfied with the amount of time off during the year (6.9 for all respondents, 8.2 for detectives) and medical and retirement benefits (5.8). They were less satisfied with current pay (5.3) and particularly projected pay levels in the future (4.8). The "training" scale covered an assessment of the amount and quality of training for new recruits, those assigned to new divisions or promoted to new responsibilities and a respondent's current assignment, as well as the quality of mandated annual training and the amount of training deputies receive about law enforcement's effect on family life. Respondents were least satisfied with the last two (4.3 and 5.1 respectively) and most satisfied with the amount and quality of training for their current assignment (6.4 and 6.6). The remaining training items varied within a narrow range in the neutral part of the scale (5.5 to 5.9). (Table 5.3)

The diversity of tasks and supervision garnered mildly positive evaluations (6.5 and 6.2 respectively). (Table 5.2) Diversity refers to the variety of tasks associated with the current

assignment, the frequency of changes in job assignment, and the range of opportunity for other assignments in an officer's current rank. The level of satisfaction varied from a low of 6.1 for the last mentioned to a high of 6.9 for the first. (Table 5.3) This is consistent with responses to the question summarized in Table 5.1: three in five respondents said that their current job assignment involves doing a number of different kinds of things. Almost a fourth (23%) saw their current job as doing the same kind of thing in different ways. Less than one fifth (17%) saw their current job as doing the same thing in the same way. (Table 5.1) The "supervision" scale includes the degree of supervision exercised by a supervisor, the consistency and timeliness of discipline applied to departmental employees, the authority to problem-solve, the consistency of supervisory support for an officer's on-the-job decisions, and the frequency of rotating managers and supervisors. Respondents were quite satisfied with the degree of supervision exercised by their supervisor (7.5), the consistency of supervisory support for on-the-job decisions (7.1) and the authority to problem-solve (6.7). They were least satisfied with the consistency and timeliness of discipline applied to departmental employees (4.9 and 4.8). (Table 5.3)

In summary, detectives are more satisfied on all but two components of job satisfaction: they share a general dissatisfaction with promotions (5.4 and 5.3 for detectives and corrections vs. 4.6 for patrol), and neutral feelings about training (5.6 to 5.8). In comparison to corrections, patrol officers are also more dissatisfied with policy and resources and compensation (4.5 vs. 5.1 and 5.3 vs. 6.0). However, patrol is more satisfied than corrections with the diversity of tasks (6.4 vs. 6.0 for corrections). (Table 5.2)

Job assignment differences in attitudes toward different features of the job cancel each other out so that there is little variation in overall job satisfaction between the three groups of officers (a mean of 6.5 for detectives, 6.0 for corrections and 5.8 for patrol). When demographic and job history variables are introduced into regression equations for the separate scales, however, real differences emerge for subgroups of officers. These will be discussed in the regression section below.

Correlates of Job Satisfaction Scales

Percent of career in specific job assignments. The percent of an officer's career spent in these three job assignments is strongly correlated with the separate scales and the individual items within them. The correlations are particularly strong when items and scales are correlated with the percent of a career spent in the detective division. All except the "training" scale are highly and positively correlated and all but a few items within these scales are highly significant as well. This means that the more time an officer spends as a detective, the more satisfied that officer is with every component of job satisfaction except training. This relationship is weaker, but still positive, for the degree of input into departmental policies and decisions (the "policies and resources" scale), the authority to problem-solve (the "supervision" scale), the importance given seniority in promotion (the "promotions" scale), and the quality of relationships with sworn and non-sworn co-workers and volunteer staff (the "employee relationships" scale). It appears that, with more experience in the position, detectives enjoy the rewards of leadership and better relationships with supervisors, placing less importance on co-worker relationships. Attitudes toward the testing process for promotions and the importance given merit in promotions are unrelated to the percent of a career spent as a detective. (Table 5.4)

Three scales have a significant negative correlation with the percent of a career spent in corrections: satisfaction with the structure of the job, the diversity of tasks and supervision

decreases with time spent in corrections. Increased dissatisfaction with the structure of the job as time in corrections increases is primarily due to feelings about the current job assignment, the frequency with which the shift assignment changes and the degree to which skills and abilities are utilized on the job. Dissatisfaction with the diversity of tasks is fueled by dissatisfaction with the variety of tasks associated with the current assignment and the frequency with which job assignments change. Finally, dissatisfaction with supervision among those with more time in corrections is based on dissatisfaction with the frequency of rotating managers and supervisors, the consistency of supervisory support for on-the-job decisions, and the degree of supervision exercised by the supervisor. The lack of a strong positive relationship between time spent in corrections and satisfaction with promotions is due to conflicting feelings about different components of the scale. Those who have spent more time in corrections are more positive about the testing process for promotions and the importance given merit and seniority in promotions, but they grow more negative about the frequency of promotions. (Table 5.4)

Although in general the level of satisfaction with training is unrelated to time spent in any job assignment, satisfaction with the quality of mandated annual training increases with time in corrections while decreasing with time spent in patrol. (Table 5.4)

Predominant assignment. Irrespective of their career's predominant assignment, all respondents were more satisfied if they were currently assigned to the detective division. Those who had been predominantly assigned to patrol were more satisfied as detectives (6.2 vs. 5.7 and 5.6 if they were currently in patrol or corrections). Those predominantly assigned to the detective division are more satisfied if they are currently in that division (6.5) than they are in patrol (6.1) or corrections (5.9). (Table 5.5)

Involvement in community-oriented policing. Involvement in COP activities has much more of an impact on most aspects of job satisfaction if officers are currently assigned to patrol, where the greatest opportunity for such involvement occurs. For patrol officers, the more they are involved in COP activities, the more satisfied they are with all components of job satisfaction except training. For those currently assigned to corrections-- where opportunities for such involvement are limited -- there is minimal impact. Those who are more involved are somewhat more satisfied with the structure of their job, their input into policies and the resources available, and the diversity of tasks. Except for a more positive attitude towards compensation, the involvement of detectives in COP has no effect on their job satisfaction. (Table 5.6)

Importance placed on traditional and community-oriented policing activities. For current patrol officers, the more importance placed on traditional law enforcement activities, the more satisfied they are with all components of job satisfaction. The importance placed on traditional activities is generally not related to components of job satisfaction for those currently assigned to corrections or the detective division. Among these respondents, greater importance is only associated with more satisfaction with the structure of the job and employee relationships, and among corrections officers, with the diversity of tasks. (Table 5.7)

On the other hand, the importance placed on COP activities is highly and positively correlated with almost all aspects of job satisfaction irrespective of current assignment. Respondents who believe that COP activities are more important are more satisfied with their jobs. (Table 5.7)

Regression models predicting job satisfaction. Where attitudes vary on the components of job satisfaction, regression models are reasonably successful in predicting the satisfaction

levels of different types of officers, generally predicting between 11% and 15% of the variation in attitudes. Models attempting to predict attitudes towards training and employee relationships were less successful because there is such unanimity of opinion on those components. (Table 5.8) The strength of a regression model is that it displays the importance of a group of variables (years with the department, rank, assignment, etc.) in predicting job satisfaction under an "all other things being equal" assumption. For example, it displays the importance of years with the department for those similar in rank, assignment, gender, and degree of involvement in COP.

Being in the current assignment for personal reasons, degree of involvement in COP activities and a predominant assignment to the detective division are among the most significant predictors of greater satisfaction. Personal reasons for the current assignment creates greater satisfaction on all eight subscales and overall job satisfaction. Promotion and professional reasons for the current assignment create more satisfaction on the policy and resources, compensation, diversity of tasks, promotions subscales and on overall job satisfaction. Those who've been promoted are more satisfied with the quality of supervision, while those who cite professional reasons are happier with the structure of their job. Detectives are more satisfied on everything except the employee relationships subscale. Officers predominantly assigned to the detective division are much more satisfied with promotions than those assigned to corrections and patrol. After an initial period of agreement, corrections officers are relatively more satisfied with promotions than patrol, although both groups are in the dissatisfied end of the continuum after their fourth year of employment. For all three groups, satisfaction with promotions decreases with number of years in the department, with the gap between corrections and patrol narrowing over time. (Figure 5.2) Finally, those who are more involved in COP are more satisfied on everything except the compensation and training subscales. (Figure 5.3)

Figure 5.2 Satisfaction with Promotions by Predominant Assignment and Years with Department

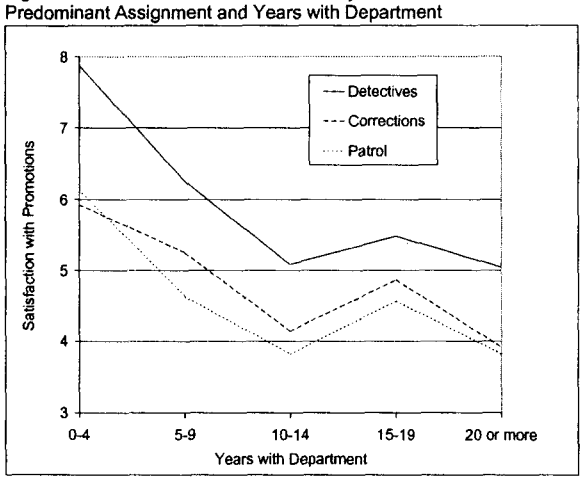
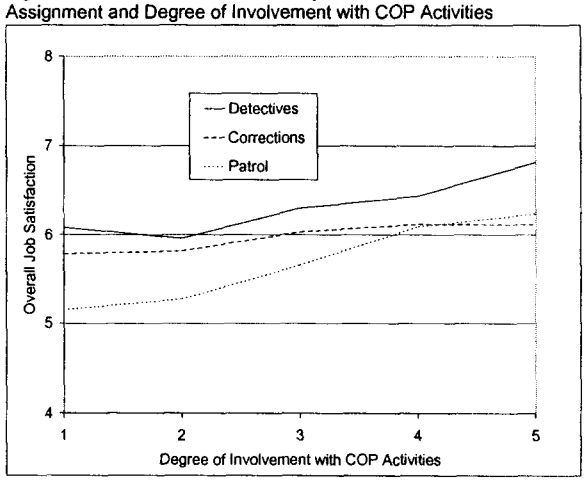


Figure 5.3 Overall Job Satisfaction by Predominant Assignment and Degree of Involvement with COP Activities



In addition to their direct effect on the components of job satisfaction, many of these variables interact with gender and years with the department, producing varying patterns for different subgroups of officers. Overall job satisfaction decreases over time, with detectives and corrections experiencing the greatest proportionate declines (22% and 19% respectively); among patrol officers, job satisfaction declines only 10% over 20 or more years. (Table 5.10) Women officers in patrol and the detective division are less satisfied than men, while in corrections, there is no gender difference. (Figure 5.4) The situation is a little different with the job structure component. Women officers in patrol and the detective division are still less satisfied than men with the structure of the job, but women in corrections are more satisfied with this aspect of job satisfaction. On the policy and resources scale, males in each assignment are

more positive than women, but the difference is particularly strong for detectives and patrol (5.5 vs. 4.7 for the former and 4.7 vs. 4.0 for the latter). (Table 5.12)

Satisfaction with the diversity of tasks is significantly influenced by years with the department, rank, assignment and the interaction of all three. The longer an officer has been with the department, the less satisfied s/he is with the diversity of tasks. Diversity of tasks is notable in being the only component of job satisfaction that is related directly to rank. Sergeants are generally less satisfied than lieutenants until the 20-year mark when sergeants become notably more satisfied and lieutenants continue a steady decline in satisfaction with the diversity of tasks associated with their jobs, a decline that continues past the 25 year mark. Deputies become more satisfied with the diversity of tasks with increasing seniority. (Table 5.13) Detectives are also much more satisfied with the diversity of tasks in their early years with the department, becoming less satisfied after 20 or more years, but still quite positive (a mean of 6.81) about their job. For those predominantly assigned to corrections, this component fluctuates over time ending slightly lower after 20 or more years, while satisfaction with the diversity of tasks among patrol is virtually unchanging. (Figure 5.5) Satisfaction with training follows a similar pattern. Detectives and corrections officers show decreasing satisfaction with training over time while patrol officers, after a more critical period in mid-career, have similar attitudes at 20 years to those held by newcomers. (Table 5.10)

Figure 5.4 Overall Job Satisfaction by Predominant Assignment and Gender

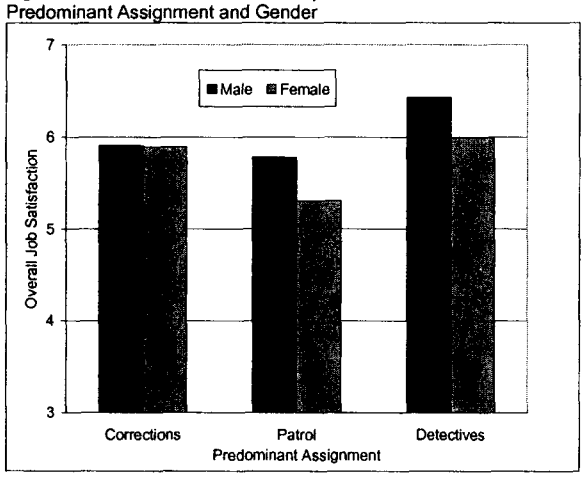
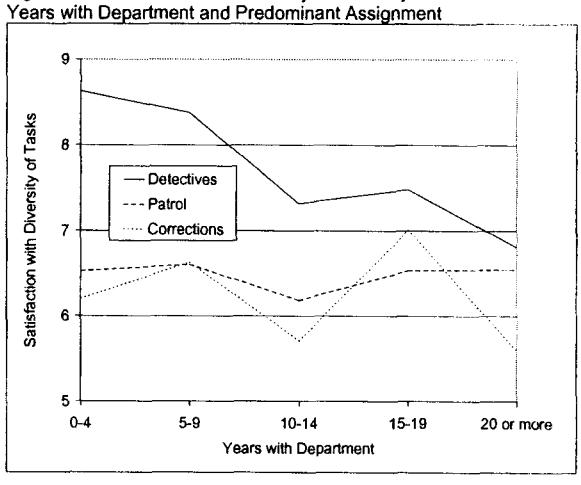


Figure 5.5 Satisfaction with Diversity of Tasks by Years with Department and Predominant Assignment



Involvement with COP interacts with gender in affecting satisfaction with the policy and resources and employee relationships components. Women officers who are less involved in COP are less satisfied than men with the policies and resources associated with their job, while women who are more involved are more satisfied. Similarly, at lower levels of involvement, women are somewhat less satisfied with employee relationships, but at the highest levels they are increasingly more satisfied than the men. (Table 5.14)

Table 5.1 Description of Current Assignment

	Current Assignment								
	Corrections				Patrol				
Does your current job assignment usually involve:	Main Jail	RCCC	Work Release	All Corrections	Patrol	Specialized Assignment	All Patrol	Detectives	Total
Doing the same thing in the same way	35%	50%	33%	40%	8%	4%	7%	8%	17%
Doing the same kind of thing in different ways	26%	24%	15%	24%	22%	7%	19%	30%	23%
Doing a number of different kinds of things	39%	26%	52%	36%	71%	88%	74%	62%	60%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of cases	*142*	*86*	*27*	*255*	*353*	*67*	*420*	*150*	*825*

Table 5.2 Mean Job Satisfaction Scale Ratings by Current Assignment

		Current Assignment								
		Corrections				Patrol				
		Main Jail	RCCC	Work Release	All Corrections	Patrol	Specialized Assignment	All Patrol	Detectives	Total
Mean	Structure of job	7.0	7.0	6.9	7.0	7.1	7.7	7.2	8.3	7.3
	Policy and resources	5.1	5.0	5.2	5.1	4.4	5.1	4.5	5.8	4.9
	Compensation	6.1	5.9	5.4	6.0	5.1	6.2	5.3	6.5	5.7
	Diversity of tasks	6.1	6.0	5.8	6.0	6.2	7.6	6.4	7.6	6.5
	Supervision	6.2	5.6	5.3	5.9	6.0	6.2	6.1	6.9	6.2
	Promotions	5.6	5.2	4.6	5.3	4.6	4.7	4.6	5.4	5.0
	Training	5.7	6.0	5.5	5.8	5.6	5.4	5.6	5.6	5.7
	Employee relationships	7.4	7.2	7.2	7.3	7.4	7.5	7.4	7.8	7.4
	Overall satisfaction	6.1	5.9	5.7	6.0	5.7	6.1	5.8	6.5	6.0
Standard Deviation	Structure of job	1.5	1.6	2.0	1.6	1.4	1.4	1.4	1.3	1.5
	Policy and resources	1.8	1.7	2.2	1.8	1.8	1.7	1.8	2.1	1.9
	Compensation	1.8	2.1	2.3	2.0	2.2	2.1	2.2	2.1	2.2
	Diversity of tasks	1.9	2.0	2.0	1.9	1.9	1.5	1.9	1.9	2.0
	Supervision	1.9	1.8	2.8	2.0	1.9	1.8	1.9	2.0	2.0
	Promotions	1.9	2.1	2.6	2.1	2.1	2.0	2.1	2.2	2.1
	Training	1.8	1.6	2.3	1.8	1.7	1.7	1.7	1.9	1.8
	Employee relationships	1.5	1.4	1.6	1.5	1.6	1.4	1.6	1.6	1.6
	Overall job satisfaction	1.4	1.3	1.8	1.4	1.4	1.2	1.4	1.4	1.4
Number of cases		*145*	*87*	*27*	*259*	*358*	*67*	*425*	*151*	*835*

Table 5.3. Mean Job Satisfaction Scale and Scale Component Ratings by Current Assignment

		Mean				Standard Deviation				Number of Cases			
		Correc-tions	Patrol	Detec-tives	Total	Correc-tions	Patrol	Detec-tives	Total	Correc-tions	Patrol	Detec-tives	Total
11. Job Environment: Structure of Job	a. Shift work in general	7.2	7.4	7.7	7.4	2.2	2.0	2.3	2.1	*255*	*413*	*136*	*804*
	b. Current shift assignment	7.8	7.8	9.1	8.0	2.3	2.2	1.7	2.2	*257*	*423*	*147*	*827*
	c. Current job assignment	7.2	8.1	9.0	8.0	2.4	1.9	1.6	2.1	*250*	*419*	*150*	*819*
	d. How often your shift assignment changes	7.0	7.1	8.4	7.3	2.5	2.7	2.0	2.6	*201*	*306*	*93*	*600*
	e. The days you currently work	8.0	7.6	9.2	8.0	2.1	2.6	1.6	2.4	*249*	*419*	*147*	*815*
	n. Degree to which my skills and abilities are utilized on the job	6.4	6.7	7.9	6.8	2.2	2.1	2.1	2.2	*259*	*423*	*151*	*833*
	o. Opportunities for specialty assignments	4.9	4.7	6.5	5.1	2.6	2.7	2.8	2.8	*243*	*415*	*142*	*800*
	p. Opportunities for job-related friendships	7.6	7.6	8.4	7.7	2.0	1.9	1.8	1.9	*251*	*416*	*147*	*814*
	Overall satisfaction with structure of job	7.0	7.2	8.3	7.3	1.6	1.4	1.3	1.5	*259*	*425*	*151*	*835*
11. Job Environment: Policy and Resources	f. Degree of input into departmental policies	4.8	4.1	5.2	4.5	2.5	2.5	2.7	2.5	*240*	*404*	*135*	*779*
	g. Degree of input into departmental decisions	4.3	3.8	4.7	4.1	2.4	2.4	2.6	2.4	*239*	*404*	*136*	*779*
	h. Fairness of job assignment process	5.4	4.7	6.1	5.2	2.8	2.9	2.9	2.9	*255*	*422*	*149*	*826*
	i. Opportunities for contributing to community-oriented policing goals	4.8	5.9	6.7	5.7	2.5	2.5	2.5	2.6	*213*	*409*	*119*	*741*
	j. Degree of recognition for work well done	5.7	5.1	6.0	5.4	2.7	2.7	2.9	2.7	*258*	*424*	*151*	*833*
	k. Amount of personnel to get the job done	4.0	3.4	5.1	3.9	2.6	2.4	2.9	2.6	*257*	*423*	*151*	*831*
	l. Amount of equipment to get the job done	5.6	4.8	6.2	5.3	2.6	2.5	2.6	2.6	*256*	*424*	*150*	*830*
	m. Amount of paperwork required to document job-related tasks	5.9	4.3	6.3	5.1	2.3	2.5	2.6	2.6	*253*	*424*	*150*	*827*
	Overall satisfaction with policy and resources	5.1	4.5	5.8	4.9	1.8	1.8	2.1	1.9	*259*	*425*	*151*	*835*
12. Compensation	a. Amount of time off during the year	6.9	6.6	8.2	6.9	2.3	2.4	2.1	2.4	*256*	*423*	*151*	*830*
	b. Medical and retirement benefits	6.0	5.4	6.5	5.8	2.5	2.7	2.7	2.7	*258*	*425*	*151*	*834*
	c. Current pay	5.6	4.8	6.0	5.3	2.4	2.6	2.5	2.6	*258*	*423*	*151*	*832*
	d. Projected pay levels in the future	5.3	4.3	5.4	4.8	2.5	2.7	2.6	2.7	*255*	*420*	*149*	*824*
	Overall satisfaction with compensation	6.0	5.3	6.5	5.7	2.0	2.2	2.1	2.2	*259*	*425*	*151*	*835*
13. Diversity of Tasks	a. Variety of tasks associated with your current assignment	6.1	7.1	7.8	6.9	2.2	2.0	2.0	2.1	*258*	*422*	*151*	*831*
	b. How often job assignments change	6.1	6.5	7.4	6.5	2.2	2.3	2.0	2.3	*240*	*362*	*119*	*721*
	c. Range of opportunity for other assignments in my current rank	5.9	5.8	7.4	6.1	2.5	2.5	2.2	2.5	*257*	*420*	*143*	*820*
	Overall satisfaction with diversity of tasks	6.0	6.4	7.6	6.5	1.9	1.9	1.9	2.0	*259*	*424*	*151*	*834*
14. Supervision	a. Degree of supervision exercised by my supervisor	7.0	7.6	8.0	7.5	2.4	2.3	2.4	2.3	*257*	*424*	*151*	*832*
	b. Consistency of discipline applied to departmental employees	5.0	4.6	5.7	4.9	2.7	2.8	2.7	2.8	*253*	*423*	*146*	*822*
	c. Timeliness of discipline	5.0	4.4	5.5	4.8	2.5	2.7	2.8	2.7	*247*	*409*	*139*	*795*
	d. Authority to problem-solve	6.4	6.7	7.2	6.7	2.4	2.4	2.5	2.4	*254*	*421*	*148*	*823*
	e. Consistency of supervisory support for my on-the-job decisions	6.8	7.1	7.8	7.1	2.6	2.4	2.5	2.5	*257*	*420*	*151*	*828*
	f. Frequency of rotating managers and supervisors	5.2	5.9	7.0	5.9	2.6	2.5	2.4	2.6	*257*	*406*	*135*	*798*
	Overall satisfaction with supervision	5.9	6.1	6.9	6.2	2.0	1.9	2.0	2.0	*259*	*425*	*151*	*835*

Table 5.3. (Continued) Mean Job Satisfaction Scale and Scale Component Ratings by Current Assignment

		Mean				Standard Deviation				Number of Cases			
		Correc-tions	Patrol	Detec-tives	Total	Correc-tions	Patrol	Detec-tives	Total	Correc-tions	Patrol	Detec-tives	Total
15. Promotions	a. Frequency of promotions	6.2	6.2	7.4	6.4	2.1	2.1	2.1	2.2	*219*	*392*	*141*	*752*
	b. Clarity of criteria for promotion	5.5	4.9	5.8	5.2	2.4	2.6	2.9	2.6	*222*	*402*	*143*	*767*
	c. The testing process for promotions	5.2	4.5	5.0	4.8	2.4	2.6	2.8	2.6	*206*	*388*	*144*	*738*
	d. Importance given merit in promotions	4.9	3.9	4.4	4.3	2.5	2.6	2.8	2.7	*209*	*395*	*146*	*750*
	e. Importance given seniority in promotions	4.8	4.2	4.9	4.5	2.5	2.6	2.9	2.6	*211*	*393*	*146*	*750*
	f. Management discretion in determining who is promoted	4.2	3.5	4.3	3.8	2.5	2.4	2.7	2.5	*212*	*395*	*147*	*754*
	g. Consistency in use of criteria for promotion	4.5	3.5	4.4	3.9	2.5	2.4	2.8	2.6	*208*	*395*	*147*	*750*
	h. Opportunity for growth and professional development	6.0	5.7	6.7	6.0	2.5	2.6	2.6	2.6	*226*	*408*	*149*	*783*
	Overall satisfaction with promotions	5.3	4.6	5.4	5.0	2.1	2.1	2.2	2.1	*233*	*412*	*149*	*794*
16. Training	a. Amount of training for new recruits	5.9	5.6	5.6	5.7	2.4	2.5	2.6	2.5	*256*	*405*	*134*	*795*
	b. Quality of training for new recruits	6.0	5.5	5.8	5.7	2.5	2.4	2.5	2.5	*255*	*403*	*135*	*793*
	c. Amount of training for those assigned to new divisions	6.0	5.7	5.4	5.8	2.2	2.1	2.4	2.2	*250*	*414*	*147*	*811*
	d. Quality of training for those assigned to new divisions	6.0	5.9	5.7	5.9	2.2	2.1	2.4	2.2	*248*	*416*	*147*	*811*
	e. Amount of training for those promoted to new responsibilities	5.6	5.4	5.6	5.5	2.2	2.2	2.3	2.2	*236*	*372*	*136*	*744*
	f. Quality of training for those promoted to new responsibilities	5.7	5.5	5.7	5.6	2.3	2.1	2.3	2.2	*236*	*373*	*137*	*746*
	g. Amount of training for my current assignment	6.5	6.3	6.2	6.4	2.4	2.3	2.6	2.4	*257*	*421*	*149*	*827*
	h. Quality of training for my current assignment	6.6	6.5	6.8	6.6	2.3	2.2	2.5	2.3	*255*	*423*	*148*	*826*
	i. Amount of training deputies receive about law enforcement's effect on family life	4.4	4.3	4.2	4.3	2.3	2.4	2.5	2.4	*250*	*415*	*145*	*810*
	j. Quality of mandated annual training	5.4	5.0	5.0	5.1	2.3	2.4	2.5	2.4	*256*	*424*	*151*	*831*
	Overall satisfaction with training	5.8	5.6	5.6	5.7	1.8	1.7	1.9	1.8	*258*	*425*	*151*	*834*
17. Employee Relationships	a. Quality of relationships with sworn co-workers	7.9	8.0	8.1	8.0	1.6	1.7	1.8	1.7	*258*	*424*	*151*	*833*
	b. Quality of relationships with supervisors	7.3	7.5	8.0	7.5	2.0	2.0	2.0	2.0	*258*	*425*	*151*	*834*
	c. Quality of relationships with non-sworn co-workers	7.7	7.7	8.0	7.8	1.6	1.7	1.7	1.7	*256*	*417*	*151*	*824*
	d. Quality of relationships with volunteer staff	7.3	7.5	7.8	7.5	1.9	1.9	2.0	1.9	*219*	*371*	*129*	*719*
	e. The rewards of leadership	6.3	6.0	6.6	6.2	2.4	2.6	2.4	2.5	*228*	*375*	*125*	*728*
	Overall satisfaction with employee relationships	7.3	7.4	7.8	7.4	1.5	1.6	1.6	1.6	*258*	*425*	*151*	*834*
Overall job satisfaction		6.0	5.8	6.5	6.0	1.4	1.4	1.4	1.4	*259*	*425*	*151*	*835*

Table 5.4 Correlations between Job Satisfaction Scales and Scale Components and Percent of Career Spent in Different Assignments

		Percent of Career Spent in Assignment			
		Corrections	Patrol	Detectives	Other
11. Job Environment: Structure of Job	a Shift work in general	-.012	.008	.039	-.027
	b. Current shift assignment	-.083 *	.005	.164 ***	.003
	c. Current job assignment	-.159 ***	.105 **	.163 ***	-.029
	d. How often your shift assignment changes	-.126 **	.124 **	.106 ***	-.065
	e. The days you currently work	-.083 *	.006	.142 ***	.022
	n. Degree to which my skills and abilities are utilized on the job	-.124 ***	.039	.178 ***	.008
	o. Opportunities for specialty assignments	-.067	-.024	.198 ***	-.007
	p. Opportunities for job-related friendships	-.036	-.029	.179 ***	-.045
	Overall satisfaction with structure of job	-.136 ***	.043	.232 ***	-.025
11. Job Environment: Policy and Resources	f. Degree of input into departmental policies	.036	-.091 **	.075 *	.022
	g. Degree of input into departmental decisions	.024	-.086 *	.078 *	.035
	h. Fairness of job assignment process	.079 *	-.144 ***	.093 ***	.016
	i. Opportunities for contributing to community-oriented policing goals	-.163 ***	.142 ***	.104 ***	-.029
	j. Degree of recognition for work well done	.005	-.070 *	.090 ***	.031
	k. Amount of personnel to get the job done	-.063	-.018	.177 ***	-.011
	l. Amount of equipment to get the job done	-.028	-.031	.142 ***	-.023
	m. Amount of paperwork required to document job-related tasks	.000	-.116 ***	.160 ***	.059
	Overall satisfaction with policy and resources	-.014	-.079 *	.160 ***	.021
12. Compensation	a. Amount of time off during the year	-.146 ***	.048	.217 ***	.000
	b. Medical and retirement benefits	-.025	-.068 *	.148 ***	.033
	c. Current pay	-.019	-.068 *	.161 ***	.008
	d. Projected pay levels in the future	-.048	-.052	.175 ***	.024
	Overall satisfaction with compensation	-.069 *	-.042	.207 ***	.018
13. Diversity of Tasks	a. Variety of tasks associated with your current assignment	-.187 ***	.138 ***	.161 ***	-.030
	b. How often job assignments change	-.104 **	.081 *	.139 ***	-.058
	c. Range of opportunity for other assignments in my current rank	-.046	-.022	.181 ***	-.034
	Overall satisfaction with diversity of tasks	-.135 ***	.070 *	.200 ***	-.047
14. Supervision	a. Degree of supervision exercised by my supervisor	-.106 **	.064	.101 ***	.003
	b. Consistency of discipline applied to departmental employees	-.055	-.046	.147 ***	.054
	c. Timeliness of discipline	.013	-.099 **	.113 ***	.048
	d. Authority to problem-solve	-.067 *	.036	.085 *	-.011
	e. Consistency of supervisory support for my on-the-job decisions	-.124 ***	.062	.131 ***	.010
	f. Frequency of rotating managers and supervisors	-.174 ***	.105 **	.135 ***	.033
	Overall satisfaction with supervision	-.110 ***	.029	.150 ***	.025

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 5.4 (Continued) Correlations between Job Satisfaction Scales and Scale Components and Percent of Career Spent in Different Assignments

		Percent of Career Spent in Assignment			
		Corrections	Patrol	Detectives	Other
15. Promotions	a. Frequency of promotions	-.146 ***	.022	.216 ***	.040
	b. Clarity of criteria for promotion	.029	-.133 ***	.131 ***	.058
	c. The testing process for promotions	.129 ***	-.189 ***	.043	.049
	d. Importance given merit in promotions	.144 ***	-.207 ***	.020	.074 *
	e. Importance given seniority in promotions	.123 ***	-.190 ***	.077 *	.024
	f. Management discretion in determining who is promoted	.036	-.124 ***	.093 **	.066
	g. Consistency in use of criteria for promotion	.081 *	-.174 ***	.126 ***	.030
	h. Opportunity for growth and professional development	-.005	-.071 *	.116 ***	.027
	Overall satisfaction with promotions	.085 *	-.181 ***	.106 **	.059
16. Training	a. Amount of training for new recruits	-.028	-.011	.026	.052
	b. Quality of training for new recruits	-.021	-.048	.079 *	.055
	c. Amount of training for those assigned to new divisions	.043	-.061	-.046	.071 *
	d. Quality of training for those assigned to new divisions	.019	-.053	.001	.061
	e. Amount of training for those promoted to new responsibilities	.035	-.057	-.007	.042
	f. Quality of training for those promoted to new responsibilities	.030	-.056	-.002	.045
	g. Amount of training for my current assignment	.100 **	-.102 **	-.014	-.001
	h. Quality of training for my current assignment	.051	-.083 *	.037	.016
	i. Amount of training deputies receive about law enforcement's effect on family life	.051	-.047	-.037	.019
	j. Quality of mandated annual training	.117 ***	-.147 ***	-.040	.073 *
	Overall satisfaction with training	.051	-.084 *	.002	.050
17. Employee Relationships	a. Quality of relationships with sworn co-workers	-.050	.010	.078 *	.007
	b. Quality of relationships with supervisors	-.067 *	.017	.099 **	.009
	c. Quality of relationships with non-sworn co-workers	-.025	-.044	.076 *	.058
	d. Quality of relationships with volunteer staff	-.086 *	.034	.080 *	.037
	e. The rewards of leadership	-.020	-.059	.121 ***	.033
	Overall satisfaction with employee relationships	-.064	-.012	.120 ***	.037
Overall job satisfaction		-.029	-.074 *	.168 ***	.032

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 5.5 Mean Overall Job Satisfaction Rating by Current and Predominant Assignment

Current Assignment	Predominant Assignment	Mean	Standard Deviation	*Number of cases*
Corrections	Corrections	6.0	1.4	*202*
	Patrol	5.6	1.5	*31*
	Detectives	5.9	1.5	*15*
	Other	6.8	1.5	*10*
Patrol	Corrections	5.7	1.3	*134*
	Patrol	5.7	1.4	*224*
	Detectives	6.1	1.6	*48*
	Other	5.8	1.2	*18*
Detectives	Corrections	7.8	.8	*2*
	Patrol	6.2	1.3	*20*
	Detectives	6.5	1.5	*124*
	Other	7.1	1.4	*5*
Total		6.0	1.4	*833*

Table 5.6 Correlations between Degree of Involvement with Community-Oriented Policing Activities and Job Satisfaction Scales, Controlling for Current Assignment

	Current Assignment			
Job Satisfaction Scales	Corrections	Patrol	Detective	Overall
Structure of job	.150 *	.205 ***	.109	.207 ***
Policy and resources	.149 *	.290 ***	.139	.172 ***
Compensation	-.010	.177 ***	.201 *	.087 *
Diversity of tasks	.134 *	.263 ***	.145	.251 ***
Supervision	.045	.163 **	.079	.140 ***
Promotions	.007	.158 **	.111	.055
Training	.052	.074	.093	.034
Employee relationships	.070	.136 **	.110	.128 ***
Overall satisfaction	.087	.228 ***	.159	.153 ***
Number of cases	*232-257*	*412-425*	*149-151*	*798-839*

***Correlation is significant at the .001 level

Table 5.7 Correlations between Importance Placed on Community-Oriented Policing Activities and Traditional Law Enforcement Activities and Job Satisfaction Scales, Controlling for Current Assignment

		Current Assignment			
	Job Satisfaction Scales	Corrections	Patrol	Detective	Overall
Importance of COP activities	Structure of job	.249 ***	.173 ***	.270 **	.183 ***
	Policy and resources	.153 *	.259 ***	.262 **	.220 ***
	Compensation	.166 **	.225 ***	.037	.169 ***
	Diversity of tasks	.247 ***	.223 ***	.297 ***	.217 ***
	Supervision	.170 **	.267 ***	.270 **	.219 ***
	Promotions	.208 **	.243 ***	.201 *	.225 ***
	Training	.259 ***	.242 ***	.268 **	.252 ***
	Employee relationships	.363 ***	.241 ***	.342 ***	.279 ***
	Overall satisfaction	.285 ***	.313 ***	.307 ***	.289 ***
Importance of traditional law enforcement activities	Structure of job	.178 **	.263 ***	.213 **	.229 ***
	Policy and resources	.068	.205 ***	.132	.162 ***
	Compensation	.056	.144 **	-.058	.103 **
	Diversity of tasks	.235 ***	.209 ***	.157	.214 ***
	Supervision	.015	.181 ***	.139	.125 ***
	Promotions	.075	.211 ***	.147	.171 ***
	Training	.115	.226 ***	.011	.152 ***
	Employee relationships	.215 **	.239 ***	.173 *	.221 ***
	Overall satisfaction	.133 *	.276 ***	.143	.217 ***
Number of cases		*232-256*	*411-426*	*148-150*	*796-838*

Table 5.8 Regression Models for Job Satisfaction Scales

			Structure of Job			Policy and Resources			Compensation			Diversity of Tasks			Supervision			Promotions			Training			Employee Relationships			Overall Job Satisfaction		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.
Years with department			.054	.004	.990	.066	-.260	.366	.078	.006	.985	.067	-.610	.033	.070	-.511	.075	.074	-.602	.034	.064	.008	.979	.057	-.341	.256	.050	-.368	.201
Rank	Deputy		1.302	.144	.661	1.600	-.217	.510	1.889	-.182	.592	1.623	-.568	.084	1.696	-.405	.219	1.784	-.558	.092	1.552	-.066	.849	1.382	-.355	.303	1.203	-.341	.302
	Sergeant		1.376	-.101	.742	1.691	-.277	.368	1.997	-.228	.469	1.716	-.734	.016	1.792	-.437	.154	1.885	-.522	.090	1.641	-.192	.550	1.461	-.301	.346	1.272	-.434	.158
Predominant assignment	Corrections		.242	.008	.914	.297	.089	.253	.351	.040	.618	.301	.087	.263	.315	-.007	.924	.341	.184	.019	.288	.127	.119	.257	.000	.998	.223	.114	.142
	Detectives		.414	.334	.004	.508	.248	.031	.600	.262	.026	.516	.321	.005	.539	.245	.033	.569	.231	.045	.493	.243	.043	.439	.171	.154	.382	.332	.004
Reason for current assignment	Initial duty assignment		.212	.025	.545	.260	.139	.001	.307	.117	.007	.264	-.025	.554	.276	.029	.495	.303	.129	.003	.252	.095	.030	.225	.059	.176	.196	.104	.013
	Promotion		.236	.086	.055	.290	.158	.000	.343	.112	.015	.295	.109	.015	.308	.090	.044	.326	.096	.036	.282	-.005	.913	.251	.055	.241	.218	.112	.013
	Personal reasons		.166	.115	.016	.204	.207	.000	.241	.124	.012	.207	.157	.001	.216	.121	.011	.234	.180	.000	.198	.110	.029	.176	.105	.036	.153	.196	.000
	Professional reasons		.172	.104	.029	.211	.171	.000	.249	.189	.000	.214	.153	.001	.224	.055	.246	.241	.111	.023	.205	.038	.450	.182	.053	.287	.159	.157	.004
	Management assignment or lack of other options		.247	-.044	.314	.304	.064	.140	.359	.059	.185	.308	.009	.839	.322	-.029	.505	.351	.013	.773	.295	.001	.980	.262	-.032	.482	.228	.014	.740
Degree of involvement with COP activities			.065	.202	.000	.080	.164	.000	.095	.010	.811	.082	.233	.000	.085	.101	.015	.092	.084	.046	.078	.076	.081	.069	.089	.040	.060	.151	.000
Gender	Female		.475	-.246	.037	.584	-.350	.003	.690	-.058	.631	.593	-.135	.252	.619	-.256	.031	.668	-.165	.166	.567	-.227	.066	.506	-.132	.284	.439	-.275	.021
Education	College degree		.124	-.018	.657	.152	.050	.212	.179	.013	.750	.154	-.024	.548	.161	.015	.698	.174	-.038	.352	.147	-.012	.772	.131	.024	.565	.114	.001	.986
Interaction between years with department and:	Rank	Deputy	.054	.016	.954	.066	.082	.762	.078	-.074	.791	.067	.558	.039	.070	.206	.446	.074	.248	.355	.064	-.080	.777	.057	.177	.531	.050	.153	.572
		Sergeant	.058	.146	.567	.071	.151	.554	.084	.129	.623	.072	.677	.008	.076	.306	.230	.080	.329	.200	.069	.126	.637	.062	.187	.482	.054	.306	.231
	Predominant assignment	Corrections	.019	-.078	.240	.023	-.101	.131	.027	-.053	.438	.023	-.128	.054	.024	-.095	.155	.026	-.128	.055	.022	-.158	.023	.020	-.051	.461	.017	-.142	.033
		Detectives	.022	-.153	.209	.027	-.096	.429	.032	-.151	.225	.028	-.199	.100	.029	-.049	.685	.030	.004	.972	.026	-.261	.040	.023	-.036	.779	.020	-.151	.215
Interaction between gender and:	Predominant assignment	Corrections	.358	.195	.006	.440	.198	.005	.520	.104	.153	.447	.112	.112	.467	.068	.338	.501	.099	.157	.428	.131	.076	.382	.093	.205	.331	.167	.018
		Detectives	.426	.033	.507	.523	.009	.858	.618	-.008	.877	.531	.061	.212	.555	-.020	.687	.587	-.024	.627	.508	.072	.160	.452	-.015	.765	.394	.016	.749
	Degree of involvement with COP activities		.149	.059	.505	.183	.198	.027	.216	.112	.220	.185	-.022	.805	.194	.164	.066	.207	.058	.525	.177	.066	.481	.158	.182	.051	.137	.134	.134
	Education		.289	-.013	.785	.355	-.089	.069	.420	-.039	.442	.360	-.021	.674	.377	-.071	.147	.403	.011	.826	.345	-.015	.776	.308	-.110	.032	.267	-.051	.297
Adjusted R Square			.119			.115			.068			.125			.117			.145			.034			.040			.113		
Standard Error of the Estimate			1.442			1.772			2.093			1.797			1.878			1.974			1.719			1.530			1.332		
Number of cases			*741*			*741*			*741*			*741*			*741*			*707*			*740*			*740*			*741*		

Statistics for significant variables are highlighted. Tables 5.9-5.14 describe significant relationships identified in this table.

In order to determine whether current or predominant assignment was more important in predicting job satisfaction, a series of models were run using both current and predominant assignment. These models, which generally had higher R squares than those displayed here, showed that predominant assignment was more important than current assignment. Current assignment was dropped to simplify the model enough that interaction terms could be included.

Table 5.9 Mean Job Satisfaction Ratings by Reason for Current Assignment

		Structure of Job	Policy and Resources	Compensation	Diversity of Tasks	Supervision	Promotions	Training	Employee Relationships	Overall Job Satisfaction
Mean	Initial assignment	7.03	5.27	5.86	5.88	6.23	6.03	6.21	7.53	6.23
	Promotion	7.75	5.55	6.35	7.11	6.88	5.27	5.57	7.79	6.35
	Personal reasons	7.45	4.95	5.55	6.74	6.14	4.91	5.75	7.47	6.02
	Professional reasons	7.67	5.14	6.14	7.08	6.24	4.88	5.57	7.54	6.10
	Normal rotation	6.99	4.38	5.02	6.14	6.02	4.69	5.56	7.25	5.66
	Management assignment	7.18	5.13	6.25	6.54	5.95	4.91	5.50	7.36	5.98
	Lack of other options	5.34	3.50	4.90	4.52	4.38	2.71	5.38	6.30	4.52
	Total	7.33	4.94	5.71	6.58	6.17	4.96	5.68	7.45	5.98
Standard Deviation	Initial assignment	1.41	1.70	2.02	1.75	1.82	1.72	1.50	1.29	1.18
	Promotion	1.59	2.02	2.01	1.91	1.95	2.06	1.90	1.53	1.43
	Personal reasons	1.53	1.90	2.12	1.99	2.03	2.17	1.83	1.62	1.44
	Professional reasons	1.47	1.96	2.11	1.80	2.06	2.23	1.81	1.63	1.45
	Normal rotation	1.25	1.61	2.19	1.66	1.79	1.95	1.58	1.47	1.26
	Management assignment	1.91	2.18	2.19	2.07	2.11	2.10	1.77	1.72	1.64
	Lack of other options	2.10	1.79	2.65	2.58	2.79	2.29	2.00	1.54	1.57
	Total	1.54	1.90	2.17	1.93	2.00	2.13	1.75	1.56	1.42
Number of cases	Initial assignment	*79*	*79*	*79*	*79*	*79*	*74*	*79*	*79*	*79*
	Promotion	*72*	*72*	*72*	*72*	*72*	*72*	*72*	*72*	*72*
	Personal reasons	*207*	*207*	*207*	*207*	*207*	*191*	*206*	*206*	*207*
	Professional reasons	*178*	*178*	*178*	*178*	*178*	*175*	*178*	*178*	*178*
	Normal rotation	*169*	*169*	*169*	*169*	*169*	*159*	*169*	*169*	*169*
	Management assignment	*44*	*44*	*44*	*44*	*44*	*41*	*44*	*44*	*44*
	Lack of other options	*14*	*14*	*14*	*14*	*14*	*14*	*14*	*14*	*14*
	Total	*763*	*763*	*763*	*763*	*763*	*726*	*762*	*762*	*763*

Table 5.10 Mean Job Satisfaction Ratings by Years with Department and Predominant Assignment

		Diversity of Tasks				Promotions				Training				Overall Job Satisfaction			
	Years with department	Cor-rections	Patrol	Detec-tives	Total	Cor-rections	Patrol	Detec-tives	Total	Cor-rections	Patrol	Detec-tives	Total	Cor-rections	Patrol	Detec-tives	Total
Mean	0-4	6.20	6.52	8.63	6.29	5.93	6.13	7.88	6.00	6.06	5.98	7.88	6.09	6.21	6.27	7.92	6.25
	5-9	6.63	6.60	8.38	6.75	5.25	4.63	6.25	4.99	5.70	5.41	6.64	5.62	5.90	5.85	7.37	5.99
	10-14	5.70	6.18	7.32	6.24	4.14	3.82	5.08	4.22	5.44	5.21	5.43	5.35	5.40	5.44	6.36	5.63
	15-19	7.01	6.53	7.48	7.02	4.87	4.56	5.48	5.00	5.62	5.60	5.79	5.68	6.16	5.75	6.42	6.11
	20 or more	5.59	6.54	6.81	6.59	3.91	3.82	5.04	4.52	4.70	5.75	5.47	5.48	5.02	5.65	6.16	5.86
	Total	6.18	6.46	7.20	6.52	5.21	4.39	5.28	4.94	5.76	5.51	5.66	5.65	5.91	5.73	6.37	5.96
Standard Deviation	0-4	1.58	1.70	1.11	1.62	1.74	1.73	1.62	1.75	1.51	1.64	1.44	1.55	1.22	1.29	0.93	1.24
	5-9	1.79	1.99	1.30	1.92	1.91	2.08	2.05	2.06	1.75	1.73	1.47	1.74	1.38	1.45	1.14	1.46
	10-14	1.96	1.90	1.98	2.03	2.07	1.97	2.20	2.10	1.88	1.79	2.04	1.88	1.52	1.38	1.55	1.51
	15-19	1.94	2.03	1.84	1.96	2.03	2.19	2.02	2.10	1.56	1.56	1.85	1.66	0.89	1.32	1.43	1.30
	20 or more	1.84	2.18	2.22	2.19	1.63	2.00	2.31	2.22	2.11	1.96	1.80	1.90	1.46	1.43	1.50	1.51
	Total	1.78	1.98	2.06	1.96	2.01	2.12	2.24	2.14	1.71	1.77	1.88	1.77	1.36	1.40	1.50	1.43
Number of cases	0-4	*164*	*28*	*4*	*196*	*144*	*28*	*4*	*176*	*164*	*28*	*4*	*196*	*164*	*28*	*4*	*196*
	5-9	*58*	*80*	*12*	*150*	*53*	*79*	*12*	*144*	*58*	*80*	*12*	*150*	*58*	*80*	*12*	*150*
	10-14	*76*	*74*	*42*	*192*	*70*	*73*	*41*	*184*	*76*	*75*	*42*	*193*	*76*	*75*	*42*	*193*
	15-19	*23*	*37*	*39*	*99*	*22*	*37*	*39*	*98*	*22*	*37*	*39*	*98*	*23*	*37*	*39*	*99*
	20 or more	*18*	*54*	*92*	*164*	*17*	*54*	*92*	*163*	*18*	*54*	*92*	*164*	*18*	*54*	*92*	*164*
	Total	*339*	*273*	*189*	*801*	*306*	*271*	*188*	*765*	*338*	*274*	*189*	*801*	*339*	*274*	*189*	*802*

This information is displayed in Figure 5.2 and Figure 5.5

Table 5.11 Mean Overall Job Satisfaction Ratings by Degree of Involvement with COP Activities and Predominant Assignment

	Involvement with COP activities	Predominant Assignment			Total
		Detectives	Corrections	Patrol	
Mean	1	6.08	5.78	5.15	5.70
	2	5.96	5.82	5.27	5.64
	3	6.30	6.03	5.66	5.96
	4	6.43	6.12	6.09	6.21
	5	6.82	6.11	6.24	6.39
	Total	6.37	5.91	5.73	5.96
Standard Deviation	1	1.63	1.43	1.50	1.49
	2	1.46	1.32	1.09	1.29
	3	1.63	1.08	1.50	1.43
	4	1.64	1.38	1.27	1.43
	5	0.99	1.66	1.33	1.34
	Total	1.50	1.36	1.40	1.43
Number of cases	1	*25*	*130*	*36*	*191*
	2	*27*	*72*	*57*	*156*
	3	*48*	*57*	*67*	*172*
	4	*47*	*54*	*48*	*149*
	5	*42*	*27*	*67*	*136*
	Total	*189*	*340*	*275*	*804*

This information is displayed in Figure 5.3

Table 5.12 Mean Job Satisfaction Ratings by Predominant Assignment and Gender

	Predominant assignment	Structure of Job			Policy and Resources			Overall Job Satisfaction		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Mean	Corrections	7.01	7.20	7.05	4.89	4.84	4.87	5.91	5.89	5.90
	Patrol	7.27	6.62	7.19	4.71	4.01	4.62	5.78	5.31	5.72
	Detectives	7.99	7.61	7.93	5.53	4.67	5.41	6.43	5.99	6.36
	Total	7.34	7.14	7.31	4.98	4.61	4.91	5.99	5.77	5.95
Standard Deviation	Corrections	1.41	1.51	1.43	1.72	1.93	1.77	1.34	1.44	1.36
	Patrol	1.44	1.80	1.50	1.86	1.70	1.85	1.40	1.32	1.40
	Detectives	1.55	1.75	1.58	2.01	2.26	2.06	1.46	1.68	1.49
	Total	1.50	1.65	1.53	1.87	1.96	1.89	1.41	1.48	1.43
Number of cases	Corrections	*250*	*80*	*330*	*250*	*80*	*330*	*250*	*80*	*330*
	Patrol	*240*	*33*	*273*	*240*	*33*	*273*	*240*	*33*	*273*
	Detectives	*159*	*27*	*186*	*159*	*27*	*186*	*159*	*27*	*186*
	Total	*649*	*140*	*789*	*649*	*140*	*789*	*649*	*140*	*789*

This information is displayed in Figure 5.4

Table 5.13 Mean Ratings for Satisfaction with Diversity of Tasks by Years with Department and Rank

	Years with department	Rank			Total
		Deputy	Sergeant	Lieutenant	
Mean	0-4	6.29	7.00		6.30
	5-9	6.71	6.22		6.70
	10-14	6.23	6.59	7.56	6.30
	15-19	7.36	6.16	6.83	6.97
	20 or more	6.63	6.97	5.96	6.59
	Total	6.52	6.63	6.16	6.51
Standard Deviation	0-4	1.64	.		1.64
	5-9	1.99	0.19		1.97
	10-14	2.04	1.79	1.84	2.01
	15-19	1.81	2.03	2.69	1.97
	20 or more	2.21	1.88	2.38	2.17
	Total	1.94	1.88	2.37	1.96
Number of cases	0-4	*208*	*1*		*209*
	5-9	*156*	*3*		*159*
	10-14	*172*	*26*	*3*	*201*
	15-19	*66*	*31*	*4*	*101*
	20 or more	*85*	*47*	*34*	*166*
	Total	*687*	*108*	*41*	*836*

Table 5.14 Mean Job Satisfaction Ratings by Involvement with COP Activities and Gender

	Involvement with COP activities	Policy and Resources			Employee Relationships		
		Male	Female	Total	Male	Female	Total
Mean	1	4.70	4.31	4.62	7.32	7.16	7.28
	2	4.48	4.55	4.49	6.97	7.68	7.08
	3	4.98	4.12	4.84	7.62	6.87	7.50
	4	5.40	5.00	5.34	7.64	7.32	7.59
	5	5.52	5.40	5.50	7.71	8.31	7.82
	Total	4.99	4.62	4.93	7.44	7.42	7.44
Standard Deviation	1	1.96	2.02	1.98	1.62	1.75	1.65
	2	1.74	1.92	1.77	1.60	1.35	1.58
	3	1.89	1.85	1.90	1.52	1.81	1.59
	4	1.80	2.00	1.83	1.46	1.48	1.46
	5	1.75	1.82	1.76	1.52	1.33	1.50
	Total	1.87	1.96	1.89	1.57	1.64	1.58
Number of cases	1	*153*	*41*	*194*	*153*	*41*	*194*
	2	*133*	*26*	*159*	*133*	*26*	*159*
	3	*146*	*28*	*174*	*146*	*28*	*174*
	4	*131*	*24*	*155*	*131*	*23*	*154*
	5	*117*	*25*	*142*	*117*	*25*	*142*
	Total	*680*	*144*	*824*	*680*	*143*	*823*

Chapter 6 Measures of Stress

Several measures of stress were utilized in this study. Four were subjective scales measuring the difficulty associated with the challenges of law enforcement, degree of satisfaction with the actions of others in law enforcement (e.g., the department and the courts) or with the actions of the media and public (e.g., those outside law enforcement), and concern with the risks of job-related interactions. These subjective measures are shown in relationship to predominant assignment, or the percent of a career spent in a particular assignment. More objective measures of stress include the number of internal affairs investigations and divisional inquiries (e.g., complaints) as reported by the respondent in the questionnaire, the total number of workers' compensation claims and the number specifically identified as injuries or stress-related illnesses. Objective measures are shown in relationship to assignment at the time of the complaint or claim, predominant assignment and percent of career spent in a given assignment.

Subjective Measures of Stress

The four subjective stress measures are all highly correlated with each other. Respondents who find it easier to meet the challenges of law enforcement are also more satisfied with the actions of the media, public, department and courts and exhibit more comfort with the risks of job-related interactions. (Table 6.1) This suggests that the four scales are measuring the same, or a related, concept.

Interpretation of the subjective measures as indicators of stress is strengthened by their correlation with some of the objective measures described in the next section. In general, officers reporting less stress and greater satisfaction with the challenges and risks of a law enforcement career file fewer workers' compensation claims. Officers predominantly assigned to corrections who are more satisfied with actions of the media and public and with those of the department and the courts and more comfortable with the risks of job-related interactions have fewer *injury-related* workers' compensation claims. For those who are predominantly detectives, the number of *stress-related* workers' compensation claims is also negatively correlated with their attitude towards department and court actions and the degree of comfort with the risks of job-related interactions. Similarly, patrol officers who are more comfortable with the risks of job-related interactions have fewer overall workers' compensation claims. Thus, zero-order correlations suggest that officers reporting less stress and greater satisfaction with the challenges and risks of a law enforcement career file fewer workers' compensation claims. The role of other variables in the prediction of different types of claims will be explored in the next section. (Table 6.3)

On the other hand, the amount of stress, as measured by the subjective scales, is *unrelated* to the rate of inquiries/investigations, except for those whose predominant assignment is something other than corrections, patrol or the detective division. For this group, the greater the number of inquiries/investigations, the more difficult they find it to meet the challenges of a law enforcement career. This correlation may indicate that those who find these challenges more difficult and who become the object of multiple inquiries or investigations are given other assignments. (Table 6.2)

Levels of subjective stress by predominant assignment. Respondents in general found it much easier to accept the challenges of a law enforcement career (a mean of 7.8 on a ten-point scale) than to live with the actions of the media and public and the actions of the department and courts (5.0 and 5.4 respectively) or with the risks of job-related interactions (4.8). Those

predominantly assigned to corrections were less satisfied than detectives with the public and media's response to law enforcement (4.8 vs. 5.5) and with the actions of the department and courts (5.3 vs. 5.8). They were also less comfortable with the risks of job related interactions (4.5 vs. 5.0). (Table 6.4)

In fact, the longer an officer had been in corrections, the more concerned they were about these interactions, while the reverse was true for those in patrol; the longer they were in patrol, the less concerned they were about the possibility of harm and exposure to physically threatening or unpleasant situations. Similarly, the longer a respondent had been in corrections, the more difficult it was to accept the challenges of law enforcement and the less satisfied they were with actions of the media and public. Conversely, the longer someone spent in the detective division, the more positive they were about meeting the challenges of law enforcement and accepting the actions of the media, public, department and courts. (Table 6.5) The greater concern of those in corrections was reduced by more years in the department -- an expression perhaps of more equanimity among those who spend their pre-retirement years in the corrections environment. On the other hand, the greater acceptance of media and public reactions and the greater comfort with the risks of job-related interactions that comes with more years on patrol is reduced by departmental longevity. (Table 6.6)

Ease of meeting law enforcement challenges. The "ease of meeting law enforcement challenges" scale includes accepting responsibility for protecting the lives and property of others for and for controlling others' behavior; it includes maintaining a professional demeanor and impartiality in interactions with inmates and the public; and it includes handling stress associated with reporting or investigating the misconduct of other officers, finding a sense of accomplishment from on-the-job activities and being assigned only higher priority calls for service. With one exception, item means on this scale ranged from 7.2 to 8.6. The exception was handling the stress associated with reporting or investigating the misconduct of other officers (a mean of 6.1). This was clearly more difficult. There were few differences between patrol and corrections. Patrol found it somewhat easier to accept responsibility for protecting the lives and property of others and much easier to handle only higher priority calls for service than corrections officers, who may have been more tentative because they either had not experienced this or sufficient time had elapsed since they had to raise some doubt about its difficulty. Detectives, on the other hand, were much more sanguine about accepting responsibility for protecting others and much more positive about finding a sense of accomplishment from on-the-job activities than those in corrections and patrol. (Table 6.7)

With one exception, the percent of a career spent in patrol was unrelated to items in the "ease of meeting law enforcement challenges" scale. The exception was that, with patrol experience, it got easier to accept responsibility for protecting the lives and property of others. With more experience as a detective, however, respondents found it easier to accept responsibility for protecting others, to maintain a professional demeanor in interactions with inmates and the public, to maintain impartiality in interactions with the public, to handle the stress associated with reporting or investigating the misconduct of other officers and to find a sense of accomplishment from on-the-job activities. In contrast, increasing time in corrections made it more difficult to accept responsibility for protecting others, more difficult to maintain a professional demeanor and impartiality in interactions with inmates and the public, and more difficult to find a sense of accomplishment from on-the-job activities. (Table 6.8)

Satisfaction with the actions of others. Satisfaction with the actions of others was subdivided into two scales, one targeting the media's and public's response to law enforcement and the other the actions of the department and the courts. The first scale, covering those external to

law enforcement, includes the print media's coverage and television's portrayal of law enforcement, the public's response in on-the-job contacts and social situations, and the gratitude of citizens assisted by law enforcement actions. The second, covering those internal to law enforcement, includes department and court-imposed procedural restrictions and the fairness of local court sentences. Respondents were neutral on both scales and only slightly more satisfied with the actions of law enforcement than they were with the public (5.4 vs. 5.0). They were most satisfied with other officers' attitudes towards their current job assignment (6.6). (Table 6.9)

Although, patrol and corrections officers did not differ in their response to the actions of others outside law enforcement (5.1 vs. 4.8), patrol officers were more satisfied with the public's response in social situations (6.5 vs. 6.0) and in expressed gratitude for law enforcement assistance (6.4 vs. 5.9). They had similar attitudes on the internal scale as well (5.3 each), while detectives were more positive (5.8) in their satisfaction with the actions of the department and courts. Detectives clearly received more positive feedback from their external interactions because they were more satisfied with the public's response to law enforcement as expressed in both on-the-job contacts (6.3 vs. 5.3 to 5.7 for those in other assignments) and by friends (7.1 vs. 6.0 to 6.5). The three groups differed the most in their attitude towards department-imposed procedural restrictions. Detectives were more satisfied with these (6.9 vs. 4.8 and 5.1 for corrections and patrol respectively). (Table 6.9)

The more time detectives spent in that assignment, the more accepting they were of television's portrayal of law enforcement and the public's response on-the-job, in social situations, and in their expressed gratitude for law enforcement assistance. Increasing time in corrections had the opposite effect; more experience in corrections was accompanied by more dissatisfaction with the public's response in on-the-job contacts, social situations, and in the expression of gratitude by citizens assisted by law enforcement actions. Experience in patrol only led to an increased acceptance of feedback from friends in social situations. It had no effect on acceptance of other expressions of public sentiment towards law enforcement. (Table 6.8)

Satisfaction with department-imposed procedural restrictions increases with time spent as a detective while decreasing with time spent in corrections. Attitudes towards court-imposed procedural restrictions do not change over time in any position. More experienced detectives are inclined to be more accepting of the fairness of local court sentences, while more experienced patrol officers are much more inclined to be dissatisfied. (Table 6.8)

That a hierarchy exists among different job assignments is suggested by the highly significant differences in satisfaction with other officers' attitudes towards the current job assignment. Corrections are the least satisfied while detectives are the most (6.1 and 7.4 respectively, with patrol in the middle at 6.7).

Comfort with risks of job-related interactions. Concern over the risks of job-related interactions includes frequent exposure to death, mayhem, child abuse, etc., physically threatening situations, negative interactions with others, serious health risks and the possibility of physical harm. There are modest differences between corrections and patrol in their concern with the risks of job-related interactions (4.5 for corrections, 5.1 for patrol). Both groups are mildly concerned with their exposure to inhumane treatment, physically threatening situations, negative interactions with others and the possibility of physical harm (means between 4.0 and 5.4). They are particularly concerned with serious health risks (means of 3.1 and 3.6 for corrections and patrol respectively). Detectives are very similar to corrections and patrol officers in their concern with the risks of job-related interactions. (Table 6.10)

For detectives, comfort with the risks of job-related interactions does not change with experience. Patrol officers become somewhat more comfortable with exposure to unpleasant and physically threatening situations, to serious health risks and to the possibility of physical harm. They do not become more comfortable with the extent of negative interactions with others. In contrast, respondents with more corrections experience became less comfortable and more concerned by their frequent exposure to unpleasant and physically threatening situations and to the possibility of physical harm. (Table 6.8)

Regression models predicting subjective stress measures. The models predicting subjective measures of stress predict less of the variance than many of those predicting components of job satisfaction. Five of the job satisfaction subscales and the overall job satisfaction scale have regression models that explain between 12% and 15% of the variance. Three of the four subjective stress measures predict between 7% and 11% of the variance. These include: satisfaction with the actions of the department and courts and with actions of the media and public and the ease of meeting law enforcement challenges. Only 2% of the variance in comfort with the risks of job-related interactions is explained by the model's variables. This suggests that feelings about these risks are widely shared. Women respondents predominantly assigned to both corrections and patrol are more concerned with these risks than male officers, although both men and women working in the corrections environment are more concerned than men or women in other assignments. Among detectives, women are actually much less concerned than the men. (Figure 6.1)

Figure 6.1 Comfort with Risks of Job-Related Interactions by Gender and Predominant Assignment

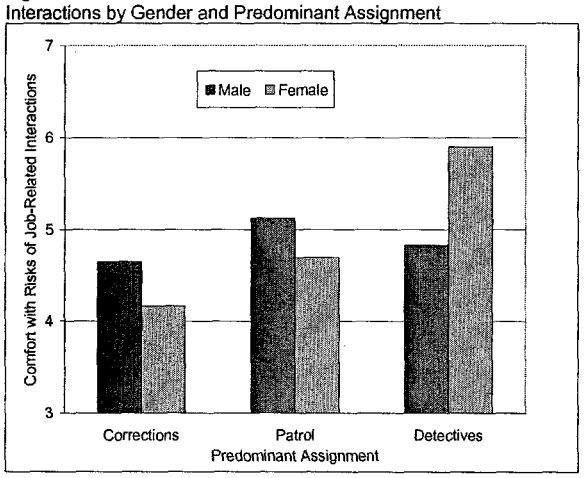
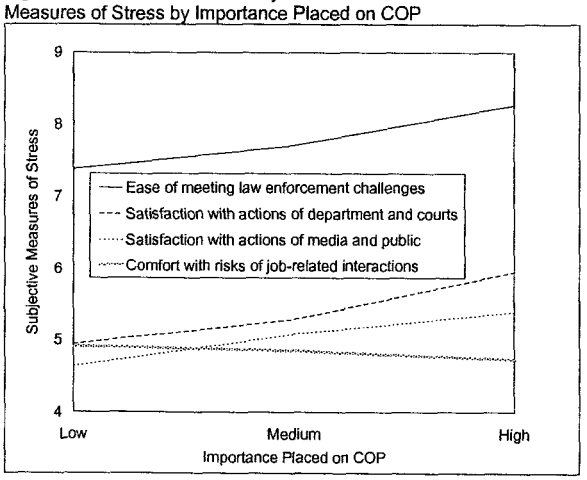


Figure 6.2 Mean Scores on Subjective Measures of Stress by Importance Placed on COP



The importance placed on COP activities is the only variable that is significant in all three of the stronger models predicting the subjective stress measures. Respondents placing more importance on COP activities find it easier to meet the challenges of law enforcement and are more satisfied with the actions of the media and public as well as the actions of the department and courts. The challenges of law enforcement do not appear to be a major source of stress for respondents; scores vary between 7.4 for those placing less importance on COP to 8.3 for those placing high importance on these activities; means for the other components hover around 5. The greatest source of stress -- the risks of job-related interactions – is not related to the importance placed on COP. Satisfaction with the actions of the department and courts and with the actions of the media and public increase with the importance placed on COP, particularly the former. (Figure 6.2)

The importance placed on COP also interacts with predominant assignment in influencing the ease of meeting law enforcement challenges. Placing more importance on COP makes it easier to accept the challenges of law enforcement for each assignment category. However, the impact is greater on corrections and patrol, who experience relatively more stress than detectives if they place little importance on COP but are quite similar if COP importance is high. (Figure 6.3)

Gender also interacts with assignment in affecting the ease of meeting law enforcement challenges. Women officers in both corrections and the detective division find it easier to meet these challenges than their male counterparts, while women in patrol find it somewhat more difficult. (Table 6.12)

Gender has a direct effect on only one subjective stress measure -- satisfaction with actions of the media and public. Women react more negatively than men to the public's view of law enforcement, but this difference declines with the importance placed on COP. For both male and female officers, though, acceptance of the actions of the media and public increases with the importance placed on COP. (Figure 6.4)

Figure 6.3 Ease of Meeting Law Enforcement Challenges by Predominant Assignment and Importance Placed on COP

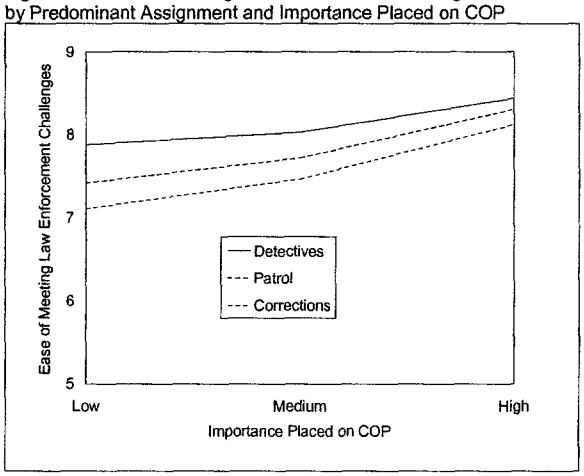
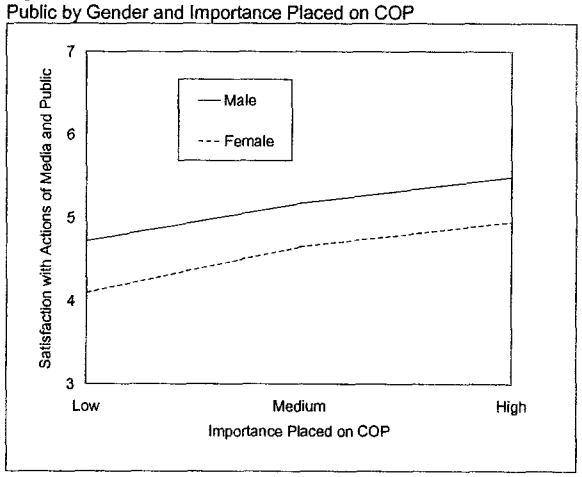


Figure 6.4 Satisfaction with Actions of Media and Public by Gender and Importance Placed on COP



Objective Measures of Stress

Although it is reasonable to assume that becoming the subject of a department inquiry or investigation would increase an officer's stress, it is also possible that engaging in behaviors that lead to such inquiries may be a reflection of stress among officers who find a law enforcement career difficult. To explore this idea, correlations were run between the rate of inquiries/investigations and the subjective measures of stress (see preceding section). This relationship was found only for those who were predominantly assigned to somewhere other than corrections, patrol or the detective division. (Table 6.2)

Correlations were also run between the rate of inquiries/investigations and the rate of workers' compensation claims for those in each of the four predominant assignment categories. While the rate of inquiries/investigations was unrelated to the rate of stress-related illnesses and other claims, it was highly correlated with injury claims that occurred in the area of a respondent's predominant assignment in corrections or patrol. There was no relationship between inquiries and injury claims for detectives. Although few in number (27), those predominantly assigned to

other locations had the highest and most significant relationship between the inquiry/investigation rate and injury claims, no matter where they were assigned. (Table 6.12)

There is a mildly significant relationship between filing rates for different kinds of claims. Those who file injury claims are somewhat more likely to also file stress and other types of claims. (Table 6.13) In addition, filing claims in one assignment seems to carry over into other assignments. For example, officers who filed stress claims in corrections and patrol also filed them as detectives (r = .210 and .303 respectively) and those who filed injury claims in corrections filed them in patrol and other locations as well (r = .204 and .188 respectively). Those who filed stress and other types of claims in patrol also filed them when they were assigned to other locations (r = .143, .121 and .135). Finally, officers who filed stress claims in other assignments also filed miscellaneous, non-injury complaints in those locations (r = .133). (Table 6.14)

While officers appear to take claims behaviors with them from one assignment to another, individual officers do not generate complaints in all work environments. Table 6.15 indicates that there is no correlation between being the subject of an inquiry/investigation in corrections, patrol or other locations. It is also possible that some settings are more problematic for specific individuals who can function effectively in other settings. (Table 6.15)

Divisional inquiries and internal affairs investigation rates. A total of 1098 complaints were reported by 633 survey respondents. Thus, 77% of the sample reported being the subject of at least one investigation or inquiry. The questionnaire design limited the number that could be reported by each respondent to five. Information about additional inquiries/investigations was not captured. The average of 1.73 inquiries per respondent may therefore be understated. Roughly half (48%) of the reported complaints occurred when the respondent was assigned to corrections, while a little less than half (44%) occurred during assignment to patrol. The remainder (9%) occurred in other assignments, including the detective division. Complaints against detectives may be understated because they were not included in the original sample design. As a result, the questionnaire did not include a separate response category to identify inquiries and investigations that occurred during assignment to the Detectives division. For this section of the questionnaire, detectives were included in the "other" category. (Table 6.16)

The number of complaints per 365 days in a given assignment is only slightly higher in corrections than in patrol (.18 vs. .15). The rate was particularly high during a corrections assignment for those who had predominantly served in other locations (.41) or in patrol (.21). Those who had predominantly served in other locations also generated a higher rate of inquiries when they were assigned to patrol (.24). (Table 6.17)

The lack of inquiries and investigations are apparently a factor in promotion to detective, since there is a highly significant negative correlation between the percent of a person's career as a detective and the rate of inquiries and investigations (-.129). Conversely, those who have spent more of their career in other locations have had more inquiries in corrections. In general, the longer someone spends in corrections, they greater the number of inquiries/investigations. (Table 6.18)

Regression model predicting inquiries and investigations. Regression models predicting inquiries and investigations predict a modest, but significant amount of the variance for complaints filed during assignment to corrections and for all complaints. None of the variables included in the models predicted complaints filed during assignment to patrol. This may reflect the exposure of officers on patrol to a broader range of situations and individuals so that the

filing of complaints has less to do with officer characteristics included in the regression model and more to do with situational variables not included in this study. (Table 6.19)

Complaints overall are influenced by predominant assignment, education and the interaction of education and gender. Specifically, detectives are half as likely as patrol and corrections officers to be charged with a complaint (.09 vs. .18 per year with the department). Officers with a college degree are less likely to be the focus of an inquiry/investigation (.13 vs. .18 for those without a degree). (Figure 6.5) However, this relationship is reversed for women; college-educated women officers are more likely to be the subject of a complaint than those without a degree (.17 vs. .12). (Figure 6.6)

Figure 6.5 Rate of Inquiries and Investigations by Education and Predominant Assignment

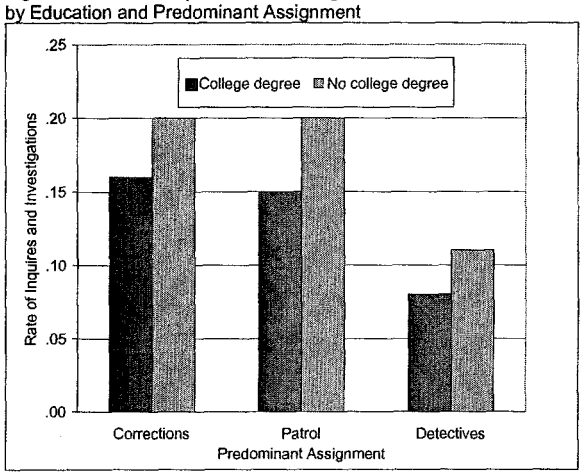
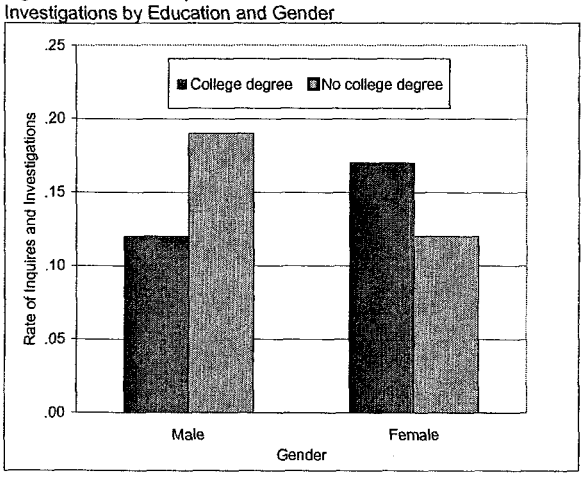


Figure 6.6 Rate of Inquiries and Investigations by Education and Gender



Complaints occurring during assignment to corrections are influenced by education and the interaction of predominant assignment and gender. Officers with a college degree have a lower inquiry/investigation rate than those without (.13 vs. .21). Women predominantly assigned to corrections had lower complaint rates in corrections than women assigned to patrol (.13 vs. .31) while men had the same rates in either assignment (.20 for those predominantly assigned to corrections vs. .19 for those usually assigned to patrol.) (Table 6.21)

Workers' compensation claims. Workers' compensation claims were subdivided into stress-related, job-related injuries and miscellaneous claims stemming from injuries occurring during training or in administrative assignments. Stress-related claims include those involving mental or emotional stress, hypertension, cardiovascular disease, ulcers or other gastrointestinal disorders. Injury claims include those that occurred in the performance of job-related duties, often associated with vehicle accidents, attacks by inmates, arrest/pursuit of suspects or exposure to health hazards. The miscellaneous category includes injuries that occurred during in-service training or workouts. The vast majority of claims are job-related injuries (2,182 out of a total of 2,451 claims or 89%). (Tables 6.23 and 6.24) Although the number of individuals filing stress-related claims (70) and the number of such claims (110) is too small for reliable analysis, we have included a brief discussion of the variables that appear to be significant in regression models that attempt to predict rates of stress-related claim. These are unsatisfactory models because they explain very little of the variation in the rate of stress-related claims -- a by-product of the small sample size. The purpose of including this discussion is to highlight the variables that, in a larger sample, might be important in understanding the occurrence of stress-related illnesses among those employed in law enforcement. Identification of these variables should be considered highly tentative.

The average number of workers' compensation claims per 365 days in a given assignment is highest for those assigned to patrol (.33 for all claims, .31 for injury claims) and only slightly lower for those in the miscellaneous assignment category (.28 for all claims). Rates are lowest for those assigned to corrections (.21) and the detective division (.18). The rate of stress claims is very low except for officers in corrections who were predominantly assigned to other locations (.06 vs. .00 to .03 for all other assignments).[1] (Table 6.25) Those who have predominantly served in other locations had noticeably higher rates of other claims when they served in corrections or patrol (.21 and .19 respectively), which may have contributed to the type of assignment in which they spent their career. The highest claims rates are for officers who have spent most of their career in corrections but who were assigned as detectives at the time of the claim (an injury and overall rate of .53), or most of their career in patrol (an injury rate of .37 and an all claims rate of .40). (Table 6.25)

Regression model predicting stress-related illness claims. Regression models for stress-related claims occurring during assignment to corrections or patrol explain less than 3% of the variance in the rate of such claims per 365 days in these job locations. This could be a function of the small sample size, or it could mean that stress-related illnesses primarily reflect the idiosyncratic experiences and lifestyle of individual officers, with only limited influence from other variables such as gender, education and job assignment. It may also reflect a lack of clarity in the distinction between stress-related and injury claims.

Figure 6.7 Rate of Stress-Related Illness Claims by Predominant Assignment and Education

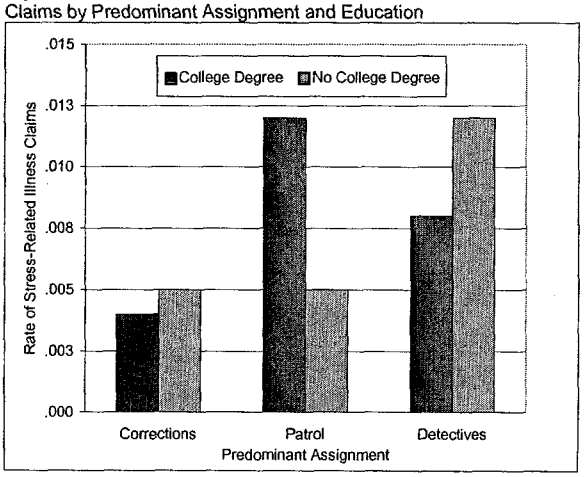
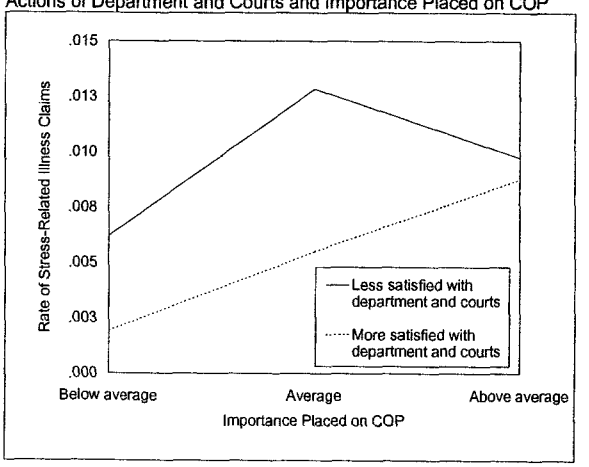


Figure 6.8 Rate of Stress-Related Illness Claims by Satisfaction with Actions of Department and Courts and Importance Placed on COP



When stress-related claims are analyzed, independent of the assignment where they occurred, predominant assignment, education, the importance placed on COP, and satisfaction with actions of the department and the courts are significant variables in the model. (Table 6.27) Officers who are predominantly assigned to the detective division have the highest rate of stress-related claims (.010), while those predominantly assigned to corrections have the lowest

[1] Seventy respondents had a stress-related workers' compensation claim during their career, with a few having more than one in different assignments. A total of 34 had stress-related claims while assigned to corrections, 28 while assigned to patrol, 12 while assigned to the detective division and six in other assignments. One individual was eliminated from the regression analysis due to an extreme number of claims while on patrol.

rate (.004). Education and predominant assignment interact: college-educated detectives have lower rates than those without college (.008 vs. .012), while the reverse is true for patrol officers -- those with a college degree have higher rates of stress-related claims (.012 vs. .005). Stress-related claims among those predominantly assigned to corrections are unaffected by educational background (.004 and .005 for those with and without a college degree). (Figure 6.7) However, independent of predominant assignment, college-educated officers and those placing more importance on COP activities have higher rates of stress-related claims while those who are more satisfied with actions of the department and the courts have lower rates. (Figure 6.8)

While none of the variables included in the model explain the occurrence of stress-related claims when officers are assigned to patrol, education, its interaction with predominant assignment and satisfaction with the actions of those inside and outside of law enforcement explain a significant amount of the variation in stress-related claims during assignment to corrections (adjusted R square of .029). (Table 6.27) Officers with college degrees have more stress-related claims when they are assigned to corrections than those with less education. However, the effect of higher education on stress is different for those predominantly assigned to patrol than for those who are predominantly assigned to corrections or the detective division. Patrol officers with a college degree have a *higher* rate of stress-related claims when they are assigned to corrections (.016 vs. .003 for those lacking a college degree), while college-educated officers predominantly assigned to the detective division have *lower* rates when assigned to corrections (.004 vs. .010). Whether rotation to corrections has a different meaning for college-educated patrol officers, leading to more stress, or whether college-educated officers who fail to promote out of patrol into the detective division or other assignments experience more stress and are then reassigned to corrections to mitigate it cannot be determined from this data. (Table 6.29)

The two subjective measures are related to stress-related claims during a corrections assignment in opposite ways. The more satisfied officers are with the actions of the media and public, the higher their rate of stress-related claims, while the more satisfied they are with the actions of the department and court, the lower their rate of stress-related claims.

Thus, whether the focus is on stress-related claims that occur during assignment to corrections or to any location, the effect of higher education is different for those predominantly assigned to patrol. A college degree is associated with higher rates of stress-related claims for patrol officers and lower rates for those predominantly in corrections, detective and other assignments. (Table 6.28 and 6.29)

Regression model predicting injury-related claims. The importance placed on COP activities interacts with predominant assignment in modestly predicting the overall rate of injury-related claims. (Figure 6.9) Whether the claim occurs during assignment to corrections or patrol, those predominantly assigned to corrections make fewer claims if they place more importance on COP activities (.14 vs. .19 claims per 365 days with the department). For those predominantly assigned to patrol, the reverse is true: those placing more importance on COP have higher injury claims rates (.32 vs. .26). Gender also interacts with predominant assignment in the prediction of injury-related claims. While women officers predominantly assigned to patrol have a much higher injury-related claim rate than men in the same assignment (.41 vs. .27), there is no gender difference in injury-related claims for those predominantly assigned to the detective division (.20 for women and .22 for men). (Table 6.31)

Three of the subjective stress measures predict the rate of all injury claims. The easier officers find it to meet the challenges of law enforcement the higher the number of injury-related claims, while greater satisfaction with actions of the media and law enforcement and greater comfort with the risks of job-related interactions lead to lower injury-related claims. (Figure 6.10)

Figure 6.9 Rate of Injury-Related Claims by Predominant Assignment and Importance Placed on COP

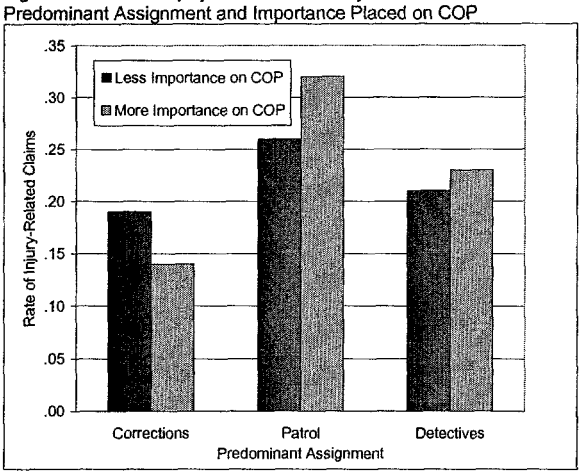
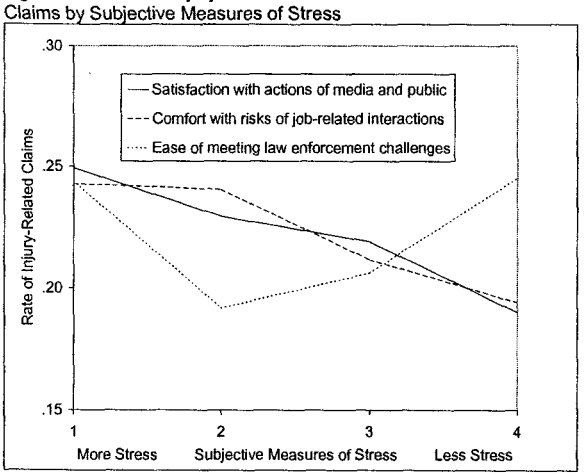


Figure 6.10 Rate of Injury-Related Claims by Subjective Measures of Stress



The importance placed on COP activities, and its interaction with predominant assignment, is more complex when the focus is on explaining injury-related claims in a corrections environment. For those predominantly assigned to corrections, greater importance placed on COP decreases injury-related claims during a corrections assignment while the reverse is true for those predominantly assigned to patrol and the detective division. During their corrections assignment, patrol officers and detectives placing more importance on COP have higher injury-related claims rates. This relationship is clearer when the importance of COP is summarized in three categories (low, medium and high, as shown in Figures 6.11 and 6.12) rather than dichotomized at the median (less and more, as shown in Table 6.31). In the regression model, the full range (1 - 10) is utilized. Thus, Figure 6.11 describes the decreasing rate of injury-related claims during a corrections assignment for those predominantly assigned to corrections (from .20 when COP importance is low to .13 when it is high) and the increasing rate for those predominantly assigned to patrol (from .14 when COP importance is low to .26 when it is high) or the detective division (from .16 to .19).

Figure 6.11 Injury-Related Claims During Corrections Assignment by Importance Placed on COP

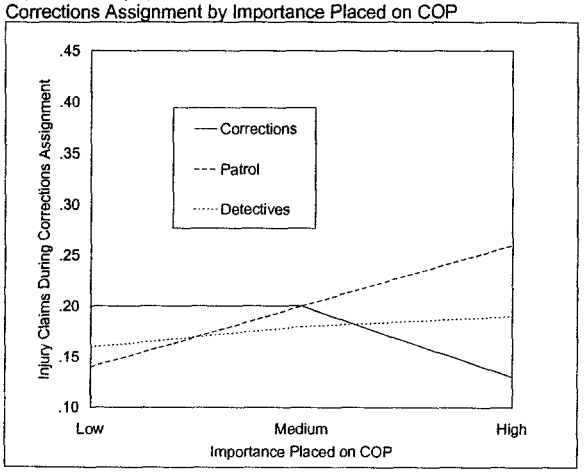
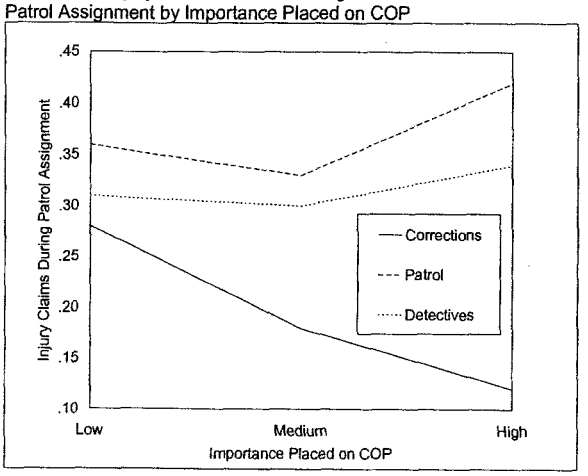


Figure 6.12 Injury-Related Claims During Patrol Assignment by Importance Placed on COP



This differential effect of the importance placed on COP carries over into injury-related claims made during a patrol assignment. Officers predominantly assigned to corrections who place more importance on COP also have lower rates of injury-related claims when they are assigned to patrol (from .28 when COP importance is low to .12 when it is high) while officers predominantly assigned to patrol and the detective division experience higher rates with increased importance attached to COP activities (from .36 to .42 for patrol and from .31 to .34 for detectives). (Figure 6.12)

Subjective stress measures affect injury-related claims during assignment to patrol in the same way they affect all injury-related claims: the rate increases with perceived ease in meeting the challenges of law enforcement, but decreases as satisfaction with the actions of the media and public and comfort with the risks of job-related interactions increase. (Table 6.30)

The effect of education on injury rates during patrol is different for men and women. Education and the importance attached to COP interact differently in predicting injury-related claims among men and women, depending on whether they are assigned to corrections or patrol. When assigned to *patrol*, women without a college degree have much higher injury rates than college-educated women (.57 vs. .29) while education makes no difference in the injury rate among men (.30 for those without a college degree vs. .28 with one). (Figure 6.13) In addition, among women officers only, education and the importance of COP interact in predicting injury rates during patrol assignments while among men the same two variables interact in predicting rates during *corrections* assignments.

Figure 6.13 Rate of Injury-Related Claims During Patrol Assignment by Gender, Education and Importance Placed on COP

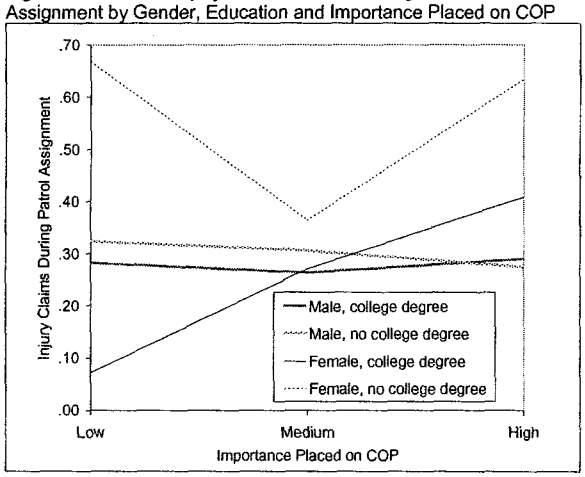
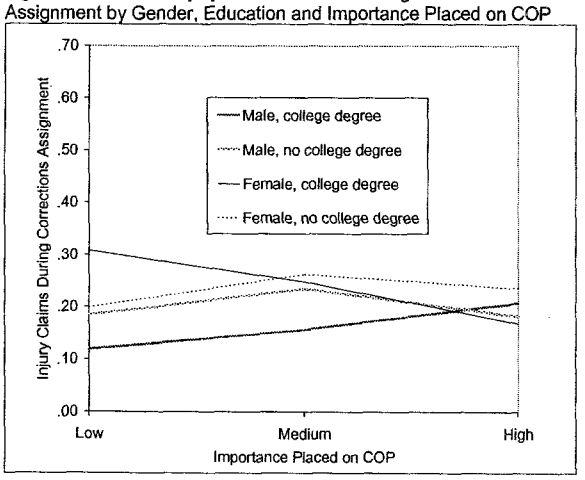


Figure 6.14 Rate of Injury-Related Claims During Corrections Assignment by Gender, Education and Importance Placed on COP



Specifically, the importance women officers placed on COP had a larger effect on the patrol injury rates of college educated women (.06 for those placing less importance on COP vs. .41 placing more importance on these activities), but a smaller one among those without a college degree (.52 vs. .62 respectively). In contrast, the importance attached to COP and education made less of a difference in patrol injury rates among men (.26 for college-educated men placing less importance on COP vs. .30 for those with the same education placing more importance on these activities.) The difference for those without a college degree was even smaller (.31 for those placing less importance on COP vs. .29 for those placing more importance on these activities). (Figure 6.14)

In predicting injury-related claims during a *corrections* assignment, education has no effect on the rate of claims among women, but decreases the rate among college-educated men. Women officers who place more importance on COP have *lower* injury-related claims in corrections irrespective of their educational level while college-educated men placing more importance on COP have *higher rates* (.20 vs. .12). (Table 6.34) In other words, among women, the importance placed on COP *increases* injury-related claims during patrol assignments but *decreases* them in corrections. In patrol, the effect of COP is stronger for college-educated women than for those without a college degree while in corrections the effect is the same irrespective of education. Among men, neither education nor the importance placed on COP affects the injury-related claims rate during patrol assignments, but higher education lowers this rate, particularly for those who place less importance on COP. (Tables 6.33 and 6.35)

Table 6.1 Correlations between Subjective Measures of Stress

	Ease of meeting law enforcement challenges	Satisfaction with actions of media and public	Satisfaction with actions of department and courts
Satisfaction with actions of media and public	.343 ***	--	--
Satisfaction with actions of department and courts	.377 ***	.489 ***	--
Comfort with risks of job-related interactions	.204 ***	.134 ***	.155 ***
Number of cases	*836-838*	*841*	*839*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.2 Correlations between Subjective Measures of Stress and Rate of Inquiries/Investigations, Controlling for Predominant Assignment

Subjective Measures of Stress	Predominant Assignment				Overall
	Corrections	Patrol	Detectives	Other	
Ease of meeting law enforcement challenges	-.004	-.057	-.019	-.465 **	-.064
Satisfaction with actions of media and public	-.001	-.054	-.051	-.098	-.049
Satisfaction with actions of department and courts	.005	.048	.000	.189	.011
Comfort with risks of job-related interactions	.045	-.058	.059	-.006	.002
Number of cases	*339-342*	*274-275*	*189*	*32-33*	*835-839*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.3 Correlations between Subjective Measures of Stress and Rate of Workers' Compensation Claims, Controlling for Predominant Assignment

Subjective Measures of Stress	Type of Workers' Compensation Claim	Predominant Assignment				Overall
		Corrections	Patrol	Detectives	Other	
Ease of meeting law enforcement challenges	Stress claims	-.059	.018	-.052	.155	-.002
	Injury claims	.027	.055	-.011	-.312	.028
	Other claims	.010	-.017	-.041	.240	-.012
	All claims	.023	.049	-.026	-.285	.021
Satisfaction with actions of media and public	Stress claims	.014	.021	.014	.082	.028
	Injury claims	-.209 ***	-.023	.006	-.269	-.103 **
	Other claims	-.041	-.037	.018	-.395 *	-.043
	All claims	-.194 ***	-.028	.011	-.279	-.104 **
Satisfaction with actions of department and courts	Stress claims	-.048	.010	-.208 **	-.312	-.074 *
	Injury claims	-.154 **	-.006	-.036	.180	-.066
	Other claims	.005	.149 *	-.032	-.042	.024
	All claims	-.132 *	.032	-.07	.135	-.058
Comfort with risks of job-related interactions	Stress claims	-.044	-.007	-.209 **	.160	-.044
	Injury claims	-.128 *	-.112	-.082	.027	-.080 •
	Other claims	.022	-.133 *	-.124	-.080	-.033
	All claims	-.103	-.136 •	-.13	.049	-.088 *
Number of cases		*330-333*	*268-269*	*189*	*27*	*814-818*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.4 Mean Ratings for Subjective Measures of Stress by Predominant Assignment

		Predominant Assignment				Total
	Subjective Measures of Stress	Corrections	Patrol	Detectives	Other	
Mean	Ease of meeting law enforcement challenges	7.6	7.8	8.1	8.0	7.8
	Satisfaction with actions of media and public	4.8	5.1	5.5	4.7	5.0
	Satisfaction with actions of department and courts	5.3	5.3	5.8	5.6	5.4
	Comfort with risks of job-related interactions	4.5	5.1	5.0	4.8	4.8
Standard Deviation	Ease of meeting law enforcement challenges	1.3	1.3	1.2	1.2	1.3
	Satisfaction with actions of media and public	1.7	1.5	1.5	1.8	1.6
	Satisfaction with actions of department and courts	1.7	1.7	1.9	1.8	1.8
	Comfort with risks of job-related interactions	2.0	2.1	1.9	1.6	2.0
Number of Cases	Ease of meeting law enforcement challenges	*340*	*275*	*189*	*33*	*837*
	Satisfaction with actions of media and public	*342*	*275*	*189*	*33*	*839*
	Satisfaction with actions of department and courts	*341*	*275*	*189*	*32*	*837*
	Comfort with risks of job-related interactions	*339*	*274*	*189*	*33*	*835*

Table 6.5 Correlations between Subjective Measures of Stress and Percent of Career Spent in Different Assignments

	Percent of Career Spent in Assignment				*Number of cases*
	Corrections	Patrol	Detectives	Other	
Ease of meeting law enforcement challenges	-.150 ***	.059	.157 ***	.046	*837*
Satisfaction with actions of media and public	-.146 ***	.076 •	.161 ***	.001	*839*
Satisfaction with actions of department and courts	-.038	-.059	.113 ***	.077 *	*837*
Comfort with risks of job-related interactions	-.093 **	.097 **	.044	-.031	*835*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.6 Partial Correlations between Subjective Measures of Stress, Percent of Time in Assignments, and Years with Department

	Percent of Time in Assignment, Controlling for Years with Department				Years with Department, Controlling for Percent of Time in Assignments
Subjective Measures of Stress	Corrections	Patrol	Detectives	Other	
Ease of meeting law enforcement challenges	-.127 ***	.033	.139 ***	.054	-.021
Satisfaction with actions of media and public	-.073 •	.014	.091 **	.029	.098 **
Satisfaction with actions of department and courts	-.050	-.058	.131 ***	.081 •	-.047
Comfort with risks of job-related interactions	-.078 *	.084 •	.030	-.032	-.017
Number of cases	*827*	*827*	*827*	*827*	*824*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.7 Mean Ratings for Ease of Meeting Law Enforcement Challenges by Predominant Assignment

	Mean					Standard Deviation					Number of Cases				
	Overall	Corrections	Patrol	Detectives	Other	Overall	Corrections	Patrol	Detectives	Other	Overall	Corrections	Patrol	Detectives	Other
a. Accepting responsibility for protecting the lives and property of others	8.2	7.8	8.4	8.8	8.2	1.8	1.8	1.8	1.5	2.0	*830*	*334*	*275*	*188*	*33*
b. Accepting responsibility for controlling others' behavior	7.3	7.2	7.2	7.4	7.7	2.2	2.0	2.3	2.3	1.9	*831*	*339*	*274*	*185*	*33*
c. Maintaining a professional demeanor during interactions with inmates	8.2	8.0	8.2	8.5	8.5	1.6	1.7	1.7	1.5	1.5	*705*	*312*	*214*	*149*	*30*
d. Maintaining impartiality during interactions with inmates	8.2	8.0	8.4	8.4	8.4	1.6	1.6	1.6	1.6	1.4	*699*	*312*	*211*	*147*	*29*
e. Maintaining a professional demeanor during interactions with the public	8.6	8.4	8.6	8.8	8.9	1.4	1.4	1.4	1.4	1.2	*834*	*339*	*274*	*189*	*32*
f. Maintaining impartiality during interactions with the public	8.4	8.2	8.5	8.7	8.7	1.5	1.5	1.5	1.4	1.3	*831*	*337*	*274*	*188*	*32*
g. Handling stress associated with reporting or investigating the misconduct of other officers	6.1	5.9	6.0	6.5	6.1	2.5	2.4	2.4	2.5	2.6	*750*	*298*	*244*	*178*	*30*
h. Being assigned only higher priority calls for service because non-sworn employees and volunteers handle the less serious cases	7.9	7.6	8.0	8.0	8.5	2.0	2.0	2.1	2.1	1.5	*621*	*227*	*236*	*134*	*24*
i. Finding a sense of accomplishment from on-the-job activities	7.2	6.9	7.1	7.9	7.5	2.2	2.2	2.3	2.1	1.8	*832*	*337*	*275*	*188*	*32*
Overall ease of meeting law enforcement challenges	7.8	7.6	7.8	8.1	8.0	1.3	1.3	1.3	1.2	1.2	*837*	*340*	*275*	*189*	*33*

• Respondents were asked to indicate how difficult these challenges are for them to meet on a scale from 1 to 10 with 1 being "very difficult" and 10 being "very easy".

Table 6.8 Correlations between Scale Components for Subjective Measures of Stress and Percent of Career Spent in Different Assignments

		Percent of Career Spent in Assignment				*Number of cases*
		Corrections	Patrol	Detectives	Other	
Ease of meeting law enforcement challenges	a. Accepting responsibility for protecting the lives and property of others	-.220 ***	.147 ***	.182 ***	-.002	*830*
	b. Accepting responsibility for controlling others' behavior	-.045	-.007	.034	.070 *	*831*
	c. Maintaining a professional demeanor during interactions with inmates	-.105 **	.028	.113 **	.057	*705*
	d. Maintaining impartiality during interactions with inmates	-.101 **	.064	.070	.024	*699*
	e. Maintaining a professional demeanor during interactions with the public	-.091 **	.016	.104 **	.055	*834*
	f. Maintaining impartiality during interactions with the public	-.105 **	.033	.129 ***	.026	*831*
	g. Handling stress associated with reporting or investigating the misconduct of other officers	-.083 *	.028	.097 **	.023	*750*
	h. Being assigned only higher priority calls for service because non-sworn employees and volunteers handle the less serious cases	-.080 •	.055	.046	.014	*621*
	i. Finding a sense of accomplishment from on-the-job activities	-.134 ***	.035	.168 ***	.046	*832*
	Overall ease of meeting law enforcement challenges	-.150 ***	.059	.157 ***	.046	*837*
Satisfaction with actions of media and public	a. Print media's coverage of law enforcement	-.059	.028	.077 *	-.004	*838*
	b. Television's portrayal of law enforcement	-.068 •	.034	.095 **	-.015	*836*
	g. The public's response to law enforcement as expressed in on-the-job contacts	-.124 ***	.058	.153 ***	-.003	*835*
	h. The public's response to law enforcement as expressed by friends in social situations	-.159 ***	.100 **	.159 ***	-.014	*837*
	i. The gratitude of citizens assisted by law enforcement actions	-.131 ***	.059	.105 **	.057	*835*
	Overall satisfaction with actions of media and public	-.146 ***	.076 *	.161 ***	.001	*839*
Satisfaction with actions of department and courts	d. Department-imposed procedural restrictions	-.141 ***	.052	.187 ***	.011	*831*
	e. Court-imposed procedural restrictions	.015	-.062	.017	.069 *	*829*
	f. Fairness of local court sentences	.018	-.115 ***	.082 *	.099 **	*834*
	Overall satisfaction with department and courts	-.038	-.059	.113 ***	.077 •	*837*
c. Other officer's attitudes towards my current job assignment (not in scale)		-.219 ***	.158 ***	.193 ***	-.033	*828*
Comfort with risks of job-related interactions	a. Frequent exposure to death, mayhem, child abuse, etc.	-.077 *	.072 *	.039	-.016	*804*
	b. Responding to physically threatening situations	-.074 *	.079 *	.051	-.044	*829*
	c. Extent of negative interactions with others	-.046	.057	-.020	.009	*830*
	d. Possibility of physical harm	-.093 **	.087 **	.059	-.029	*831*
	e. Exposure to serious health risks (HIV, hepatitis, TB)	-.063	.067 *	.044	-.039	*833*
	Overall comfort with job-related interactions	-.093 **	.097 **	.044	-.031	*835*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.9 Mean Ratings for Satisfaction with Actions of Others by Predominant Assignment

		Mean					Standard Deviation					Number of Cases				
		Overall	Corrections	Patrol	Detectives	Other	Overall	Corrections	Patrol	Detectives	Other	Overall	Corrections	Patrol	Detectives	Other
Satisfaction with actions of media and public	a. Print media's coverage of law enforcement	3.1	3.0	3.1	3.4	2.6	2.1	2.1	2.0	2.2	1.9	*838*	*342*	*275*	*188*	*33*
	b. Television's portrayal of law enforcement	3.6	3.5	3.6	4.0	3.6	2.1	2.1	2.0	2.2	2.1	*836*	*341*	*274*	*188*	*33*
	g. The public's response to law enforcement as expressed in on-the-job contacts	5.7	5.4	5.7	6.3	5.3	2.2	2.2	2.2	2.0	2.3	*835*	*340*	*274*	*189*	*32*
	h. The public's response to law enforcement as expressed by friends in social situations	6.4	6.0	6.5	7.1	6.2	2.1	2.2	2.0	1.9	2.2	*837*	*341*	*274*	*189*	33
	i. The gratitude of citizens assisted by law enforcement actions	6.3	5.9	6.4	6.8	6.1	2.3	2.3	2.2	2.1	2.5	*835*	*341*	*274*	*189*	*31*
	Overall satisfaction with actions of media and public	5.0	4.8	5.1	5.5	4.7	1.6	1.7	1.5	1.5	1.8	*839*	*342*	*275*	*189*	*33*
Satisfaction with actions of department and courts	d. Department-imposed procedural restrictions	6.1	5.8	6.1	6.9	6.3	2.0	2.0	2.0	2.0	1.7	*831*	*340*	*272*	*187*	*32*
	e. Court-imposed procedural restrictions	5.5	5.5	5.5	5.6	5.8	2.1	2.0	2.1	2.4	1.9	*829*	339	*272*	*187*	*31*
	f. Fairness of local court sentences	4.6	4.6	4.3	4.9	4.7	2.4	2.3	2.3	2.6	2.6	*834*	*340*	*274*	*188*	*32*
	Overall satisfaction with department and courts	5.4	5.3	5.3	5.8	5.6	1.8	1.7	1.7	1.9	1.8	*837*	*341*	*275*	*189*	*32*
c. Other officer's attitudes towards my current job assignment**		6.6	6.1	6.7	7.4	6.9	2.3	2.3	2.2	2.0	1.9	*828*	*337*	*272*	*188*	*31*

* Respondents were asked to indicate their degree of satisfaction with the actions of others on a scale from 1 to 10 with 1 being "very dissatisfied" and 10 being "very satisfied".

** Not included in either scale.

Table 6.10 Mean Ratings for Comfort with Job-Related Interactions by Predominant Assignment

	Mean					Standard Deviation					Number of Cases				
	Overall	Corrections	Patrol	Detectives	Other	Overall	Corrections	Patrol	Detectives	Other	Overall	Corrections	Patrol	Detectives	Other
a. Frequent exposure to death, mayhem, child abuse, etc.	5.2	4.9	5.4	5.4	5.3	2.6	2.6	2.6	2.6	2.3	*804*	*314*	*271*	*187*	*32*
b. Responding to physically threatening situations	5.1	4.8	5.4	5.3	5.0	2.6	2.5	2.7	2.6	2.2	*829*	*336*	*272*	*188*	*33*
c. Extent of negative interactions with others	5.4	5.1	5.6	5.2	5.7	2.3	2.4	2.3	2.2	2.2	*830*	*336*	*272*	*189*	*33*
d. Possibility of physical harm	5.0	4.7	5.3	5.3	5.3	2.6	2.6	2.6	2.6	2.2	*831*	*337*	*272*	*189*	*33*
e. Exposure to serious health risks (HIV, hepatitis, TB)	3.4	3.1	3.6	3.8	2.8	2.5	2.4	2.7	2.6	1.3	*833*	*338*	*273*	*189*	*33*
Overall comfort with job-related interactions	4.8	4.5	5.1	5.0	4.8	2.0	2.0	2.1	1.9	1.6	*835*	*339*	*274*	*189*	*33*

* Respondents were asked to indicate their level of concern with these risks of job-related interactions on a scale from 1 to 10 with 1 being "very concerned" and 10 being "not at all concerned".

Table 6.11 Regression Model for Subjective Measures of Stress

			Ease of meeting law enforcement challenges			Satisfaction with actions of media and public			Satisfaction with actions of department and courts			Comfort with risks of job-related interactions		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.
Years with department			.007	-.050	.251	.009	.081	.066	.010	-.113	.012	.011	-.013	.782
Rank		Deputy	.228	-.009	.893	.288	-.106	.125	.324	-.102	.145	.379	.045	.540
		Sergeant	.235	.005	.940	.298	-.051	.423	.335	-.118	.065	.392	.031	.642
Predominant assignment		Corrections	.561	-.346	.108	.711	-.170	.434	.798	-.090	.683	.925	-.186	.412
		Detectives	.622	.521	.011	.788	.183	.377	.884	.205	.329	1.024	-.263	.223
Importance placed on COP			.050	.303	.000	.063	.200	.001	.070	.235	.000	.082	-.061	.312
Gender		Female	.230	-.129	.056	.291	-.168	.014	.327	-.105	.128	.378	-.070	.321
Education		College	.091	.006	.862	.116	.045	.206	.130	.057	.109	.151	.062	.091
Interaction between:	Importance placed on COP and predominant assignment:	Corrections	.068	.219	.314	.087	.130	.556	.097	.022	.923	.113	.074	.745
		Detectives	.076	-.434	.036	.096	-.135	.518	.108	-.078	.712	.125	.210	.335
	Gender and predominant assignment:	Corrections	.280	.145	.025	.355	.038	.566	.399	.127	.055	.462	-.020	.770
		Detectives	.347	.093	.055	.439	.059	.230	.493	.048	.334	.571	.118	.021
Adjusted R Square				.111			.093			.070			.017	
Standard Error of the Estimate				1.216			1.540			1.728			2.002	
Number of cases				*780*			*780*			*779*			*778*	

In order to determine whether current or predominant assignment is more important in predicting subjective measures of stress, a series of models was run using both current and predominant assignment. These models generally had slightly higher R squares (with the exception of the model for comfort with risks) and showed that predominant assignment was the more important variable. Consequently, current assignment was dropped so that interaction terms could be introduced into the model.

Statistics for significant variables are highlighted. Tables 6.12-6.15 describe significant relationships identified in this table.

Table 6.12 Mean Subjective Stress by Predominant Assignment and Gender

		Ease of meeting law enforcement challenges			Comfort with risks of job-related interactions		
		Male	Female	Total	Male	Female	Total
Mean	Corrections	7.52	7.77	7.58	4.65	4.16	4.54
	Patrol	7.84	7.58	7.81	5.12	4.69	5.07
	Detectives	8.09	8.38	8.13	4.83	5.90	4.98
	Total	7.78	7.84	7.79	4.87	4.63	4.83
Standard Deviation	Corrections	1.26	1.32	1.27	1.95	2.24	2.03
	Patrol	1.32	1.38	1.33	2.08	1.85	2.05
	Detectives	1.25	0.73	1.19	1.88	1.96	1.92
	Total	1.30	1.26	1.29	1.99	2.19	2.03
Number of cases	Corrections	*251*	*78*	329	*251*	*77*	*328*
	Patrol	*239*	*33*	*272*	*238*	*33*	*271*
	Detectives	*159*	*27*	*186*	*159*	*27*	*186*
	Total	*649*	*138*	*787*	*648*	*137*	*785*

This information is displayed in Figure 6.1

Table 6.13 Mean Subjective Stress by Importance Placed on COP

	Importance placed on COP	Ease of meeting law enforcement challenges	Satisfaction with actions of department and courts	Satisfaction with actions of media and public	Comfort with risks of job-related interactions
Mean	Low	7.38	4.94	4.63	4.91
	Medium	7.71	5.29	5.08	4.85
	High	8.27	5.95	5.39	4.73
	Total	7.79	5.40	5.03	4.83
Standard Deviation	Low	1.35	1.66	1.49	1.86
	Medium	1.17	1.75	1.58	1.89
	High	1.16	1.80	1.70	2.24
	Total	1.30	1.79	1.62	2.02
Number of cases	Low	*316*	*316*	*317*	*317*
	Medium	*211*	*210*	*211*	*211*
	High	*309*	*310*	*310*	*307*
	Total	*836*	*836*	*838*	*835*

This information is displayed in Figure 6.2

Table 6.14 Ease of Meeting Law Enforcement Challenges by Importance Placed on COP and Predominant Assignment

	Importance placed on COP	Detectives	Patrol	Corrections	Total
Mean	Low	7.88	7.42	7.11	7.40
	Medium	8.03	7.72	7.47	7.68
	High	8.44	8.31	8.12	8.26
	Total	8.12	7.82	7.58	7.79
Standard Deviation	Low	1.21	1.42	1.29	1.35
	Medium	1.12	1.09	1.22	1.17
	High	1.25	1.21	1.09	1.18
	Total	1.22	1.33	1.28	1.30
Number of cases	Low	*73*	*109*	*125*	*307*
	Medium	*47*	*66*	*89*	*202*
	High	*69*	*100*	*124*	*293*
	Total	*189*	*275*	*338*	*802*

This information is displayed in Figure 6.3

Table 6.15 Mean Satisfaction with Actions of Media and Public by Importance Placed on COP and Gender

	Importance placed on COP	Male	Female	Total
Mean	Low	4.72	4.10	4.64
	Medium	5.17	4.65	5.09
	High	5.49	4.95	5.36
	Total	5.10	4.64	5.02
Standard Deviation	Low	1.48	1.58	1.50
	Medium	1.59	1.41	1.58
	High	1.65	1.72	1.68
	Total	1.60	1.64	1.62
Number of cases	Low	*270*	*41*	*311*
	Medium	*177*	*32*	*209*
	High	*232*	*70*	*302*
	Total	*679*	*143*	*822*

This information is displayed in Figure 6.4

Table 6.16 Correlations between Rate of Inquiries/Investigations and Workers' Compensation Claims, Controlling for Predominant Assignment

Type of claim:	Claims occurring during assignment to:	Predominant Assignment: Corrections	Patrol	Detectives	Other	Overall
All claims	Corrections	.181 ***	.125 •	.126	.615 **	.172 ***
	Patrol	.037	.258 ***	.010	.615 **	.148 ***
	Detectives	-.702	-.098	.040	.	-.027
	Other	-.037	-.061	.098	.659 •	.007
	Overall	.149 **	.222 ***	.126	.656 •	.184 ***
Stress claims	Corrections	-.043	-.083	-.060	-.047	-.048
	Patrol	-.048	.090	-.057	.	-.021
	Detectives	.	-.048	-.134	.	-.077
	Other	-.035	-.067	-.059	.	-.037
	Overall	-.055	-.009	-.119	-.002	-.046
Injury claims	Corrections	.190 ***	.142 •	.135	.606 **	.184 ***
	Patrol	.076	.273 ***	.014	.615 **	.174 ***
	Detectives	-.702	-.099	.051	.	-.020
	Other	.074	-.095	.006	.688 ***	.037
	Overall	.223 ***	.262 ***	.134	.645 ***	.237 ***
Other claims	Corrections	-.009	.003	.028	.	.003
	Patrol	-.025	-.059	.028	.	-.032
	Detectives	.	.	.049	.	.025
	Other	-.075	.013	.198 •	-.061	-.015
	Overall	-.083	-.079	.100	-.061	-.065
Number of Cases	Corrections	*329*	*270*	*188*	*23*	*810*
	Patrol	*156*	*270*	*186*	*22*	*634*
	Detectives	*3*	*21*	*185*	*2*	*211*
	Other	*180*	*168*	*147*	*27*	*522*
	Overall	*333*	*272*	*189*	*27*	*821*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.17 Correlations between Different Types of Workers' Compensation Claim Rates

	Stress	Injury
Injury	.072 *	–
Other	-.013	.083 *
Number of cases	*821*	*821*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.18 Correlations between Workers' Compensation Claim Rates for Different Assignments

		Corrections			Patrol			Detectives			Other	
		Stress	Injury	Other	Stress	Injury	Other	Stress	Injury	Other	Stress	Injury
Corrections	Stress	--										
	Injury	.012	--									
	Other	-.008	.037	--								
Patrol	Stress	.023	-.009	-.013	--							
	Injury	.047	.204 ***	.048	-.001	--						
	Other	-.016	-.026	-.035	-.007	.060	--					
Detectives	Stress	.210 **	.068	.066	.303 ***	.037	-.041	--				
	Injury	.008	.063	.020	.041	.174 *	.141 *	.088	--			
	Other	-.054	.027	.049	-.050	-.014	-.027	-.045	.122	--		
Other	Stress	-.006	-.023	-.013	-.003	.143 **	-.013	.159 *	-.070	-.038	--	
	Injury	-.034	.188 ***	-.033	-.012	.067	-.019	.025	-.013	-.036	-.002	--
	Other	-.047	.072	-.031	-.019	.121 *	.135 **	-.034	-.063	-.047	.133 **	-.063
Number of cases	Corrections		*810*									
	Patrol		*629*			*634*						
	Detectives		*210*			*208*			*211*			
	Other		*512*			*419*			*166*			*522*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.19 Correlations between Inquiry/Investigation Rates for Different Assignments

		Corrections	Patrol
Patrol	Correlation	.054	--
	Number of cases	*675*	--
Other	Correlation	-.049	.076
	Number of cases	*574*	*489*

None of the correlations are significant at or above the .05 level.

Table 6.20 Number of Inquiries/Investigations Reported by Survey Respondents and Number of Survey Respondents Reporting One or More Inquiry/Investigation

Assignment at the time of the inquiry/investigation		Number of Complaints Reported by Survey Respondents	Number of Survey Respondents Reporting One or More Complaints
Corrections	Main Jail Booking	264	137
	Main Jail Floors	141	102
	Main Jail Specialized Assignment	18	14
	RCCC Specialized Assignment	4	3
	RCCC Custody	80	57
	Work Release	17	13
	Subtotal	524	292
Patrol		478	266
All other assignments*		96	75
Total		1,098	633

Information about divisional inquiries and internal affairs investigations was subjective by respondents. Because the planned sample design sought to examine the differences between Corrections and Patrol assignments and did not include Detectives, a separate response category was not included on the survey form to identify inquiries and investigation that occurred during assignments to the Detectives division. The survey form provided respondents with space to report information about up to five inquiries/investigations.

Table 6.21 Average Number of Divisional Inquires and Internal Affairs Investigations per 365 Days in a Given Assignment

	Assignment at the time of inquiry/investigation	Predominant Assignment				Total
		Corrections	Patrol	Detectives	Other	
Mean	Corrections	.18	.21	.11	.41	.18
	Patrol	.14	.17	.11	.24	.15
	Other	.12	.07	.07	.01	.08
	Total	.18	.18	.09	.19	.16
Standard Deviation	Corrections	.36	.45	.28	1.30	.45
	Patrol	.40	.31	.23	.59	.33
	Other	.71	.49	.21	.06	.50
	Total	.32	.25	.10	.39	.26
Number of Cases	Corrections	*342*	*273*	*188*	*30*	*833*
	Patrol	*196*	*278*	*186*	*23*	*683*
	Other	*180*	*176*	*189*	*33*	*578*
	Total	*342*	*278*	*189*	*33*	*842*

Table 6.22 Correlations between Rate of Inquiries/Investigations and Percent of Career Spent in Different Assignments

Rate of Inquiries /Investigations	Percent of Career Spent in Assignment				*Number of Cases*
	Corrections	Patrol	Detectives	Other	
Corrections	.001	-.020	-.050	.086 *	*833*
Patrol	.042	.028	-.078 *	-.043	*683*
Other	.020	.037	-.030	-.059	*578*
Overall	.099 **	-.007	-.129 ***	-.065	*842*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.23 Regression Models for Rate of Inquiries/Investigations

			All Inquiries/ Investigations			Assignment at Time Inquiry/Investigation					
						Corrections			Patrol		
			Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.
Predominant Assignment	Corrections		.023	.040	.358	.035	.008	.855	.034	-.064	.179
	Detectives		.027	-.124	.004	.040	-.076	.082	.034	-.070	.137
Gender	Female		.051	-.030	.691	.076	.084	.266	.065	-.012	.872
Education	College degree		.021	-.109	.006	.031	-.099	.013	.028	-.084	.057
Interaction between gender and:	Predominant Assignment	Corrections	.058	-.108	.106	.086	-.153	.024	.083	.020	.745
		Detectives	.073	-.025	.618	.108	-.054	.285	.092	-.007	.902
	Education	College degree	.049	.118	.016	.073	.063	.200	.072	.003	.956
Adjusted R Square				.031			.015			.003	
Standard Error of the Estimate				.257			.380			.322	
Number of cases				*787*			*781*			*640*	

Information about inquiries and investigations was self-reported. Since the original research problem did not include detectives, the survey form did not include a separate category for inquiries and investigations occurring during detective assignments. The survey included an "other" category, but this includes inquiries and investigations occurring during all other types of assignments. The model describing this variable was not felt to be useful.

Initial models included the importance placed on COP activities, but it was dropped because it was not significantly related to any of the rates of inquiries and investigations.

Department years, rank and the subjective stress measures were included in earlier versions of this model. While rank and subjective stress had no effect on complaint rates, years with the department had the most significant impact of any variable on all inquiries/investigations and on those during assignment to corrections. Its inclusion produced a more robust model explaining a higher proportion of the variance (.071 and .045 for all inquiries/investigations and for those occurring during assignment to corrections). However, the contribution of years doesn't advance our understanding of the role of other variables affecting complaints. Interpretation of the contribution of department years seems so clear -- the significant decline in the rate of inquiries/investigations with increased years of employment suggests that officers either adjust the behaviors generating complaints or leave the department – that more is learned about the contribution of other variables by omitting it from the model. Removing department years from the model allows the contributions of education, assignment and the interaction of gender with education and assignment to surface.

Statistics for significant variables are highlighted. Tables 6.24-6.26 describe significant relationships identified in this table.

Table 6.24 Average Rate of All Inquiries/Investigations by Predominant Assignment, Gender and Education

		Male			Female			Total		
	Predominant Assignment	College Degree			College Degree			College Degree		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
Mean	Corrections	.14	.23	.20	.20	.08	.13	.16	.20	.18
	Patrol	.14	.20	.18	.23	.18	.20	.15	.20	.18
	Detectives	.08	.10	.09	.06	.14	.10	.08	.11	.09
	Total	.12	.19	.16	.17	.12	.14	.13	.18	.16
Standard Deviation	Corrections	.28	.36	.34	.31	.18	.25	.29	.34	.32
	Patrol	.27	.22	.25	.29	.26	.27	.28	.23	.25
	Detectives	.08	.12	.10	.06	.12	.10	.08	.12	.10
	Total	.23	.29	.27	.28	.20	.23	.24	.27	.26
Number of cases	Corrections	*86*	*164*	*250*	*32*	*47*	*79*	*118*	*211*	*329*
	Patrol	*93*	*148*	*241*	*12*	*21*	*33*	*105*	*169*	*274*
	Detectives	*94*	*65*	*159*	*13*	*13*	*26*	*107*	*78*	*185*
	Total	*273*	*377*	*650*	*57*	*81*	*138*	*330*	*458*	*788*

Table 6.25 Average Rate of Corrections Assignment Inquiries/Investigations by Predominant Assignment, Gender and Education

		Male			Female			Total		
	Predominant Assignment	College Degree		Total	College Degree		Total	College Degree		Total
		Yes	No		Yes	No		Yes	No	
Mean	Corrections	.14	.24	.20	.21	.07	.13	.16	.20	.18
	Patrol	.13	.23	.19	.26	.34	.31	.15	.25	.21
	Detectives	.10	.12	.11	.02	.24	.13	.09	.14	.11
	Total	.13	.21	.18	.18	.17	.17	.13	.21	.18
Standard Deviation	Corrections	.32	.43	.40	.35	.18	.27	.33	.39	.37
	Patrol	.39	.41	.41	.58	.76	.69	.41	.47	.45
	Detectives	.19	.37	.28	.06	.39	.30	.18	.37	.28
	Total	.31	.41	.38	.38	.44	.42	.32	.42	.38
Number of cases	Corrections	*86*	*164*	*250*	*32*	*47*	*79*	*118*	*211*	*329*
	Patrol	*91*	*145*	*236*	*12*	*21*	*33*	*103*	*166*	*269*
	Detectives	*93*	*65*	*158*	*13*	*13*	*26*	*106*	*78*	*184*
	Total	*270*	*374*	*644*	*57*	*81*	*138*	*327*	*455*	*782*

Table 6.26 Average Rate of Patrol Assignment Inquiries /Investigations by Predominant Assignment and Education

	Predominant Assignment	College Degree		Total
		Yes	No	
Mean	Corrections	.10	.16	.13
	Patrol	.15	.19	.17
	Detectives	.09	.15	.11
	Total	.11	.17	.15
Standard Deviation	Corrections	.23	.47	.40
	Patrol	.36	.28	.31
	Detectives	.13	.32	.23
	Total	.26	.36	.32
Number of cases	Corrections	*70*	*117*	*187*
	Patrol	*105*	*171*	*276*
	Detectives	*105*	*77*	*182*
	Total	*280*	*365*	*645*

Table 6.27 Number of Workers' Compensation Claims Filed by Survey Respondents, by Type of Claim and Assignment at the Time Claim Occurred

Assignment at the time the claim occurred	Type of Claim			All Claims
	Stress	Injury	Other	
Corrections	44	724	49	817
Patrol	40	1,212	41	1,293
Detectives	17	156	26	199
Other assignments*	9	90	43	142
All assignments	110	2,182	159	2,451

* Staff Services, Administration, assignment to another agency.

Table 6.28 Number of Survey Respondents Filing One or More Workers' Compensation Claims, by Type of Claim and Assignment at the Time Claim Occurred

Assignment at the time the claim occurred	Type of Claim			All Claims
	Stress	Injury	Other	
Corrections	34	358	41	379
Patrol	29	401	37	408
Detectives	12	79	20	89
Other assignments*	6	67	39	106
All assignments	70	572	132	600

Table 6.29 Average Number of Workers' Compensation Claims per 365 Days in a Given Assignment

	Type of Claim	Assignment at Time of Claim	Predominant Assignment				Total
			Corrections	Patrol	Detectives	Other	
Mean	All claims	Corrections	.19	.22	.19	.37	.21
		Patrol	.22	.40	.34	.31	.33
		Detectives	.53	.12	.18	.00	.18
		Other	.30	.36	.20	.22	.28
		Total	.21	.31	.25	.28	.25
	Stress claims	Corrections	.00	.01	.01	.06	.01
		Patrol	.02	.01	.01	.00	.01
		Detectives	.00	.03	.01	.00	.01
		Other	.00	.01	.01	.00	.01
		Total	.00	.01	.01	.02	.01
	Injury claims	Corrections	.17	.20	.18	.31	.19
		Patrol	.20	.37	.32	.31	.31
		Detectives	.53	.09	.15	.00	.15
		Other	.09	.15	.13	.19	.13
		Total	.17	.28	.22	.26	.22
	Other claims	Corrections	.01	.01	.01	.00	.01
		Patrol	.00	.01	.01	.00	.01
		Detectives	.00	.00	.02	.00	.02
		Other	.21	.19	.06	.03	.15
		Total	.03	.02	.02	.00	.02
Standard Deviation	All claims	Corrections	.35	.31	.28	.48	.33
		Patrol	.54	.38	.33	.52	.42
		Detectives	.92	.39	.27	.00	.30
		Other	.74	.92	.66	.47	.77
		Total	.33	.26	.19	.41	.29
	Stress claims	Corrections	.03	.04	.04	.13	.04
		Patrol	.30	.04	.05	.00	.15
		Detectives	.00	.14	.04	.00	.06
		Other	.02	.17	.05	.00	.10
		Total	.03	.03	.03	.06	.03
	Injury claims	Corrections	.34	.29	.26	.50	.31
		Patrol	.46	.36	.32	.52	.39
		Detectives	.92	.32	.25	.00	.27
		Other	.34	.57	.58	.46	.50
		Total	.28	.24	.17	.42	.26
	Other claims	Corrections	.06	.07	.05	.00	.06
		Patrol	.02	.07	.05	.00	.05
		Detectives	.00	.00	.07	.00	.07
		Other	.68	.71	.32	.13	.60
		Total	.14	.06	.04	.02	.10
Number of cases		Corrections	*329*	*270*	*188*	*23*	*810*
		Patrol	*156*	*270*	*186*	*22*	*634*
		Detectives	*3*	*21*	*185*	*2*	*211*
		Other	*180*	*168*	*147*	*27*	*522*
		Total	*333*	*272*	*189*	*27*	*821*

Table 6.30 Correlations between Rate of Workers' Compensation Claims and Percent of Career Spent in Different Assignments

Type of Claim	Assignment at Time of Claim	Percent of Career Spent in Assignment			
		Corrections	Patrol	Detectives	Other
All	Corrections	-.073 •	.060	-.013	.059
	Patrol	-.088 *	.100 *	-.006	-.008
	Detectives	.074	-.082	.027	-.008
	Other	.042	.019	-.070	-.037
	Total	-.133 ***	.164 ***	-.023	-.009
Stress	Corrections	-.029	-.004	.002	.076 •
	Patrol	.035	-.058	.001	.038
	Detectives	.017	.031	-.030	-.022
	Other	-.012	.022	-.018	.003
	Total	-.037	.005	.039	.029
Injury	Corrections	-.074 *	.060 *	-.006 *	.053
	Patrol	-.107 **	.126 **	-.005 **	-.019
	Detectives	.101	-.076	-.007	-.001
	Other	-.088 •	.090 *	.010 *	-.003
	Total	-.168 ***	.215 ***	-.019	-.036
Other	Corrections	.011	.014	-.041	-.008
	Patrol	-.017	.045	-.017	-.028
	Detectives	-.095	-.083	.171	-.014
	Other	.131 **	-.055 **	-.096 **	-.045
	Total	.061	-.083 *	-.030	.060
Number of cases	Corrections	*810*	*810*	*810*	*810*
	Patrol	*634*	*634*	*634*	*634*
	Detectives	*211*	*211*	*211*	*211*
	Other	*522*	*522*	*522*	*522*
	Total	*821*	*821*	*821*	*821*

*** Correlation is significant at the .001 level. **Correlation is significant at the .01 level. *Correlation is significant at the .05 level

Table 6.31 Regression Models for Rate of Stress-Related Workers' Compensation Claims

			All Stress Claims			Assignment at Time of Stress Claim					
						Corrections			Patrol		
			Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.
Predominant Assignment	Corrections		.003	.005	.924	.004	.024	.645	.005	-.090	.117
	Detectives		.004	.121	.039	.005	.094	.110	.005	.080	.213
Gender	Female		.003	-.001	.973	.003	.019	.615	.005	-.052	.215
Education	College degree		.004	.129	.039	.004	.170	.006	.005	-.012	.850
Importance placed on COP activities			.001	.091	.018	.001	.017	.667	.001	.062	.164
Interaction between education and predominant assignment	College degree	Corrections	.005	-.105	.087	.006	-.124	.041	.008	.015	.804
		Detectives	.006	-.139	.039	.006	-.179	.008	.008	-.028	.713
Subjective measures of stress	Ease of meeting law enforcement challenges		.001	-.026	.527	.001	.066	.107	.001	-.003	.957
	Satisfaction with actions of media and public		.001	.056	.195	.001	.103	.017	.001	.038	.447
	Satisfaction with actions of department and courts		.001	-.105	.015	.001	-.177	.000	.001	-.079	.114
	Comfort with risks of job-related interactions		.001	-.044	.241	.001	-.067	.072	.001	-.029	.504
Adjusted R Square				.016			.029			.006	
Standard Error of the Estimate				.028			.033			.039	
Number of cases				*764*			*757*			*587*	

Initial models included years with the department and rank, but these variables were dropped because their strong relationship to stress claims obscured the role of the other work variables.

One respondent who had one stress claim during his 98 patrol days (rate of 3.72) was eliminated from this model

Statistics for significant variables are highlighted. Tables 6.32-6.34 describe significant relationships identified in this table.

Table 6.32 Average Rate of All Stress-Related Workers' Compensation Claims by Predominant Assignment, Importance Placed on Community-Oriented Policing Activities, and Education Level

		Importance Placed on COP Activities*						Total		
		Less			More					
		College Degree			College Degree			College Degree		
	Predominant Assignment	Yes	No	Total	Yes	No	Total	Yes	No	Total
Mean	Corrections	.001	.004	.003	.006	.006	.006	.004	.005	.004
	Patrol	.002	.006	.005	.022	.003	.010	.012	.005	.007
	Detectives	.009	.014	.011	.006	.010	.008	.008	.012	.010
	Total	.004	.007	.006	.011	.006	.008	.007	.006	.007
Standard Deviation	Corrections	.007	.031	.026	.031	.027	.028	.023	.030	.027
	Patrol	.012	.029	.025	.053	.015	.036	.039	.024	.030
	Detectives	.023	.043	.033	.018	.024	.020	.021	.035	.028
	Total	.016	.033	.027	.037	.022	.030	.028	.029	.029
Number of cases	Corrections	*57*	*118*	*175*	*61*	*85*	*146*	*118*	*203*	*321*
	Patrol	*51*	*89*	*140*	*49*	*79*	*128*	*100*	*168*	*268*
	Detectives	*58*	*40*	*98*	*49*	*38*	*87*	*107*	*78*	*185*
	Total	*166*	*247*	*413*	*159*	*202*	*361*	*325*	*449*	*774*

* This variable was originally measured on a scale from 1 to 10, but it was dichotomized (based on the median) in order to illustrate the relationships identified in the regression model

Table 6.33 Rate of Stress-Related Illness Claims by Importance Placed on COP and Satisfaction with Actions of Department and Courts

	Importance placed on COP	Satisfaction with actions of department and courts		Total
		Less satisfied	More satisfied	
Mean	Low	.006	.002	.005
	Medium	.013	.006	.009
	High	.010	.009	.009
	Total	.009	.006	.007
Standard Deviation	Low	.028	.008	.022
	Medium	.045	.025	.036
	High	.037	.031	.033
	Total	.035	.025	.030
Number of cases	Low	*188*	*121*	*309*
	Medium	*91*	*112*	*203*
	High	*104*	*198*	*302*
	Total	*383*	*431*	*814*

This information is displayed in Figure 6.8

Table 6.34 Average Rate of Corrections Assignment Stress-Related Workers' Compensation Claims by Predominant Assignment and Education Level

	Predominant Assignment	College Degree		Total
		Yes	No	
Mean	Corrections	.003	.004	.004
	Patrol	.016	.003	.008
	Detectives	.004	.010	.007
	Total	.007	.005	.006
Standard Deviation	Corrections	.026	.027	.026
	Patrol	.056	.026	.040
	Detectives	.024	.047	.036
	Total	.038	.031	.034
Number of cases	Corrections	*117*	*202*	*319*
	Patrol	*101*	*167*	*268*
	Detectives	*106*	*78*	*184*
	Total	*324*	*447*	*771*

Table 6.35 Regression Models for Rate of Injury-Related Workers' Compensation Claims

			All Injury Claims			Assignment at Time of Injury Claim*					
						Corrections			Patrol		
			Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.
Predominant Assignment	Corrections		.116	.382	.092	.146	.475	.043	.225	.448	.077
	Detectives		.123	.011	.957	.155	.095	.663	.192	.079	.733
Gender	Female		.192	-.243	.399	.241	-.276	.354	.456	.247	.565
Education	College degree		.020	-.037	.338	.025	-.047	.244	.034	-.025	.568
Importance placed on COP activities			.010	.090	.137	.013	.134	.033	.016	.060	.331
Interaction between gender and:	Predominant Assignment	Corrections	.056	-.055	.406	.071	.012	.854	.105	.064	.306
		Detectives	.069	-.100	.046	.087	-.050	.330	.108	-.060	.291
	Education	College degree	.263	.457	.089	.330	.678	.015	.544	.853	.017
	Importance placed on COP activities		.022	.429	.125	.027	.333	.248	.052	.012	.977
Interaction between gender, education, and importance placed on COP activities			.031	-.461	.088	.038	-.658	.018	.063	.698	.050
Interaction between importance placed on COP activities and predominant assignment		Corrections	.014	-.645	.005	.018	-.568	.017	.028	-.684	.007
		Detectives	.015	-.090	.673	.019	-.099	.653	.023	-.134	.568
Subjective measures of stress	Ease of meeting law enforcement challenges		.008	.133	.001	.010	.128	.002	.013	.039	.394
	Satisfaction with actions of media and public		.006	-.082	.047	.008	-.104	.016	.011	-.030	.531
	Satisfaction with actions of department and courts		.006	-.051	.220	.007	-.023	.598	.010	-.004	.941
	Comfort with risks of job-related interactions		.005	-.114	.002	.006	-.088	.020	.008	-.078	.066
Adjusted R Square				.090			.038			.082	
Standard Error of the Estimate				.240			.301			.367	
Number of cases				*764*			*757*			*588*	

* No model is included for the rate of injury-related claims occurring during assignment to the detective division. Only 23 respondents in the predominantly corrections or patrol assignment categories had a detective assignment at some point during their career. This means that it was not useful to include predominant assignment in the model examining the rate of detective assignment injury-related claims. When the model was restricted to those in the predominantly detectives division category, none of the applicable variables (gender, education, importance placed on COP) or interactions between them were found to be related to the injury claim rate.

Statistics for significant variables are highlighted. Tables 6.36-6.39 describe significant relationships identified in this table.

Table 6.36 Average Rate of All Injury-Related Workers' Compensation Claims by Predominant Assignment, Gender, and Importance Placed on Community-Oriented Policing Activities

		Male			Female			Total		
	Predominant Assignment	Less importance on COP	More importance on COP	Total	Less importance on COP	More importance on COP	Total	Less importance on COP	More importance on COP	Total
Mean	Corrections	.17	.12	.15	.26	.19	.22	.19	.14	.17
	Patrol	.25	.29	.27	.33	.47	.41	.26	.32	.28
	Detectives	.21	.23	.22	.15	.22	.20	.21	.23	.22
	Total	.21	.21	.21	.26	.27	.26	.22	.22	.22
Standard Deviation	Corrections	.28	.19	.25	.40	.34	.37	.31	.25	.28
	Patrol	.18	.24	.21	.27	.46	.39	.19	.29	.24
	Detectives	.16	.18	.17	.11	.19	.17	.16	.18	.17
	Total	.22	.22	.22	.34	.36	.35	.24	.26	.25
Number of cases	Corrections	*138*	*105*	*243*	*35*	*42*	*77*	*173*	*147*	*320*
	Patrol	*126*	*107*	*233*	*14*	*19*	*33*	*140*	*126*	*266*
	Detectives	*89*	*70*	*159*	*9*	*18*	*27*	*98*	*88*	*186*
	Total	*353*	*202*	*653*	*58*	*79*	*137*	*411*	*361*	*772*

Table 6.37 Rate of Injury-Related Claims by Subjective Measures of Stress

	Subjective stress (higher = less stress)	Ease of meeting law enforcement challenges	Satisfaction with actions of media and public	Comfort with risks of job-related interactions
Mean	1	.24	.25	.24
	2	.19	.23	.24
	3	.21	.22	.21
	4	.25	.19	.19
	Total	.22	.22	.22
Standard Deviation	1	.29	.31	.26
	2	.22	.24	.31
	3	.25	.25	.23
	4	.27	.23	.23
	Total	.26	.26	.26
Number of cases	1	*186*	*200*	*179*
	2	*208*	*176*	*223*
	3	*211*	*233*	*193*
	4	*211*	*209*	*219*
	Total	*816*	*818*	*814*

This information is displayed in Figure 6.10

Table 6.38 Average Rate of Corrections Assignment Injury-Related Workers' Compensation Claims by Predominant Assignment and Importance Placed on Community-Oriented Policing Activities

	Predominant Assignment	Importance Placed on COP Activities			Total
		Low	Medium	High	
Mean	Corrections	.20	.20	.13	.17
	Patrol	.14	.20	.26	.20
	Detectives	.16	.18	.19	.18
	Total	.17	.19	.19	.19
Standard Deviation	Corrections	.36	.42	.24	.34
	Patrol	.21	.31	.33	.29
	Detectives	.27	.22	.30	.26
	Total	.29	.34	.29	.31
Number of cases	Corrections	106	100	120	326
	Patrol	88	80	99	267
	Detectives	62	57	69	188
	Total	256	237	288	781

Table 6.39 Average Rate of Patrol Assignment Injury-Related Workers' Compensation Claims by Predominant Assignment and Importance Placed on Community-Oriented Policing Activities

	Predominant Assignment	Importance Placed on COP Activities			Total
		Low	Medium	High	
Mean	Corrections	.28	.18	.12	.20
	Patrol	.36	.33	.42	.37
	Detectives	.31	.30	.34	.32
	Total	.33	.28	.33	.31
Standard Deviation	Corrections	.60	.36	.36	.47
	Patrol	.26	.33	.44	.36
	Detectives	.31	.30	.34	.32
	Total	.39	.33	.41	.38
Number of cases	Corrections	56	49	49	154
	Patrol	90	80	97	267
	Detectives	62	57	67	186
	Total	208	186	213	607

Table 6.40 Average Rate of Corrections Assignment Injury-Related Workers' Compensation Claims by Gender, Educational Level, and Importance Placed on Community-Oriented Policing Activities

		Male			Female			Total		
	College Degree	Less importance on COP	More importance on COP	Total	Less importance on COP	More importance on COP	Total	Less importance on COP	More importance on COP	Total
Mean	Yes	.12	.20	.16	.24	.21	.22	.14	.20	.17
	No	.20	.19	.20	.25	.21	.23	.21	.19	.20
	Total	.17	.19	.18	.25	.21	.23	.18	.20	.19
Standard Deviation	Yes	.23	.29	.26	.39	.40	.39	.25	.32	.29
	No	.33	.28	.31	.51	.31	.42	.37	.28	.33
	Total	.30	.28	.29	.47	.35	.41	.33	.30	.31
Number of cases	Yes	*145*	*123*	*268*	*19*	*38*	*57*	*164*	*161*	*325*
	No	*210*	*170*	*380*	*39*	*41*	*80*	*249*	*211*	*460*
	Total	*355*	*293*	*648*	*58*	*79*	*137*	*413*	*372*	*785*

Table 6.41 Average Rate of Patrol Assignment Injury-Related Workers' Compensation Claims by Gender, Educational Level, and Importance Placed on Community-Oriented Policing Activities

		Male			Female			Total		
	College Degree	Less importance on COP	More importance on COP	Total	Less importance on COP	More importance on COP	Total	Less importance on COP	More importance on COP	Total
Mean	Yes	.26	.30	.28	.06	.41	.29	.24	.33	.28
	No	.31	.29	.30	.52	.62	.57	.34	.35	.34
	Total	.29	.30	.29	.36	.51	.44	.30	.34	.32
Standard Deviation	Yes	.25	.32	.28	.14	.46	.42	.25	.36	.31
	No	.38	.36	.37	.65	.70	.67	.43	.45	.44
	Total	.33	.34	.34	.57	.59	.59	.37	.41	.39
Number of cases	Yes	*126*	*96*	*222*	*14*	*28*	*42*	*140*	*124*	*264*
	No	*168*	*130*	*298*	*25*	*26*	*51*	*193*	*156*	*349*
	Total	*294*	*226*	*520*	*39*	*54*	*93*	*333*	*280*	*613*

Chapter 7 Marital History and Family Characteristics Relationship to Job Satisfaction and Stress

It is commonly believed that features of a law enforcement career strain marital relationships, leading to above average divorce rates. To determine whether this belief is fact or myth and to test whether there is any relationship between job experience and marital history in one urban Sheriff's Department, the CLEFS questionnaire included sections on marital and family history and the spouse or partner's employment. This chapter compares the marital history of 744 respondents with the 1996 Panel of the U.S. Census Bureau's Survey of Income and Program Participation (SIPP) -- a random sample of 127,536 individuals representing the U.S. adult population. Demographic and job history variables (gender, age, education, predominant assignment and rank) are then used in a regression model to see which are more important in predicting the number of divorces. Finally, the number of divorces, current living situation, number of children in household, spouse/partner's field of employment and hours per week spent together become variables in regression models that seek to explain variations in the measures of job satisfaction and stress.

Marital Stability

In Sacramento at least, male officers are the marrying kind. While 20.3% of the U.S. men have never married, only 14.6% of the male officers have refrained. The stability of officers' marriages, however, varies by age cohort in ways that are very different from the population as a whole. In the three youngest age groups (25 to 29, 30 to 34 and 35 to 39), the officers are more likely to have been married only once, with the proportion still in that marriage equal to or exceeding that for the general population. The 35 to 39 age-group, in particular, is remarkable in its marital stability. Almost three-fourths (73%) have been married once and two-thirds (66%) are still in their first marriage. Only 64.9% of the U.S. male population in this age group have been married once and even fewer (54%) are still in their first marriage. (Table 7.1)

In contrast to both younger officers and the population, male officers 40 and over -- and especially those over 50 -- have much less stable marriages. For officers in their 40s, 59.2% have been married only once, compared with 63.3% of the population while for those in their 50s, only 40% have been married once compared with 54.5% of the population. Only a third (37.5%) of male officers in their 50s are still in their first marriage, compared with over half (54.5%) of men in the general population. (Table 7.1)

Figure 7.1 Comparison of the Percent of Males Ever Married, U.S. Population and Sacramento County Sheriff's Department Officers

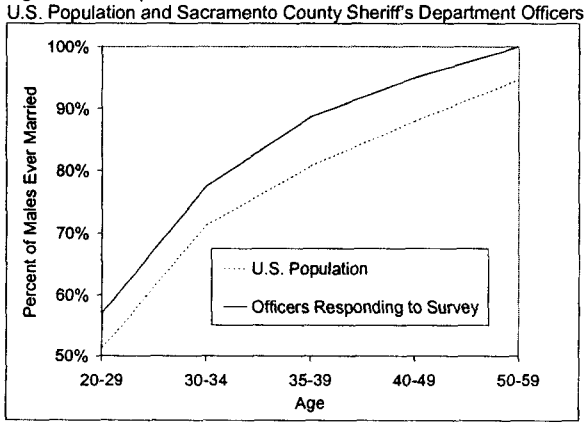
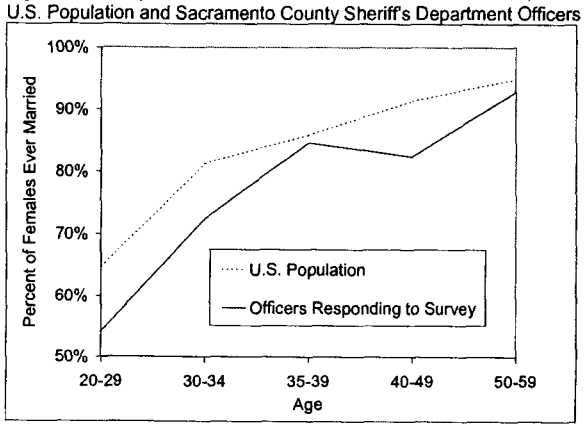


Figure 7.2 Comparison of the Percent of Females Ever Married, U.S. Population and Sacramento County Sheriff's Department Officers



With women officers, it's a different story. Relative to the population and to their male colleagues, women officers, in every age group, are much more apt to remain single -- or marry multiple times. Women officers are a third to 100% more likely to remain single than women in the general population, depending upon the age group. In the two older age groups, women officers are 50% more likely than their male counterparts to have been married more than twice (14.7% vs. 9.5% for men in their 40s and 28.6% vs. 17.5% for men in their 50s). Although the number of cases is small (34 women officers in their 40s and 14 in their 50s), the percentage married three or more times is three to five times greater than in the general population where 5.0% and 6.3% respectively have been married more than twice. (Table 7.1)

Even when the never married are removed from the analysis, the pattern remains. Male officers 35-39 years of age have greater marital stability than men in the general population (74.4% are still in their first marriage compared with 66.8% of men in the U.S.) and more than women officers in the same age group (with 63.6% still in their first marriage). Similarly, among the ever married in the two older age groups, the proportion still in their first marriage is well below the general population (48.8% for male officers in their 40s compared with 58.6% in the population and 37.5% for those in the 50s compared with 57.6% in the population), but still greater than comparable figures for women officers, where 39.3% of those in their 40s are still in a first marriage and only 7.7% of those in their 50s.[1] (Table 7.2)

Figure 7.3 Percent of Ever-Married Males Still in First Marriage, U.S. Population and Sacramento County Sheriff's Department Officers

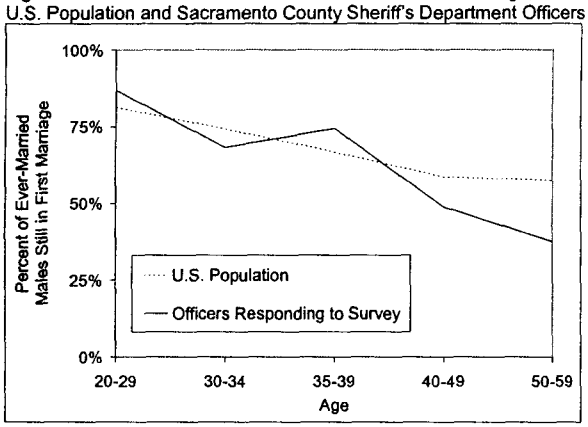
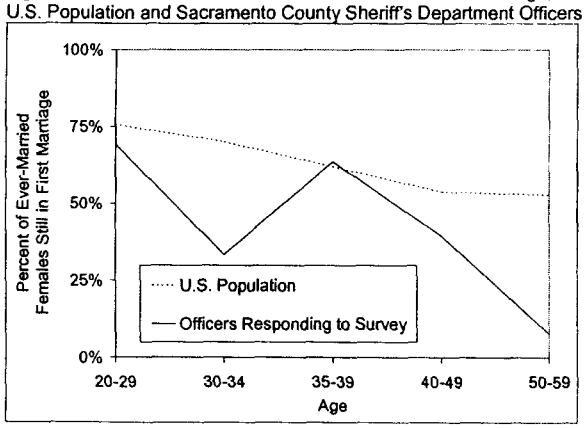


Figure 7.4 Percent of Ever-Married Females Still in First Marriage, U.S. Population and Sacramento County Sheriff's Department Officers



Number of Divorces

The best indicator of marital stability in the survey is the number of divorces. Almost 20% of the variance in number of divorces can be predicted by age, gender, education and rank. (Table 7.3) The number of divorces increases directly with age, and is higher for women and those without a college degree. However, the effect of education decreases with age. (Table 7.4) Among the younger age groups, the divorce rate is twice as high among the non-college educated. For those 40 and over, the difference shrinks to 42% higher than those with a college degree. Sergeants and lieutenants have higher divorce rates than deputies (.73 and .65 for sergeants and lieutenants respectively vs. .38 for deputies). A college degree lowers the rate more for mature deputies (those 40 and over) than it does for sergeants and lieutenants. This

[1] There are only 13 women officers in the 50s age group, so this is an unstable estimate.

suggests that there are pressures associated with higher rank that contribute to higher divorce rates -- pressures that are not mitigated by education. (Table 7.5)

Marital and Family Characteristics

Officer respondents. The typical respondent was married (67%) and living with a spouse/partner and children (56%). Another fourth lived with a spouse/partner but without children in the household. A majority (59%) had been involved in a single marriage, had not been divorced (65%), and had never been involved in a cohabiting relationship that did not result in marriage (66%). Almost two-thirds of the respondents (61%) lived in a household with one or more children. (Table 7.6)

Most spouse/partners were employed (83%), a circumstance that was unaffected by rank, education or age, and worked full-time (80%). Almost two-thirds (65%) worked in an unrelated field, but a fourth also worked in law enforcement. Almost half indicated that they spent 14 or fewer hours per week with their spouse/partner, engaged in recreation, household and family tasks. (Table 7.6)

Spouse/partner respondents. Approximately half of the responding spouse/partners had been associated with a department employee for 10 years or less. Most were employed (84%) and most of those full time (77%). Collectively, their descriptions matched those of the respondents. Almost two-thirds were employed in a field unrelated to law enforcement. A higher percentage of spouse/partners described spending more than 25 hours a week with their spouse (29% vs. 21% for responding officers). Almost half (44%) have a 4-year or graduate degree. The age distribution of spouse/partners is very similar to that for the responding officers. Spouse/partners who are sworn officers themselves earn higher incomes than those who are not. Over half of the latter earn incomes below $40,000, while all of the sworn spouse/partners earn incomes above that amount. Whether or not job satisfaction is enhanced and stress diminished by having a spouse/partner working in the same field, there is at least this one advantage to having a spouse in law enforcement. (Table 7.7)

Regression Models Predicting Job Satisfaction with Marital History Variables

Separate models were created for all respondents and for those in a relationship. The first model evaluates the effect of being in a relationship on job satisfaction (and later, stress), while the second uses variables describing a relationship to help predict satisfaction among those living with a spouse or partner. In general, marital history and family variables have much less impact on job satisfaction than work history variables. Work-related variables explain between 10% and 15% of the variance in job satisfaction while family-related variables explain between 1% and 6%. Understandably, models restricted to those in a relationship were more successful than those for all respondents. That is, marital and family variables predicted more of the variance in models for those currently married or in a cohabiting relationship (between 2% and 6%, with three scales between 4% and 6%) than for all respondents (with all but one scale -- explaining 5% of the variability in satisfaction with promotions -- varying between 1 and 3%). (Tables 7.8 and 7.13)

All respondents. Being unattached has a different effect on males than it does on female officers. Unattached male officers are much more satisfied with the structure of their job, the diversity of tasks and training and have much higher overall job satisfaction than unattached female officers. (Table 7.9) In contrast, men and women in a relationship have similar levels of satisfaction on each of these four scales. In short, gender is not related to job satisfaction among those in a relationship, but strongly related for those who are not, with unattached male officers much more satisfied than unattached female officers. Moreover, the attitudes of males officers are not influenced by their relationship status whereas female officers who are in a relationship are much more satisfied than those who are not. (Figure 7.5)

Figure 7.5 Overall Job Satisfaction by Relationship Status and Gender

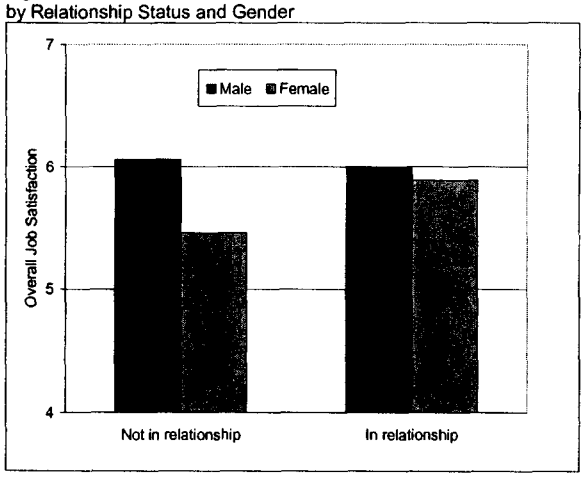
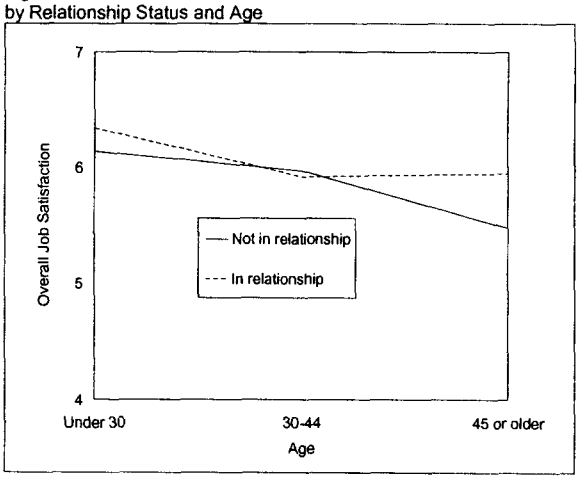


Figure 7.6 Overall Job Satisfaction by Relationship Status and Age



Respondents in a relationship are more satisfied with policy and resources, and have greater overall job satisfaction than those not in a relationship. Similarly younger officers are generally more satisfied than older respondents with policy and resources and promotions and have higher overall job satisfaction. (Figure 7.6 and Table 7.10) Feelings about compensation are the exception. Younger officers (44 and under) are much less satisfied with their compensation if they are in a relationship, while their unattached counterparts are much more satisfied. This is especially true for those under 30. On the other hand, officers 45 and older who are in a relationship are more satisfied with their compensation than their younger colleagues. (Figure 7.7)

Figure 7.7 Satisfaction with Compensation by Relationship Status and Age

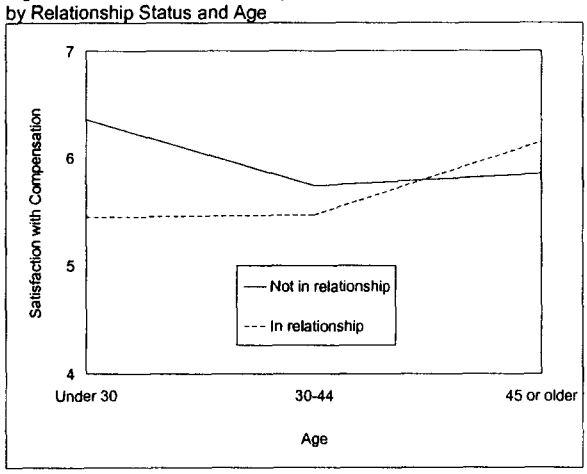
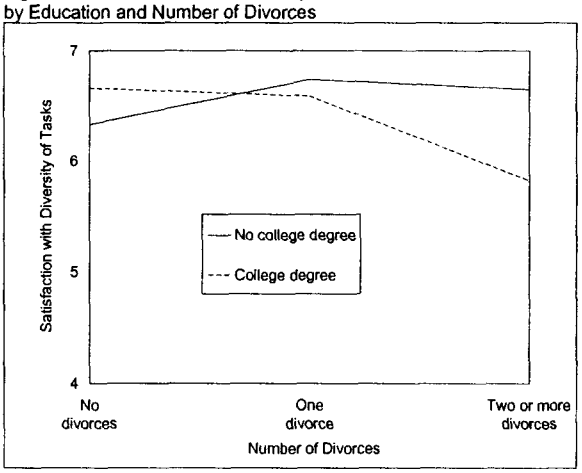


Figure 7.8 Satisfaction with Diversity of Tasks by Education and Number of Divorces



A college degree increases satisfaction with policy and resources and compensation. (Table 7.11) Completion of college, the number of kids and age of the officer interacts with the number of divorces in influencing satisfaction with policy and resources, compensation and diversity of tasks. (Table 7.12) Respondents who have never been divorced are more satisfied with the diversity of tasks associated with their assignment if they have completed college. The reverse is true for those with one or more divorces; those who have not completed college are more satisfied. (Figure 7.8) For those who have never been divorced, the number of children has no effect on their satisfaction with policies and resources associated with their job, but as a group they are more satisfied than those who have been divorced. Among those with one or more divorces, satisfaction increases with the number of children. Finally, respondents with one or more divorces are happier with their compensation than those who have not been divorced, irrespective of their age group (under 30, 30 to 44 or 45 and over). The middle age group is less satisfied than those older or younger, irrespective of the number of divorces.

Respondents in a relationship. For those in a relationship, the most successful models are those predicting overall job satisfaction (4% of the variance) and satisfaction with compensation (6%) and policy and resources (4%). Married respondents were generally less satisfied with the policies and resources associated with their job and with promotions and the quality of training. (Table 7.14) Respondents whose spouses or partners worked in a related field were much less satisfied overall and on four of the eight subscales (policies and resources, diversity of tasks, supervision and promotion) -- an apparent "the grass is greener" reaction to the partners' job experiences. Surprisingly, this phenomenon did not appear among respondents whose spouses and partners worked in law enforcement. Moreover, the two-officer couples did not differ from respondents whose partners worked in other law enforcement agencies in their level of job satisfaction. It would appear that there is great commonality of experience in the various law enforcement agencies in the Sacramento region. (Table 7.15)

The amount of time spent with a spouse/partner in recreation, household and family tasks is an important variable that interacts with gender and whether the respondent is married or cohabiting in affecting satisfaction with four components of job satisfaction as well as the overall job satisfaction scale. In general, those who are living together are more satisfied with their job than those who are married. However, among couples who spend the most time together, married couples are the most satisfied on all five scales. (Table 7.16)

Experiencing divorce and children are also important in affecting job satisfaction among those in a relationship. On overall job satisfaction and three of its components (policies and resources, compensation and diversity of tasks) the number of children has virtually no effect on those who have not experienced divorce -- satisfaction levels actually decline slightly with more children -- but it increases satisfaction levels among those who have. Having more children increases the job satisfaction levels of respondents who were divorced. On one component -- compensation -- divorced officers are significantly more satisfied than those who are not divorced. This is a puzzling finding, if one assumes that the economic hardships associated with divorce should enhance the importance of compensation levels for quality of life. (Table 7.17)

Regression Models Predicting Stress with Marital History Variables

Separate models were developed for each of the four subjective measures of stress and the three objective measures (rate of inquiries/investigations, rate of stress and injury claims). Like the job satisfaction models, marital history and family variables were less influential in predicting stress than job related variables, but more successful among those in a relationship than among all respondents. Work history variables explained between 9% and 10% on three of the subjective stress measures; less than 1% of the variance in comfort with the risks of job-related interactions was explained by work-related variables. In contrast, family-related variables explained less than 1% of the variance on all but one of the subjective stress measures, increasing to 4% of the variance on satisfaction with actions of the media and public for all respondents. The models for those in a relationship were no stronger on satisfaction with the actions of the department and courts and comfort with the risks of job-related interactions, but were more substantial on the ease of meeting law enforcement challenges (3% of the variance) and satisfaction with actions of the media and public (8%).

The effect of work and family variables on two of the three objective measures of stress was the reverse of that observed on the subjective measures. Work-related variables had little impact on the rate of inquiries/investigations and stress claims (between less than 1% and 3% of the variance), while family-related variables explained between 4% and 7% of the variance in inquiries/investigations and stress claims among all respondents. These models were stronger still for those in a relationship, explaining between 6% and 8% of the variance in these measures. (Table 7.21 and 7.30) On the other hand, family variables had little effect on the rate of injury claims (roughly 1% for all respondents and those in a relationship), which are more closely tied to work experiences, while work-related variables account for 6% of the variability in this objective measure of stress.

Subjective stress measures: all respondents. Marital and family history variables had no impact on the perceived ease of meeting law enforcement challenges and satisfaction with actions of the media and public. (Table 7.18) However, the same interaction between the number of divorces and the number of children appears in level of satisfaction with actions of the department and courts. For those who have not been divorced, satisfaction decreases with an increase in the number of children. For those who have been divorced, the reverse is true; satisfaction with actions of the department and courts generally increases with the number of children. (Figure 7.9) It appears that children provide a stabilizing influence for respondents who have experienced divorce.

Figure 7.9 Satisfaction with Actions of Department and Courts by Number of Divorces and Children in Household

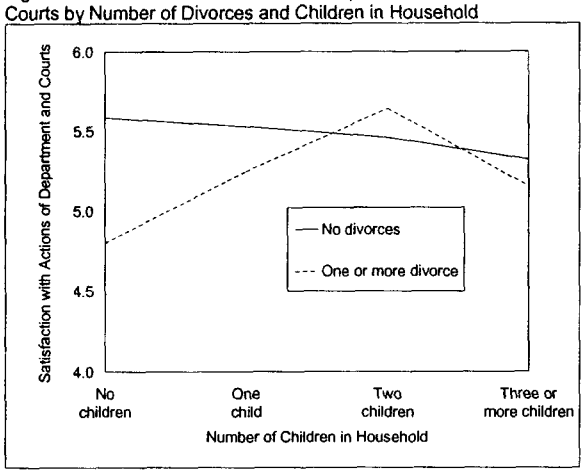
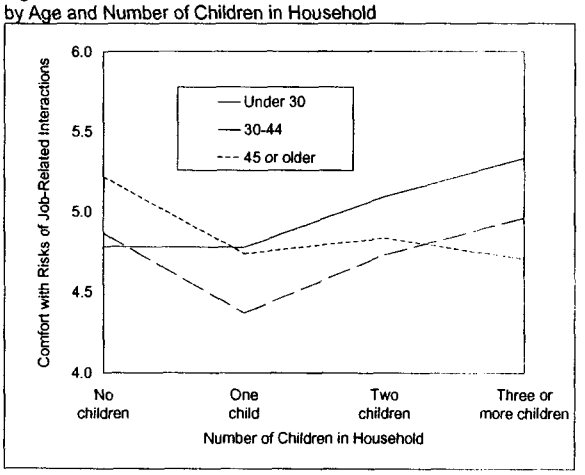


Figure 7.10 Comfort with Risks of Job-Related Interactions by Age and Number of Children in Household



Comfort with job-related risks is affected by the interaction of age and number of children. For those under 30, comfort with these risks increases with the number of children, while it decreases among those 45 and older. (Figure 7.10) Educational level and being in a relationship also interact in affecting comfort with job-related risks. Among those who are not in a relationship, the comfort level is lower for officers with a college degree. Among those who are in a relationship, the comfort level increases among officers who have completed college. (Table 7.20)

Subjective stress measures: married and cohabiting respondents. Family variables interact in primarily affecting two of the subjective stress measures ("ease of meeting law enforcement challenges" and "satisfaction with action of the media and public"), explaining 3% and 8% of the variance respectively. Marital status and the level of responsibility for household tasks combine to affect these measures, as well as comfort with the risks of job-related interactions, in different ways. Stress levels among married couples are less influenced by the amount of household tasks completed by the officer. If anything, those who share tasks more equally experience more stress than those who do both more and less than others in the household. However, in comparison to cohabiting officers, married respondents with equal or lower levels of responsibility for household tasks have higher stress levels. Only those with an above average level of responsibility experience less stress than cohabiting officers taking a similar level of responsibility in the household. The situation is markedly different for couples who are cohabiting. The higher the level of responsibility for household tasks, the more stress a cohabiting officer feels. (Figure 7.11-7.13)

Marital status and number of children interact in a similar way in affecting satisfaction with actions of the media and public. While the number of children has no effect on this measure of stress among married officers, the effect is striking on cohabiting officers. Like the sharing of household responsibilities, the more children a cohabiting officer has, the higher their stress. (Figure 7.14)

The number of children also combines with time spent together with a spouse/partner for recreation, household and family tasks in influencing three of the four subjective stress measures (all except "comfort with the risks of job-related interactions"). For officers with two or more children, the more time spent with the spouse or partner, the lower the stress on each of the three measures. (Table 7.24)

Figure 7.11 Ease of Meeting Law Enforcement Challenges by Marital Status and Level of Responsibility for Household Tasks

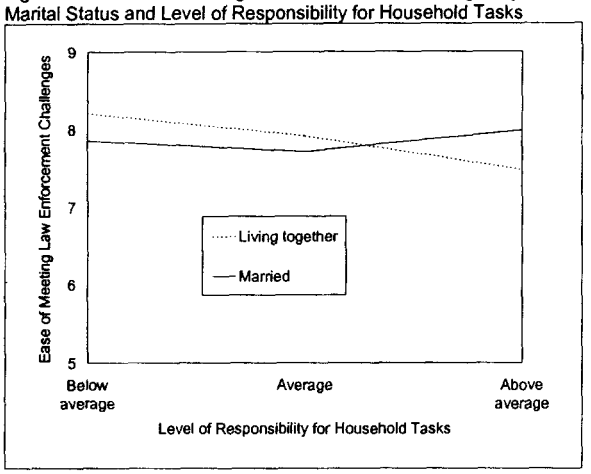


Figure 7.13 Comfort with Risks of Job-Related Interactions by Marital Status and Level of Responsibility for Household Tasks

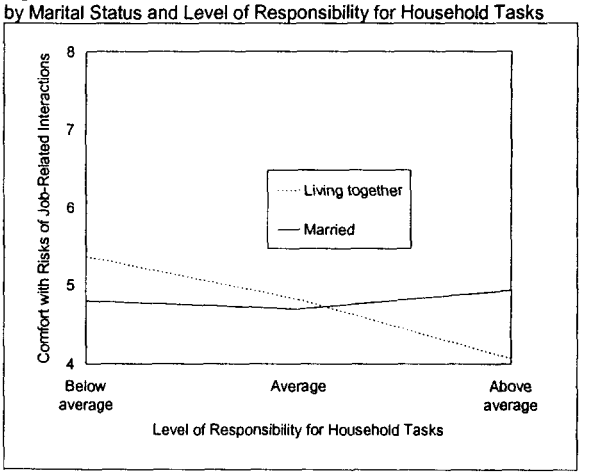


Figure 7.12 Satisfaction with Actions of Media and Public by Marital Status and Level of Responsibility for Household Tasks

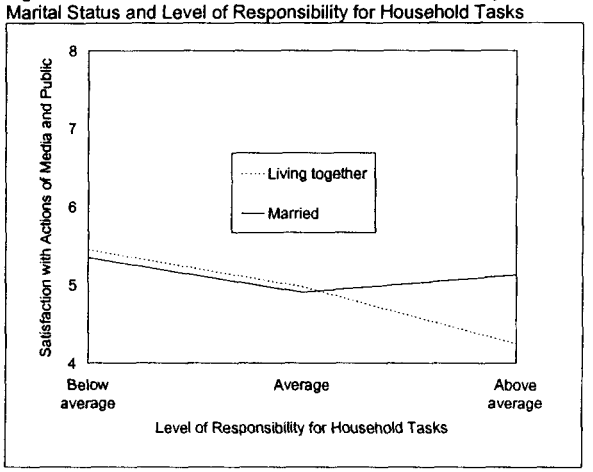
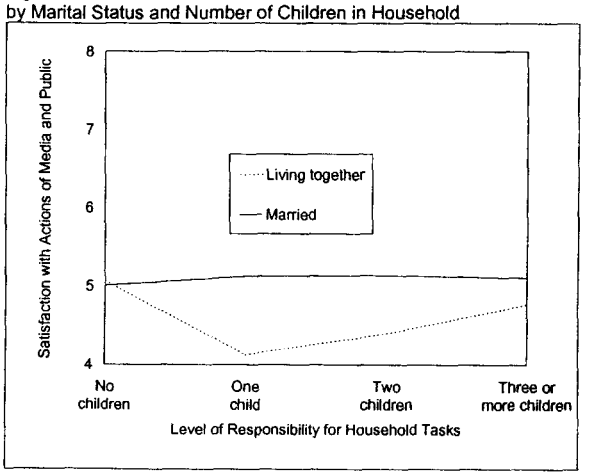


Figure 7.14 Satisfaction with Actions of Media and Public by Marital Status and Number of Children in Household



Finally, the effect of divorce on stress varies by educational level. For officers with a college degree, divorce does not affect the ease of meeting the challenges of law enforcement; for those without a college degree, divorce actually lowers stress levels. (Table 7.25)

Objective stress measures: all respondents. The complaint rate is a function of both age and the number of children in the household. This rate declines steadily with age and is lower for those with children -- a suggestion that maturity minimizes behaviors that generate inquiries and investigations. For those 45 and older, the number of children in the household has little effect. Similar findings occur for officers who are currently in a relationship. (Figure 7.15)

Workers' compensation claims for stress-related illnesses are markedly lower for those who have never been divorced and decrease with the number of children. Stress claims are not only higher for the divorced, but much higher for those with two or more children. (Figure 7.16) Stress claims increase with age, irrespective of the divorce experience, but they increase dramatically for those who have been through a divorce. (Figure 7.17) These findings also occur among those currently in a relationship.

For male officers, the rate of injury claims is unaffected by the number of children in the household. Female officers with one child have the lowest injury claims rate of any group --

male or female -- a function, perhaps, of their assignment. However, female officers with no children or more than one child have injury claims rates that are significantly higher than their male counterparts. (Figure 7.18)

Figure 7.15 Inquiries and Investigations by Age and Number of Children in Household

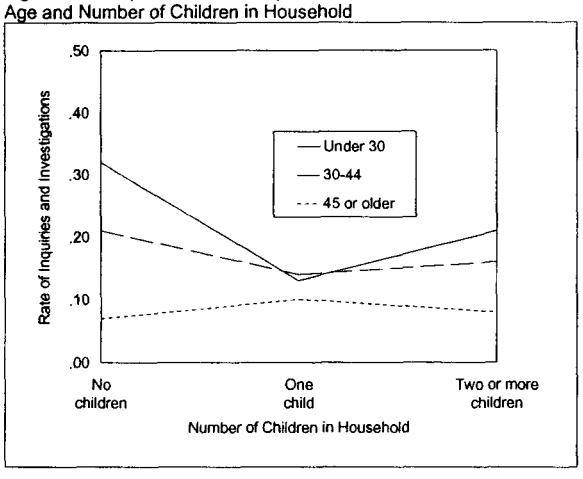


Figure 7.17 Rate of Stress-Related Illness Claims by Age and Number of Divorces

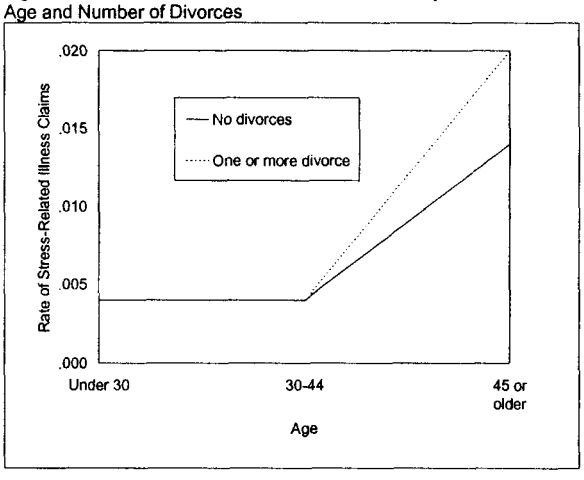


Figure 7.16 Rate of Stress Related-Illness Claims by Number of Divorces and Children in Household

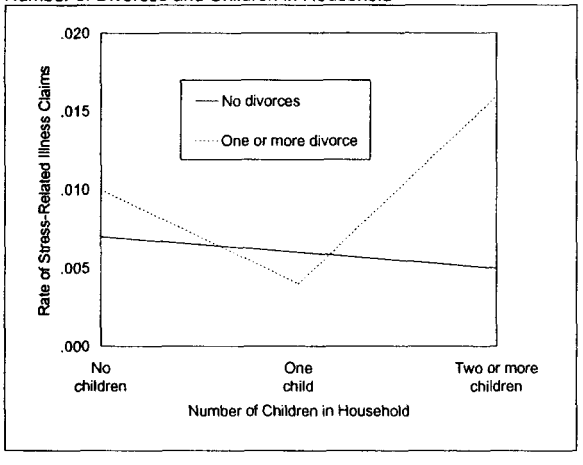
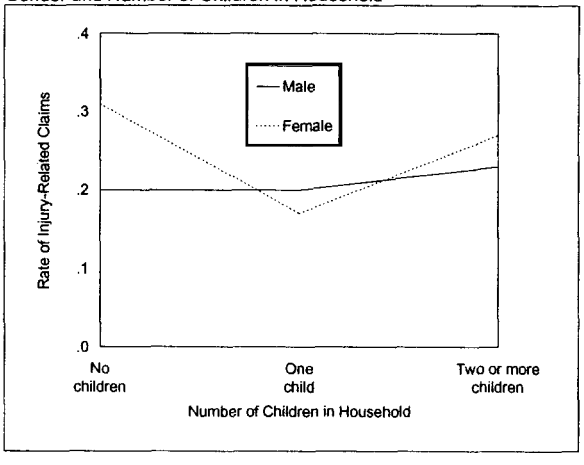


Figure 7.18 Rate of Injury-Related Claims by Gender and Number of Children in Household



Objective stress measures: married and cohabiting respondents. In addition to the effect of age and number of children on the complaint rate described above, age and marital status also interact in predicting this objective stress measure. For those who are married, complaints decrease markedly with age. For those who are living together, complaints actually increase among those between 30 and 44. Since this age group is characterized by the greatest marital stability, officers in this age group who are cohabiting and generating more claims are apparently under more stress. (Figure 7.19)

Divorce and time spent with a spouse/partner in recreation, household and family tasks interact in influencing the stress claims rate. Hours spent with a spouse or partner has no effect on stress claim rates among those who have not experienced divorce; but the rates are dramatically higher for the divorced who spend 20 or more hours a week with their spouse or partner. (Figure 7.20)

Consistent with findings on the subjective measures of stress, the division of household responsibilities is important for those who are living together, but not for those who are married.

The greater the responsibility for household tasks among cohabiting officers, the higher the rate of injury claims. (Figure 7.21)

Figure 7.19 Inquiries and Investigations by Marital Status and Age

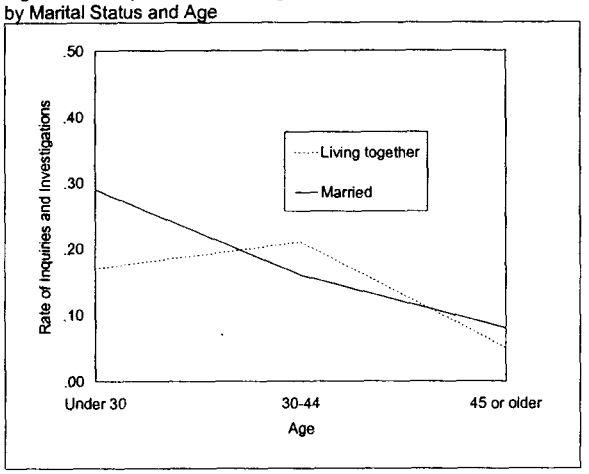


Figure 7.21 Rate of Injury-Related Claims by Marital Status and Level of Responsibility for Household Tasks

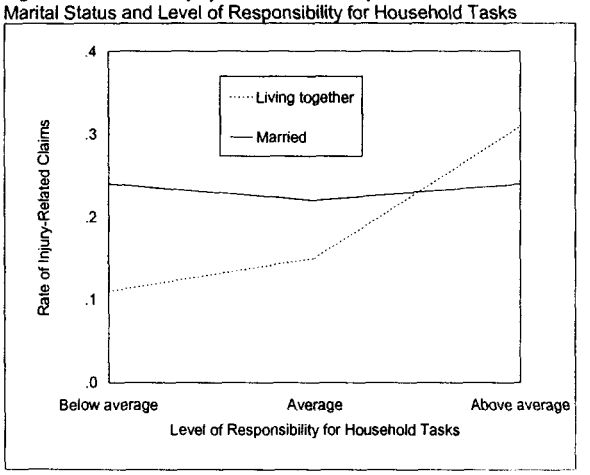
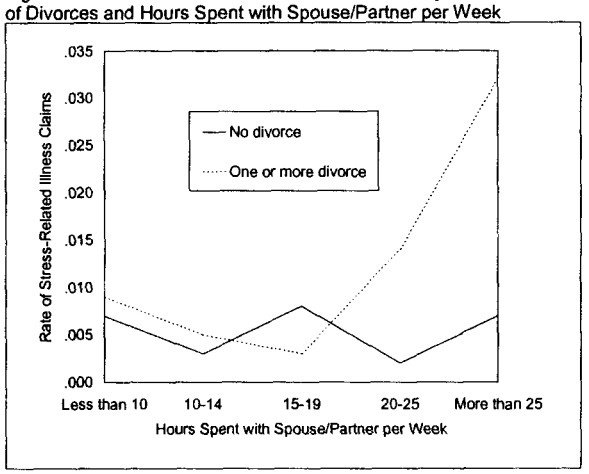


Figure 7.20 Rate of Stress-Related Illness Claims by Number of Divorces and Hours Spent with Spouse/Partner per Week



The Impact of Work, Family and Stress Variables on Job Satisfaction

A final set of models combine personal characteristics, family history and relationship variables, workplace characteristics and measures of stress in predicting overall job satisfaction. These are the most successful models, predicting a third or more of the variance in job satisfaction (35% among all respondents and 40% for those in a relationship).

All respondents. Variations in job satisfaction for all respondents is explained by age, gender, predominant assignment, the importance placed on COP, and three of the four subjective measures of stress (all except comfort with the risks of job-related interactions). (Table 7.34) Irrespective of their family history, women and older officers have lower job satisfaction. Detectives particularly and officers assigned to corrections are more satisfied than those assigned to patrol. Respondents placing more importance on COP are much more satisfied with their jobs. (Figure 7.22) Officers who find it easier to meet the challenges of law enforcement and who are more satisfied with the actions of the media, public, department and courts are also more satisfied with their jobs. In addition, the ranking of detectives, corrections

and patrol on job satisfaction is repeated in the degree of importance placed on COP and the degree of ease and satisfaction on the three stress measures. Detectives are consistently the most satisfied and least stressed on all five scales, while patrol officers are the least satisfied and the most stressed on these measures. (Figures 7.23-7.25)

Figure 7.22 Job Satisfaction by Predominant Assignment and Importance Placed on COP

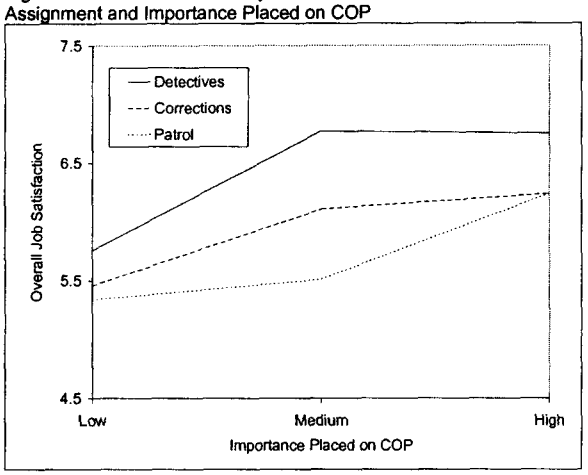


Figure 7.24 Job Satisfaction by Predominant Assignment and Satisfaction with Actions of Media and Public

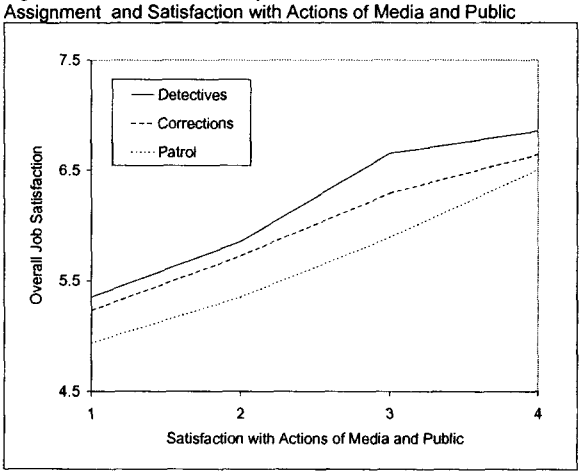


Figure 7.23 Job Satisfaction by Predominant Assignment and Ease of Meeting Law Enforcement Challenges

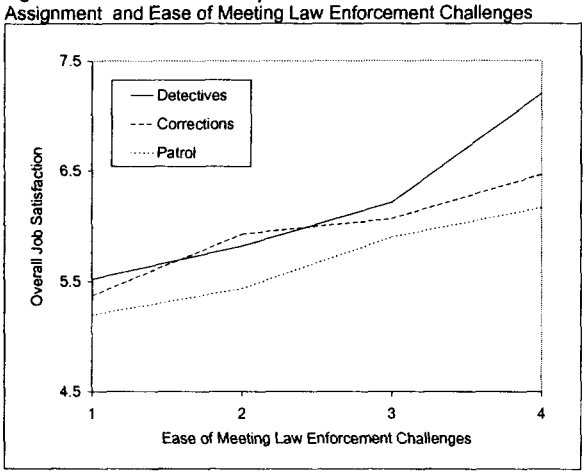
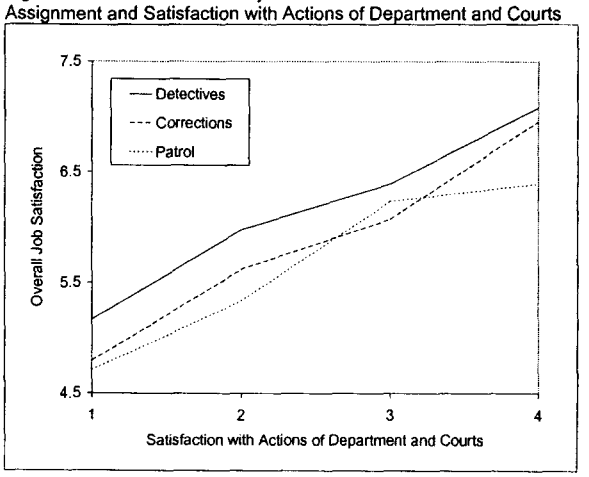


Figure 7.25 Job Satisfaction by Predominant Assignment and Satisfaction with Actions of Department and Courts



Married and cohabiting respondents. Most of the same variables are important in predicting job satisfaction among married and cohabiting respondents. Job satisfaction still increases with the importance placed on COP and declines with age, and detectives are still much more satisfied than officers in other assignments; but the distinction between corrections and patrol is lost and the ease in meeting law enforcement challenges is no longer important. New to this model are the relationship variables. Most of these contribute significantly to job satisfaction, some of them in complex ways.

Female officers who spend fewer hours per week (less than 15) with their spouses or partners are more satisfied with their jobs than male officers who spend a comparable amount of time with their partners; if the women spend 15 or more hours with their partners in recreation, household and family tasks, they are much less satisfied than the men who spend comparable amounts of time. (Figure 7.26) This suggests that home and family responsibilities compete with those at work, lowering the job satisfaction of women who are more involved at home.

Married men who spend less than 15 hours a week with their spouse also have much lower job satisfaction than men who are cohabiting. If they spend more than 25 hours a week together, job satisfaction is higher for married men. It appears that family involvement supports job satisfaction among married men while detracting from it for those who are cohabiting. Although a majority (59%) of married women officers spend less than 15 hours a week with their spouses, while cohabiting women tend to spend more than 15 hours with their partners, hours spent with spouses or partners does not differentiate job satisfaction levels among women.

Figure 7.26 Job Satisfaction by Gender and Hours per Week Spent with Spouse/Partner

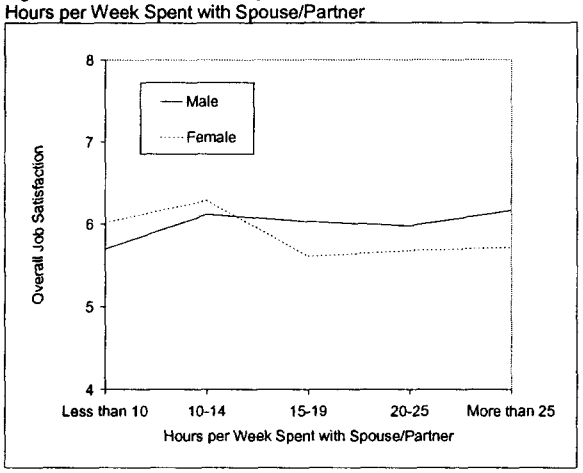
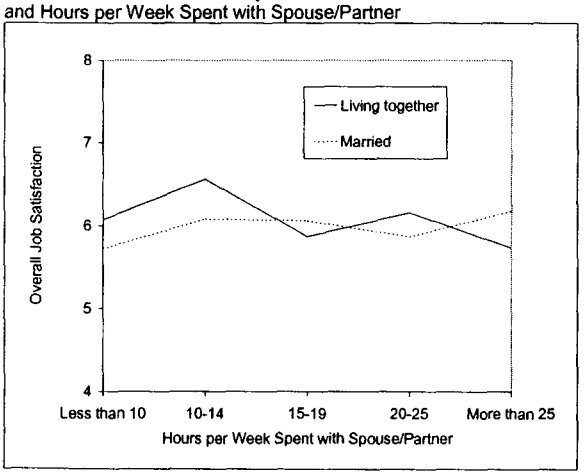


Figure 7.27 Job Satisfaction by Marital Status and Hours per Week Spent with Spouse/Partner



Although most respondents have spouses or partners who work full-time (80%), they have higher job satisfaction if the person at home is not employed. (Table 7.34)

Table 7.1 Comparison of Marital History for U.S. Population and Survey Respondents by Age and Gender

		U.S. Population, 1996*						Officers Responding to Survey					
		Age						Age					
		25-29 years	30-34 years	35-39 years	40-49 years	50-59 years	Total	25-29 years	30-34 years	35-39 years	40-49 years	50-59 years	Total
Male	Never married	48.6	28.7	19.2	12.0	5.3	20.3	43.0	22.5	11.3	5.0	.0	14.6
	Ever married	51.4	71.3	80.8	88.0	94.7	79.7	57.0	77.5	88.7	95.0	100.0	85.4
	Married once	48.8	62.2	64.9	63.3	65.5	61.6	53.2	65.9	73.0	59.2	40.0	60.6
	Still in first marriage	41.8	53.0	54.0	51.6	54.5	51.3	49.4	52.9	66.0	46.4	37.5	51.5
	Married twice	2.4	8.4	13.8	20.0	22.1	14.7	3.8	11.6	12.8	26.3	42.5	19.1
	Still in second marriage	2.0	7.1	11.1	16.0	17.5	11.8	3.8	10.9	12.1	21.2	35.0	16.4
	Married more than twice	.2	.7	2.1	4.8	7.0	3.4	.0	.0	2.8	9.5	17.5	5.7
	Still in last marriage	.2	.5	1.8	3.8	5.1	2.6	.0	.0	2.1	7.8	16.3	4.9
	Ever divorced	7.3	16.1	24.3	34.1	35.7	25.6	6.3	24.6	22.0	49.7	62.5	33.9
	Currently divorced	5.2	8.1	10.8	13.9	13.1	10.9	2.5	13.8	5.7	18.4	11.3	11.5
	Ever widowed	.2	.2	.3	1.2	3.5	1.2	.0	.0	.7	.6	1.3	.5
	Currently widowed	.1	.2	.1	.6	1.9	.6	.0	.0	.7	.0	.0	.2
	Number of cases	*9,445*	*10,568*	*11,138*	*19,381*	*12,157*	*62,689*	*79*	*138*	*141*	*179*	*80*	*617*
Female	Never married	35.3	18.7	14.1	8.6	5.0	14.5	45.8	27.6	15.4	17.6	7.1	23.6
	Ever married	64.7	81.3	85.9	91.4	95.0	85.5	54.2	72.4	84.6	82.4	92.9	76.4
	Married once	58.8	68.5	66.8	65.8	69.4	66.1	50.0	44.8	65.4	44.1	42.9	49.6
	Still in first marriage	48.9	57.0	53.3	49.2	50.3	51.4	37.5	24.1	53.8	32.4	7.1	33.1
	Married twice	5.5	11.4	16.0	20.6	19.3	15.7	4.2	24.1	15.4	23.5	21.4	18.1
	Still in second marriage	4.6	9.6	12.0	15.5	13.2	11.8	4.2	20.7	15.4	20.6	14.3	15.7
	Married more than twice	.4	1.4	3.1	5.0	6.3	3.6	.0	3.4	3.8	14.7	28.6	8.7
	Still in last marriage	.3	1.1	2.3	3.4	3.9	2.5	.0	3.4	3.8	14.7	14.3	7.1
	Ever divorced	12.2	20.8	27.8	37.0	34.6	28.5	16.7	48.3	30.8	50.0	85.7	43.3
	Currently divorced	7.1	9.5	12.8	17.2	16.6	13.5	8.3	17.2	7.7	11.8	50.0	15.7
	Ever widowed	.3	.7	1.8	3.8	10.7	3.8	.0	.0	.0	.0	.0	.0
	Currently widowed	.2	.3	1.0	2.6	8.2	2.7	.0	.0	.0	.0	7.1	.8
	Number of cases	*9,725*	*10,769*	*11,342*	*20,029*	*12,982*	*64,847*	*24*	*29*	*26*	*34*	*14*	*127*
All	Never married	41.9	23.7	16.6	10.3	5.1	17.4	43.7	23.4	12.0	7.0	1.1	16.1
	Ever married	58.1	76.3	83.4	89.7	94.9	82.6	56.3	76.6	88.0	93.0	98.9	83.9
	Married once	53.9	65.4	65.9	64.6	67.5	63.9	52.4	62.3	71.9	56.8	40.4	58.7
	Still in first marriage	45.4	55.0	53.6	50.4	52.3	51.4	46.6	47.9	64.1	44.1	33.0	48.4
	Married twice	4.0	9.9	14.9	20.3	20.7	15.2	3.9	13.8	13.2	25.8	39.4	19.0
	Still in second marriage	3.3	8.4	11.6	15.7	15.3	11.8	3.9	12.6	12.6	21.1	31.9	16.3
	Married more than twice	.3	1.1	2.6	4.9	6.6	3.5	.0	.6	3.0	10.3	19.1	6.2
	Still in last marriage	.3	.8	2.1	3.6	4.5	2.5	.0	.6	2.4	8.9	16.0	5.2
	Ever divorced	9.8	18.5	26.1	35.6	35.1	27.1	8.7	28.7	23.4	49.8	66.0	35.5
	Currently divorced	6.2	8.8	11.8	15.6	14.9	12.2	3.9	14.4	6.0	17.4	17.0	12.2
	Ever widowed	.3	.5	1.1	2.5	7.2	2.5	.0	.0	.6	.5	1.1	.4
	Currently widowed	.2	.3	.6	1.6	5.2	1.7	.0	.0	.6	.0	1.1	.3
	Number of cases	*19,170*	*21,337*	*22,480*	*39,410*	*25,139*	*127,536*	*103*	*167*	*167*	*213*	*94*	*744*

*Source: U.S. Census Bureau, Survey of Income and Program Participation (SIPP), 1996 Panel, Wave 2 Topical Module.

Table 7.2 Comparison of Marital Stability for U.S. Population and Survey Respondents by Age and Gender

		U.S. Population, 1996*						Officers Responding to Survey					
		Age						Age					
		25-29 years	30-34 years	35-39 years	40-49 years	50-59 years	Total	25-29 years	30-34 years	35-39 years	40-49 years	50-59 years	Total
Male	Still in first marriage	81.3%	74.3%	66.8%	58.6%	57.6%	64.4%	86.7%	68.2%	74.4%	48.8%	37.5%	60.3%
	Still in second marriage	3.9%	10.0%	13.7%	18.2%	18.5%	14.8%	6.7%	14.0%	13.6%	22.4%	35.0%	19.2%
	Still in third+ marriage	.4%	.7%	2.2%	4.3%	5.4%	3.3%			2.4%	8.2%	16.3%	5.7%
	Not currently married	14.4%	15.0%	17.2%	18.9%	18.6%	17.5%	6.7%	17.8%	9.6%	20.6%	11.3%	14.8%
	Total ever married	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Number of cases	*4,855*	*7,535*	*9,000*	*17,055*	*11,513*	*49,957*	*45*	*107*	*125*	*170*	*80*	*527*
Female	Still in first marriage	75.6%	70.1%	62.0%	53.8%	52.9%	60.1%	69.2%	33.3%	63.6%	39.3%	7.7%	43.3%
	Still in second marriage	7.1%	11.8%	14.0%	17.0%	13.9%	13.8%	7.7%	28.6%	18.2%	25.0%	15.4%	20.6%
	Still in third+ marriage	.5%	1.4%	2.7%	3.7%	4.1%	2.9%		4.8%	4.5%	17.9%	15.4%	9.3%
	Not currently married	16.8%	16.7%	21.3%	25.5%	29.1%	23.2%	23.1%	33.3%	13.6%	17.9%	61.5%	26.8%
	Total ever married	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Number of cases	*6,292*	*8,755*	*9,743*	*18,307*	*12,333*	*55,429*	*13*	*21*	*22*	*28*	*13*	*97*
All	Still in first marriage	78.1%	72.1%	64.3%	56.1%	55.2%	62.2%	82.8%	62.5%	72.8%	47.5%	33.3%	57.7%
	Still in second marriage	5.7%	11.0%	13.9%	17.5%	16.1%	14.3%	6.9%	16.4%	14.3%	22.7%	32.3%	19.4%
	Still in third+ marriage	.4%	1.1%	2.5%	4.0%	4.7%	3.1%		.8%	2.7%	9.6%	16.1%	6.3%
	Not currently married	15.8%	15.9%	19.3%	22.3%	24.0%	20.5%	10.3%	20.3%	10.2%	20.2%	18.3%	16.7%
	Total ever married	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Number of cases	*11,147*	*16,290*	*18,742*	*35,362*	*23,846*	*105,387*	*58*	*128*	*147*	*198*	*93*	*624*

* Source: U.S. Census Bureau, Survey of Income and Program Participation (SIPP), 1996 Panel, Wave 2 Topical Module.

Table 7.3 Regression Model for Number of Divorces

			Standard Error	Standard Beta	Significance
Rank	Deputy		.230	.233	.073
	Sergeant		.240	.222	.062
Age			.004	.505	.000
Gender	Female		.061	.100	.002
Education	College Degree		.384	.660	.015
Interaction between education and:	Age		.006	-.488	.006
	Rank	Deputy	.263	-.363	.035
		Sergeant	.278	-.131	.217
Adjusted R Square				.193	
Standard Error of the Estimate				.624	

Statistics for significant variables are highlighted. Tables 7.4-7.5 describe significant relationships identified in this table.

Table 7.4 Mean Number of Divorces by Educational Level, Gender and Age

	College Degree	Gender	Age				Total
			Under 30	30-34	35-39	40+	
Mean	Yes	Male	.00	.12	.19	.63	.39
		Female	.13	.50	.29	.62	.42
		Total	.05	.19	.20	.62	.39
	No	Male	.09	.31	.31	.83	.44
		Female	.15	.58	.37	1.12	.64
		Total	.10	.35	.32	.88	.48
	Total	Male	.06	.25	.26	.73	.42
		Female	.14	.55	.35	.89	.55
		Total	.08	.30	.28	.75	.44
Standard Deviation	Yes	Male	.00	.32	.44	.71	.62
		Female	.35	.71	.49	.74	.63
		Total	.22	.44	.44	.71	.62
	No	Male	.33	.49	.59	.90	.72
		Female	.38	.61	.60	1.03	.83
		Total	.34	.52	.59	.92	.74
	Total	Male	.29	.45	.54	.81	.68
		Female	.36	.63	.56	.94	.76
		Total	.30	.50	.55	.83	.69
Number of cases	Yes	Male	*25*	*43*	*53*	*136*	*257*
		Female	*15*	*10*	*7*	*21*	*53*
		Total	*40*	*53*	*60*	*157*	*310*
	No	Male	*69*	*94*	*88*	*127*	*378*
		Female	*13*	*19*	*19*	*26*	*77*
		Total	*82*	*113*	*107*	*153*	*455*
	Total	Male	*94*	*137*	*141*	*263*	*635*
		Female	*28*	*29*	*26*	*47*	*130*
		Total	*122*	*166*	*167*	*310*	*765*

Table 7.5 Mean Number of Divorces by Rank, College Degree and Age

			Age				
	Rank	College Degree	Under 30	30-34	35-39	40+	Total
Mean	Deputy	Yes	.05	.20	.16	.53	.28
		No	.10	.36	.32	.86	.44
		Total	.08	.31	.27	.72	.38
	Sergeant	Yes		.00	.50	.74	.67
		No		.00	.30	1.00	.80
		Total		.00	.39	.85	.73
	Lieutenant	Yes			.00	.70	.66
		No			.00	.71	.63
		Total			.00	.70	.65
	Total	Yes	.05	.19	.20	.62	.39
		No	.10	.35	.32	.88	.48
		Total	.08	.30	.28	.75	.44
Standard Deviation	Deputy	Yes	.22	.45	.37	.62	.51
		No	.34	.52	.61	.93	.71
		Total	.30	.50	.54	.83	.65
	Sergeant	Yes		.00	.76	.77	.76
		No		.00	.48	.95	.91
		Total		.00	.61	.85	.83
	Lieutenant	Yes			.00	.84	.83
		No				.76	.74
		Total			.00	.81	.80
	Total	Yes	.22	.44	.44	.71	.62
		No	.34	.52	.59	.92	.74
		Total	.30	.50	.55	.83	.69
Number of cases	Deputy	Yes	*42*	*50*	*50*	*80*	*222*
		No	*82*	*111*	*96*	*112*	*401*
		Total	*124*	*161*	*146*	*192*	623
	Sergeant	Yes		*3*	*8*	*47*	*58*
		No		2	*10*	*34*	*46*
		Total		*5*	*18*	*81*	*104*
	Lieutenant	Yes			*2*	*30*	*32*
		No			*1*	*7*	*8*
		Total			*3*	*37*	*40*
	Total	Yes	*42*	*53*	*60*	*157*	*312*
		No	*82*	*113*	*107*	*153*	*455*
		Total	*124*	*166*	*167*	*310*	*767*

Table 7.6 Percent Distribution of Marital and Family History Characteristics

		Percent	*Number of cases*
Current marital status	Never married	18%	*150*
	Used to be married	15%	*125*
	Currently married	67%	*550*
	Total	100%	*825*
Current living situation	Alone	11%	*91*
	Just spouse/partner	22%	*177*
	Spouse/partner and children	55%	*449*
	Just children	6%	*51*
	Roomate or relative	6%	*49*
	Total	100%	*817*
Number of marriages	None	17%	*138*
	One	59%	*479*
	Two	18%	*143*
	Three or more	6%	*46*
	Total	100%	*806*
	Mean	1.1	
Number of divorces	None	66%	*530*
	One	26%	*211*
	Two	7%	*54*
	Three or more	1%	*10*
	Total	100%	*805*
	Mean	.4	
Number of cohabiting relationships not resulting in marriage	None	66%	*510*
	One	20%	*158*
	Two	9%	*70*
	Three or more	4%	*34*
	Total	100%	*772*
	Mean	.6	
Number of children living in household	None	39%	*317*
	One	20%	*160*
	Two	27%	*218*
	Three or more	15%	*121*
	Total	100%	*816*
	Mean	1.2	
Ages of children in household*	Under 6 years old	47%	*235*
	6-17 years old	70%	*349*
	18 years or older	15%	*73*
	Total	N/A	*499*

*These figures represent the percentage of respondents who have children living in their household with one or more children in an age group. These percentages sum to more than 100% because there are often children in more than one age group.

Table 7.6 (Continued) Percent Distribution of Marital and Family History Characteristics

		Percent	*Number of cases*
Number of children financially responsible for**	None	39%	*316*
	One	19%	*152*
	Two	27%	*217*
	Three or more	16%	*130*
	Total	100%	*815*
	Mean	1.3	
Is spouse/partner employed	Yes	84%	*513*
	No	16%	*95*
	Total	100%	*608*
Hours per week spouse/partner is employed	Part-time	20%	*100*
	Full-time	80%	*390*
	Total	100%	*490*
	Mean	38.4	
Does spouse/partner work the same shift and have the same days off?	Usually	36%	*181*
	Sometimes	35%	*175*
	Never	28%	*141*
	Total	100%	*497*
Field in which spouse/partner is employed	Sworn employee of Sacramento County Sheriff's Department****	16%	*83*
	Law enforcement	11%	*55*
	Related field	8%	*42*
	Unrelated field	65%	*332*
	Total	100%	*512*
Time spent with spouse/partner for recreation, household, and family tasks	Less than 10 hours/week	26%	*148*
	10-14 hours/week	22%	*127*
	15-19 hours/week	13%	*76*
	20-25 hours/week	18%	*102*
	More than 25 hours/week	21%	*123*
	Total	100%	*576*

** It was assumed that 47 respondents who indicated that there were no children in their household and who skipped this question were not financially responsible for any children.

*** Information from 14 respondents regarding the remaining items was dropped because they indicated elsewhere that they were currently living alone.

**** The information shown here comes from two different questions: 1) Is your spouse/partner a sworn employee of the Sacramento County Sheriff's Department; and 2) Is your spouse/partner employed in law enforcement or in a related field.

Table 7.7 Spouse/Partner Characteristics

		Sworn Spouse/ Partner	Non-sworn Spouse/ Partners	All Spouse/ Partners
How many years have you been the spouse or partner of someone employed by the Sacramento County Sheriff's Department? (Officer survey did not have a parallel question, so not applicable for sworn spouse/partners)	Less than 4 years	--	21%	21%
	5-9	--	27%	27%
	10-19	--	34%	34%
	20 or more years	--	18%	18%
	Total	--	100%	100%
	Number of cases	--	*190*	*190*
	Mean	--	11.5	11.5
Are you currently employed?	Yes	100%	80%	84%
	No		20%	16%
	Total	100%	100%	100%
	Number of cases	*47*	*187*	*234*
How many hours do you work per week?	Part-time (5-34 hours per week)		31%	23%
	Full-time (35 or more hours per week)	100%	69%	77%
	Total	100%	100%	100%
	Number of cases	*47*	*147*	*194*
	Mean	40	39.1	37.4
Do you and your spouse/partner work the same shift and have the same days off?	Usually	47%	34%	37%
	Sometimes	31%	45%	42%
	Never	22%	21%	21%
	Total	100%	100%	100%
	Number of cases	*45*	*149*	*194*
What field are you employed in?	Law enforcement	100%	6%	28%
	Related field		11%	9%
	Unrelated field		83%	64%
	Total	100%	100%	100%
	Number of cases	*47*	*153*	*200*
How much time do you and your spouse/partner spend together for recreation, household, and family tasks?	Less than 10 hours per week	20%	21%	21%
	10-14 hours per week	17%	21%	21%
	15-19 hours per week	13%	14%	14%
	20-25 hours per week	17%	15%	16%
	More than 25 hours per week	33%	28%	29%
	Total	100%	100%	100%
	Number of cases	*46*	*183*	*229*
What is the highest educational degree you have completed?	No degree completed		1%	0%
	High school or GED		11%	9%
	Vocational or trade school		6%	5%
	Some college or two-year associate degree	70%	36%	43%
	Four-year college degree	28%	35%	34%
	Master's degree or higher	2%	12%	10%
	Total	100%	100%	100%
	Number of cases	*47*	*188*	*235*

Table 7.7 (Continued) Spouse/Partner Characteristics

		Sworn Spouse/ Partner	Non-sworn Spouse/ Partners	All Spouse/ Partners
Are you currently enrolled in classes contributing to a degree?	Yes	15%	11%	12%
	No	85%	89%	88%
	Total	100%	100%	100%
	Number of cases	*47*	*187*	*234*
What is your age?	Under 30	11%	18%	16%
	30-34	21%	22%	22%
	35-39	17%	19%	19%
	40-44	26%	17%	18%
	45-49	13%	13%	13%
	50 or older	13%	11%	12%
	Total	100%	100%	100%
	Number of cases	*47*	*186*	*233*
	Mean	39.1	37.8	38
What is your annual income?	Under $20,000		21%	17%
	$20,000- $39,999		33%	28%
	$40,000- $59,999	36%	24%	26%
	$60,000- $79,999	55%	15%	22%
	$80,000- $99,999	6%	4%	5%
	$100,000 or more	3%	3%	3%
	Total	100%	100%	100%
	Number of cases	*33*	*156*	*189*

Table 7.8 Regression Models for Effects of Relationship Status and Family Variables on Job Satisfaction Scales (All Respondents)

			Structure of Job			Policy and Resources			Compensation			Diversity of Tasks			Supervision			Promotions			Training			Employee Relationships			Overall Job Satisfaction		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.
Age			.015	.044	.608	.019	-.156	.068	.021	-.129	.127	.019	-.041	.636	.020	-.155	.067	.022	-.401	.000	.017	-.213	.013	.016	-.043	.616	.014	-.224	.009
Education	College degree		.134	.051	.242	.168	.086	.049	.192	.084	.052	.173	.076	.084	.175	.075	.085	.194	.041	.355	.155	.023	.598	.140	.076	.086	.125	.081	.065
Gender	Female		.267	-.162	.016	.333	-.115	.083	.382	.004	.956	.344	-.174	.009	.348	-.186	.005	.397	-.075	.273	.308	-.169	.011	.277	-.044	.514	.249	-.152	.023
Currently in relationship			.587	.005	.977	.732	-.297	.066	.840	-.466	.004	.756	-.046	.777	.765	-.147	.359	.866	-.463	.005	.676	-.360	.026	.609	-.035	.828	.548	-.341	.035
Number of divorces			.505	.044	.849	.629	-.360	.120	.722	-.501	.029	.650	-.068	.770	.658	-.050	.827	.731	-.291	.218	.581	-.430	.063	.524	.186	.426	.471	-.287	.214
Number of children in household			.058	-.005	.907	.072	.009	.850	.083	-.003	.951	.075	-.051	.274	.076	.011	.808	.083	-.014	.773	.067	.009	.854	.060	-.046	.335	.054	-.003	.952
Interactions between	Currently in relationship and:	Gender	.323	.151	.027	.402	.095	.163	.462	.105	.119	.416	.137	.046	.421	.088	.192	.476	.056	.424	.372	.160	.019	.335	.052	.452	.301	.133	.051
		Age	.015	.029	.872	.019	.353	.052	.022	.439	.015	.020	.075	.681	.020	.206	.253	.022	.508	.006	.018	.329	.070	.016	.085	.643	.014	.375	.039
	Number of divorces and:	Age	.011	-.043	.851	.013	.243	.282	.015	.519	.021	.014	.084	.711	.014	-.019	.933	.015	.218	.346	.012	.316	.162	.011	-.189	.409	.010	.217	.338
		Education	.170	-.086	.083	.212	-.046	.346	.243	-.058	.232	.219	-.113	.022	.222	-.072	.141	.242	-.034	.495	.196	.017	.735	.177	-.034	.499	.159	-.060	.222
		Number of children in household	.073	.054	.387	.091	.122	.051	.105	.118	.058	.094	.118	.058	.096	.078	.210	.105	.109	.083	.084	.105	.090	.076	.004	.949	.068	.119	.056
Adjusted R Square				.008			.017			.028			.010			.029			.047			.016			-.005			.017	
Standard Error of the Estimate				1.501			1.871			2.147			1.932			1.956			2.106			1.729			1.558			1.400	
Number of cases				*755*			*755*			*755*			*754*			*755*			*721*			*755*			*755*			*755*	

Statistics for significant variables are highlighted. Tables 7.9-7.12 describe significant relationships identified in this table.

Table 7.9 Mean Job Satisfaction Ratings by Gender and Relationship Status (All Respondents)

		Structure of Job			Diversity of Tasks			Training			Overall Job Satisfaction		
		Not in relationship	In relationship	Total	Not in relationship	In relationship	Total	Not in relationship	In relationship	Total	Not in relationship	In relationship	Total
Mean	Male	7.22	7.39	7.36	6.56	6.58	6.58	5.92	5.60	5.67	6.06	5.99	6.01
	Female	6.61	7.38	7.12	5.68	6.54	6.25	5.14	5.55	5.41	5.49	5.89	5.75
	Total	7.06	7.39	7.32	6.34	6.58	6.52	5.72	5.60	5.62	5.91	5.98	5.96
Standard Deviation	Male	1.41	1.49	1.47	1.70	1.98	1.93	1.66	1.77	1.75	1.36	1.42	1.41
	Female	1.44	1.70	1.65	1.67	2.11	2.01	1.73	1.81	1.79	1.42	1.47	1.46
	Total	1.43	1.52	1.51	1.73	2.00	1.94	1.71	1.78	1.76	1.39	1.43	1.42
Number of cases	Male	*140*	*525*	*665*	*140*	*524*	*664*	*140*	*525*	*665*	*140*	*525*	*665*
	Female	*48*	*94*	*142*	*48*	*94*	*142*	*47*	*94*	*141*	*48*	*94*	*142*
	Total	*188*	*619*	*807*	*188*	*618*	*806*	*187*	*619*	*806*	*188*	*619*	*807*

This information is displayed in Figure 7.5

Table 7.10 Mean Job Satisfaction Ratings by Age and Relationship Status (All Respondents)

		Policy and Resources			Compensation			Promotions			Overall Job Satisfaction		
		Not in relationship	In relationship	Total	Not in relationship	In relationship	Total	Not in relationship	In relationship	Total	Not in relationship	In relationship	Total
Mean	Under 30	4.99	5.32	5.20	6.36	5.45	5.78	5.89	5.96	5.93	6.14	6.34	6.27
	30-44	4.76	4.91	4.88	5.74	5.47	5.53	5.31	4.86	4.95	5.97	5.92	5.93
	45 or older	4.45	5.03	4.92	5.85	6.15	6.10	3.76	4.64	4.48	5.48	5.95	5.86
	Total	4.75	5.00	4.94	5.92	5.66	5.72	5.11	4.93	4.97	5.91	5.99	5.97
Standard Deviation	Under 30	1.60	1.72	1.68	1.51	2.14	1.98	2.01	1.81	1.88	1.27	1.22	1.23
	30-44	1.85	1.99	1.96	2.23	2.16	2.17	2.08	2.15	2.14	1.38	1.49	1.47
	45 or older	1.97	1.86	1.89	2.57	2.17	2.25	2.11	2.14	2.16	1.48	1.37	1.40
	Total	1.81	1.92	1.90	2.16	2.18	2.17	2.19	2.14	2.15	1.38	1.43	1.42
Number of cases	Under 30	*46*	*80*	*126*	*46*	*80*	*126*	*40*	*73*	*113*	*46*	*80*	*126*
	30-44	*97*	*361*	*458*	*97*	*361*	*458*	*90*	*348*	*438*	*97*	*361*	*458*
	45 or older	*38*	*167*	*205*	*38*	*167*	*205*	*36*	*166*	*202*	*38*	*167*	*205*
	Total	*181*	*608*	*789*	*181*	*608*	*789*	*166*	*587*	*753*	*181*	*608*	*789*

This information is displayed in Figure 7.6 and 7.7

Table 7.11 Mean Job Satisfaction Ratings by Education (All Respondents)

	College degree	Policy and Resources	Compensation
Mean	Yes	5.11	5.90
	No	4.81	5.57
	Total	4.93	5.70
Standard Deviation	Yes	1.84	2.09
	No	1.93	2.23
	Total	1.90	2.18
Number of cases	Yes	*341*	*341*
	No	*485*	*485*
	Total	*826*	*826*

This information is displayed in Figure 7.8

Table 7.12 Mean Job Satisfaction Ratings by Number of Divorces and Number of Children in Household, Age, and Education (All Respondents)

		Policy and Resources					Compensation				Diversity of Tasks		
		No children	One child	Two children	Three or more children	Total	Under 30	30-44	45 or older	Total	No college degree	College degree	Total
Mean	No divorces	5.04	5.20	4.96	5.14	5.06	5.76	5.50	5.87	5.62	6.33	6.66	6.47
	One divorce	4.42	4.80	5.12	4.84	4.74	5.97	5.49	6.28	5.82	6.74	6.59	6.68
	Two or more divorces	4.19	4.58	4.42	5.71	4.59	7.00	5.69	6.27	6.08	6.65	5.82	6.35
	Total	4.83	5.03	4.95	5.09	4.94	5.79	5.51	6.11	5.71	6.47	6.58	6.51
Standard Deviation	No divorces	1.83	1.89	2.06	1.81	1.91	2.02	2.15	2.28	2.14	1.90	1.91	1.91
	One divorce	1.86	1.78	1.85	2.05	1.88	1.69	2.24	2.16	2.21	2.02	1.98	2.00
	Two or more divorces	1.91	1.31	1.94	2.12	1.86	.	2.40	2.29	2.32	1.77	2.57	2.11
	Total	1.87	1.82	2.00	1.91	1.90	1.99	2.18	2.23	2.18	1.93	1.99	1.95
Number of cases	No divorces	*205*	*103*	*146*	*72*	*526*	*115*	*315*	*84*	*514*	*304*	*223*	*527*
	One divorce	*79*	*42*	*51*	*38*	*210*	*9*	*113*	*79*	*201*	*126*	*79*	*205*
	Two or more divorces	*19*	*15*	*20*	*10*	*64*	*1*	*22*	*41*	*64*	*41*	*23*	*64*
	Total	*303*	*160*	*217*	*120*	*800*	*125*	*450*	*204*	*779*	*471*	*325*	*796*

Table 7.13 Regression Models for Effects of Family Variables on Job Satisfaction (for those Currently Married or in a Cohabiting Relationship)

			Structure of Job			Policy and Resources			Compensation			Diversity of Tasks			Supervision			Promotions			Training			Employee Relationships			Overall Job Satisfaction		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.
Age			.010	.085	.125	.013	.017	.757	.014	.104	.055	.013	.009	.864	.013	-.040	.465	.014	-.165	.004	.012	-.067	.231	.010	-.008	.885	.009	-.035	.521
Education	College degree		.509	.274	.100	.642	.457	.006	.723	.316	.053	.668	.125	.450	.653	.338	.041	.730	.090	.592	.589	.240	.149	.625	.545	.001	.474	.381	.021
Gender	Female		.995	.437	.064	1.257	.434	.063	1.416	.350	.128	1.308	.369	.115	1.277	.546	.019	1.420	.266	.258	1.153	.118	.617	1.028	.372	.112	.927	.456	.050
Marital status	Married		.924	-.417	.040	1.167	-.447	.026	1.314	-.370	.062	1.214	-.370	.067	1.186	-.437	.030	1.316	-.397	.051	1.070	-.557	.006	.954	-.549	.007	.861	-.582	.004
Number of divorces			.705	-.049	.877	.891	-.532	.088	1.003	-.782	.011	.929	-.183	.560	.905	.017	.956	1.008	-.434	.176	.817	-.545	.084	.728	-.170	.587	.657	-.477	.126
Number of children in household			.067	-.009	.866	.084	-.006	.909	.095	-.002	.976	.088	-.045	.396	.086	.006	.914	.096	-.026	.629	.077	-.017	.753	.069	-.090	.089	.062	-.025	.634
Level of responsibility for household tasks			.133	.026	.838	.168	.048	.703	.189	-.028	.823	.174	.062	.622	.170	-.025	.840	.189	-.058	.649	.154	-.226	.076	.137	-.055	.663	.124	-.054	.667
Time spent with spouse/partner for recreation, household and family tasks			.137	-.187	.171	.173	-.166	.219	.194	-.072	.591	.180	-.242	.075	.175	-.310	.022	.196	-.173	.211	.158	-.163	.232	.141	-.250	.065	.127	-.247	.068
Spouse/partner's employment status	Law enforcement		.247	.012	.865	.312	-.102	.130	.351	.052	.436	.324	-.027	.693	.317	-.003	.964	.356	-.106	.128	.286	-.093	.173	.255	-.008	.902	.230	-.063	.347
	Related field		.305	-.081	.127	.385	-.116	.027	.434	.021	.683	.401	-.128	.015	.392	-.107	.042	.442	-.140	.010	.353	-.079	.135	.315	-.072	.170	.284	-.121	.020
	Unrelated field		.201	-.014	.834	.253	-.095	.146	.285	-.019	.770	.264	-.014	.825	.257	-.026	.693	.292	-.115	.089	.232	-.097	.141	.207	-.058	.376	.187	-.084	.199
Interaction between: Level of responsibility for household tasks and:	Education		.094	-.280	.096	.118	-.383	.021	.133	-.264	.107	.123	-.092	.583	.120	-.261	.117	.134	-.021	.903	.109	-.154	.359	.097	-.472	.005	.087	-.299	.072
	Marital status		.139	.230	.254	.175	.296	.138	.198	.340	.085	.183	.082	.684	.178	.252	.207	.198	.285	.159	.161	.535	.008	.143	.384	.055	.129	.413	.039
	Gender		.136	-.388	.072	.172	-.334	.119	.194	-.277	.189	.179	-.372	.083	.175	-.516	.016	.194	-.227	.291	.158	-.009	.965	.141	-.267	.213	.127	-.361	.091
Interaction between: Time spent with spouse/partner for recreation, household and family tasks and:	Gender		.125	-.113	.223	.158	-.173	.059	.178	-.001	.989	.165	-.054	.557	.161	-.197	.033	.181	-.090	.336	.145	-.127	.172	.130	-.168	.068	.117	-.170	.064
	Marital status		.141	.372	.020	.178	.296	.061	.201	.149	.339	.185	.429	.007	.181	.378	.017	.203	.232	.150	.163	.255	.109	.146	.401	.011	.131	.390	.013
Interaction between: Number of divorces and:	Children in household		.089	.097	.199	.112	.157	.037	.126	.192	.010	.116	.167	.027	.114	.067	.376	.126	.147	.057	.103	.132	.081	.091	.076	.315	.082	.173	.022
	Age		.014	-.035	.907	.018	.402	.175	.020	.738	.012	.019	.114	.702	.018	-.094	.751	.020	.361	.235	.017	.455	.128	.015	.112	.706	.013	.369	.212
Adjusted R Square				.018			.038			.062			.029			.035			.027			.018			.030			.039	
Standard Error of the Estimate				1.500			1.894			2.133			1.971			1.925			2.121			1.737			1.549			1.397	
Number of cases				540			540			540			539			540			522			540			540			540	

Statistics for significant variables are highlighted. Tables 7.14-7.17 describe significant relationships identified in this table.

Table 7.14 Mean Job Satisfaction Ratings by Marital Status (for those Currently Married or in a Cohabiting Relationship)

		Structure of Job	Policy and Resources	Compensation	Diversity of Tasks	Supervision	Promotions	Training	Employee Relationships	Overall Job Satisfaction
Mean	Living together	7.44	4.94	5.62	6.93	6.22	5.15	5.51	7.51	6.02
	Married	7.38	4.99	5.66	6.52	6.25	4.87	5.61	7.47	5.97
	Total	7.39	4.98	5.65	6.57	6.25	4.91	5.60	7.48	5.98
Standard Deviation	Living together	1.30	1.86	2.02	1.72	1.95	2.13	1.71	1.54	1.33
	Married	1.55	1.93	2.19	2.03	1.97	2.14	1.79	1.59	1.44
	Total	1.52	1.92	2.17	2.00	1.97	2.14	1.78	1.58	1.43
Number of cases	Living together	*77*	*77*	*77*	*77*	*77*	*74*	*77*	*77*	*77*
	Married	*547*	*547*	*547*	*546*	*547*	*528*	*547*	*546*	*547*
	Total	*624*	*624*	*624*	*623*	*624*	*602*	*624*	*623*	*624*

Table 7.15 Mean Job Satisfaction Ratings by Spouse/Partner's Employment Status (for those Currently Married or in a Cohabiting Relationship)

	Spouse/partner's employment status	Policy and Resources	Diversity of Tasks	Supervision	Promotions	Overall Job Satisfaction
Mean	Sworn employee of the Sacramento County Sheriff's Department	4.77	6.68	6.32	4.70	5.96
	Employed by another law enforcement agency	4.78	6.54	5.81	4.87	5.88
	Employed in a related field	4.76	5.91	5.85	4.53	5.75
	Employed in an unrelated Field	5.00	6.66	6.33	4.91	5.99
	Not employed	5.27	6.61	6.40	5.19	6.13
	Total	4.98	6.59	6.26	4.89	5.98
Standard Deviation	Sworn employee of the Sacramento County Sheriff's Department	2.15	2.00	2.24	2.05	1.52
	Employed by another law enforcement agency	2.00	2.11	1.86	2.27	1.47
	Employed in a related field	1.94	2.17	2.18	2.30	1.55
	Employed in an unrelated Field	1.95	2.02	1.89	2.15	1.45
	Not employed	1.62	1.79	1.89	2.04	1.22
	Total	1.93	2.01	1.96	2.14	1.43
Number of cases	Sworn employee of the Sacramento County Sheriff's Department	*82*	*82*	*82*	*80*	*82*
	Employed by another law enforcement agency	*55*	*55*	*55*	*54*	*55*
	Employed in a related field	*42*	*42*	*42*	*41*	*42*
	Employed in an unrelated Field	*332*	*331*	*332*	*320*	*332*
	Not employed	*95*	*95*	*95*	*89*	*95*
	Total	*606*	*605*	*606*	*584*	*606*

Table 7.16 Mean Job Satisfaction Ratings by Hours Spent with Spouse/Partner per Week and Marital Status (for those Currently Married or in a Cohabiting Relationship)

	Hours per week spent with spouse/partner for recreation, household and family tasks	Structure of Job			Diversity of Tasks			Supervision			Employee Relationships			Overall Job Satisfaction		
		Living together	Married	Total	Living together	Married	Total	Living together	Married	Total	Living together	Married	Total	Living together	Married	Total
Mean	Less than 10	7.54	7.02	7.07	7.26	6.05	6.16	6.15	6.12	6.13	7.72	7.29	7.33	5.99	5.73	5.75
	10-14	7.60	7.47	7.49	7.46	6.65	6.74	7.05	6.45	6.53	8.37	7.50	7.60	6.40	6.08	6.12
	15-19	7.44	7.39	7.40	6.11	6.74	6.64	6.46	6.32	6.34	7.09	7.54	7.47	5.89	6.06	6.03
	20-25	7.48	7.44	7.45	6.80	6.56	6.60	6.67	5.94	6.06	7.58	7.37	7.41	6.23	5.87	5.93
	More than 25	7.12	7.69	7.61	6.91	7.00	6.98	4.88	6.39	6.18	6.94	7.79	7.67	5.55	6.18	6.09
	Total	7.43	7.38	7.39	6.93	6.56	6.61	6.21	6.25	6.24	7.54	7.49	7.49	6.01	5.97	5.97
Standard Deviation	Less than 10	1.07	1.69	1.65	1.58	2.14	2.12	2.12	1.88	1.90	1.96	1.64	1.67	1.49	1.53	1.52
	10-14	1.55	1.40	1.41	2.07	2.01	2.03	1.84	2.00	1.98	0.93	1.66	1.62	1.41	1.45	1.44
	15-19	1.54	1.45	1.45	2.06	1.91	1.93	1.68	1.85	1.81	1.55	1.62	1.60	1.31	1.37	1.35
	20-25	1.08	1.58	1.51	0.91	2.00	1.86	2.01	2.12	2.11	1.47	1.55	1.53	1.16	1.32	1.29
	More than 25	1.41	1.51	1.50	1.90	1.99	1.97	1.57	2.01	2.02	1.47	1.49	1.51	1.37	1.48	1.48
	Total	1.31	1.55	1.52	1.74	2.05	2.01	1.96	1.98	1.97	1.55	1.60	1.59	1.34	1.45	1.44
Number of cases	Less than 10	*14*	*134*	*148*	*14*	*134*	*148*	*14*	*134*	*148*	*14*	*134*	*148*	*14*	*134*	*148*
	10-14	*15*	*111*	*126*	*15*	*110*	*125*	*15*	*111*	*126*	*15*	*111*	*126*	*15*	*111*	*126*
	15-19	*12*	*64*	*76*	*12*	*64*	*76*	*12*	*64*	*76*	*12*	*64*	*76*	*12*	*64*	*76*
	20-25	*17*	*84*	*101*	*17*	*84*	*101*	*17*	*84*	*101*	*17*	*83*	*100*	*17*	*84*	*101*
	More than 25	*17*	*106*	*123*	*17*	*106*	*123*	*17*	*106*	*123*	*17*	*106*	*123*	*17*	*106*	*123*
	Total	*75*	*499*	*574*	*75*	*498*	*573*	*75*	*499*	*574*	*75*	*498*	*573*	*75*	*499*	*574*

Table 7.17 Mean Job Satisfaction Ratings by Number of Children in Household and Number of Divorces (for those Currently Married or in a Cohabiting Relationship)

		Policy and Resources			Compensation			Diversity of Tasks			Overall Job Satisfaction		
		No divorces	One or more divorce	Total	No divorces	One or more divorce	Total	No divorces	One or more divorce	Total	No divorces	One or more divorce	Total
Mean	No children	5.22	4.32	4.91	5.59	5.61	5.60	6.71	6.59	6.67	6.14	5.60	5.95
	One child	5.10	4.91	5.06	5.56	5.69	5.59	6.42	7.00	6.56	6.07	5.91	6.03
	Two children	4.95	5.04	4.98	5.53	6.22	5.72	6.40	6.43	6.41	5.90	6.10	5.95
	Three or more children	5.13	5.00	5.08	5.32	6.30	5.69	6.46	7.13	6.71	6.02	6.12	6.06
	Total	5.09	4.78	4.99	5.52	5.96	5.65	6.50	6.73	6.57	6.02	5.91	5.99
Standard Deviation	No children	1.87	1.84	1.90	2.15	2.33	2.21	1.66	1.98	1.77	1.26	1.42	1.34
	One child	1.87	1.64	1.81	1.96	1.94	1.95	1.96	2.16	2.02	1.43	1.39	1.42
	Two children	2.07	1.85	2.01	2.33	2.16	2.30	2.19	1.99	2.14	1.57	1.33	1.51
	Three or more children	1.82	2.10	1.92	2.05	2.26	2.18	1.85	2.36	2.07	1.40	1.53	1.44
	Total	1.93	1.89	1.92	2.15	2.21	2.18	1.95	2.11	2.00	1.43	1.42	1.43
Number of cases	No children	*114*	*59*	*173*	*114*	*59*	*173*	*114*	*59*	*173*	*114*	*59*	*173*
	One child	*99*	*31*	*130*	*99*	*31*	*130*	*99*	*31*	*130*	*99*	*31*	*130*
	Two children	*144*	*55*	*199*	*144*	*55*	*199*	*144*	*55*	*199*	*144*	*55*	*199*
	Three or more children	*71*	*43*	*114*	*71*	*43*	*114*	*71*	*42*	*113*	*71*	*43*	*114*
	Total	*428*	*188*	*616*	*428*	*188*	*616*	*428*	*187*	*615*	*428*	*188*	*616*

Table 7.18 Regression Models for Effects of Relationship Status and Family Variables on Subjective Measures of Stress (All Respondents)

			Ease of meeting law enforcement challenges			Satisfaction with actions of media and public			Satisfaction with actions of department and courts			Comfort with risks of job-related interaction		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.
Age			.008	.087	.095	.010	.153	.003	.011	.046	.379	.012	.081	.121
Education		College degree	.203	-.076	.341	.255	.011	.891	.288	.057	.472	.322	-.073	.355
Gender		Female	.124	.038	.312	.156	-.082	.025	.176	.031	.411	.197	-.048	.196
Currently in relationship			.149	.023	.642	.187	.004	.936	.211	-.008	.879	.236	-.093	.059
Number of divorces			.111	.011	.861	.139	-.020	.739	.157	-.171	.005	.176	-.025	.679
Number of children in household			.193	.073	.695	.242	-.021	.909	.274	.078	.679	.306	.339	.070
Interactions between	Number of children in household and:	Age	.005	-.073	.709	.006	.034	.860	.007	-.143	.461	.008	.396	.041
		Divorces	.061	.021	.741	.077	.024	.697	.087	.139	.027	.097	.069	.266
	Currently in relationship and education		.227	.119	.161	.286	.068	.416	.323	.011	.894	.360	.177	.037
Adjusted R Square				.006			.035			.006			.009	
Standard Error of the Estimate				1.252			1.576			1.778			1.986	
Number of cases				*755*			*755*			*753*			*753*	

Table 7.19 Mean Subjective Stress by Number of Children in Household, Number of Divorces and Age (All Respondents)

		Satisfaction with Actions of Department and Courts			Comfort with Risks of Job-Related Interactions			
		No divorces	One or more divorce	Total	Under 30	30-44	45 or older	Total
Mean	No children	5.59	4.80	5.33	4.78	4.86	5.22	4.95
	One child	5.53	5.25	5.43	4.78	4.37	4.74	4.54
	Two children	5.46	5.64	5.52	5.09	4.73	4.83	4.77
	Three or more children	5.32	5.15	5.25	5.33	4.96	4.70	4.90
	Total	5.50	5.18	5.39	4.83	4.74	4.97	4.81
Standard Deviation	No children	1.79	1.98	1.88	1.75	2.11	2.21	2.05
	One child	1.71	1.56	1.66	1.79	1.93	2.22	1.98
	Two children	1.70	2.05	1.82	1.98	1.95	2.13	1.98
	Three or more children	1.63	1.77	1.68	3.00	1.97	2.07	2.01
	Total	1.72	1.90	1.79	1.79	2.00	2.17	2.01
Number of cases	No children	*204*	*97*	*301*	*82*	*131*	*91*	*304*
	One child	*102*	*57*	*159*	*29*	*88*	*41*	*158*
	Two children	*146*	*72*	*218*	*13*	*153*	*42*	*208*
	Three or more children	*72*	*48*	*120*	*3*	*83*	*30*	*116*
	Total	*524*	*274*	*798*	*127*	*455*	*204*	*786*

This information is displayed in Figures 8.9 and 8.10

Table 7.20 Mean Comfort with Risks of Job-Related Interactions by Education and Relationship Status (All Respondents)

	College degree	Not in relationship	In relationship	Total
Mean	Yes	4.77	5.01	4.96
	No	4.99	4.61	4.71
	Total	4.91	4.78	4.81
Standard Deviation	Yes	2.20	1.97	2.03
	No	2.05	1.95	1.98
	Total	2.11	1.97	2.00
Number of cases	Yes	*71*	*258*	*329*
	No	*116*	*360*	*476*
	Total	*187*	*618*	*805*

Table 7.21 Regression Models for Effects of Family Variables on Subjective Measures of Stress (for those Currently Married or in a Cohabiting Relationship)

			Ease of meeting law enforcement challenges			Satisfaction with actions of media and public			Satisfaction with actions of department and courts			Comfort with risks of job-related interactions		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.
Age			.008	.096	.053	.009	.188	.000	.011	.018	.714	.012	.019	.707
Education		College degree	.132	.099	.052	.163	.094	.057	.190	.065	.208	.204	.118	.023
Gender		Female	.180	.010	.849	.222	-.079	.106	.260	.070	.167	.279	-.046	.364
Marital status		Married	.670	-.333	.054	.827	-.512	.002	.959	-.027	.877	1.035	-.325	.065
Number of divorces			.111	.070	.228	.137	.014	.804	.159	-.067	.251	.171	.041	.487
Number of children in household			.174	-.158	.331	.215	-.461	.004	.249	-.287	.082	.269	-.202	.223
Level of responsibility for household tasks			.108	-.171	.160	.134	-.370	.002	.155	-.032	.792	.167	-.230	.063
Time spent with spouse/partner for recreation, household and family tasks			.057	-.057	.391	.070	-.020	.756	.082	-.078	.251	.088	-.042	.535
Spouse/partner's employment status:		Law enforcement	.207	.083	.217	.256	.022	.739	.296	.090	.187	.321	.120	.079
		Related field	.257	.026	.615	.318	.002	.975	.368	.024	.646	.397	.048	.369
		Unrelated field	.169	-.045	.490	.209	-.054	.400	.243	.081	.224	.262	.100	.131
Interactions between	Marital status and:	Level of responsibility for household tasks	.116	.409	.039	.143	.573	.003	.165	.088	.661	.179	.399	.047
		Number of children in household	.151	-.007	.959	.186	.263	.041	.215	.122	.395	.232	.121	.400
	Number of children in household and time spent together with spouse/partner for recreation, household and family tasks		.030	.221	.036	.037	.274	.008	.042	.222	.038	.046	.128	.230
	Education and number of divorces		.170	-.130	.025	.210	-.052	.358	.244	-.009	.882	.263	-.044	.458
Adjusted R Square				.031			.080			.005			.002	
Standard Error of the Estimate				1.268			1.565			1.813			1.957	
Number of cases				*540*			*540*			*538*			*538*	

Statistics for significant variables are highlighted. Tables 7.22-7.25 describe significant relationships identified in this table.

Table 7.22 Mean Subjective Stress by Level of Responsibility for Household Tasks and Marital Status (for those Currently Married or in a Cohabiting Relationship)

	Level of responsibility for household tasks	Ease of Meeting Law Enforcement Challenges			Satisfaction with Actions of Media and Public			Comfort with Risks of Job-Related Interactions		
		Living together	Married	Total	Living together	Married	Total	Living together	Married	Total
Mean	Below average	8.21	7.86	7.89	5.45	5.35	5.36	5.37	4.80	4.85
	Average	7.92	7.72	7.74	4.98	4.91	4.92	4.82	4.70	4.72
	Above average	7.48	7.99	7.90	4.25	5.13	4.98	4.07	4.94	4.80
	Total	7.82	7.83	7.83	4.80	5.11	5.07	4.65	4.80	4.78
Standard Deviation	Below average	0.97	1.28	1.26	1.39	1.66	1.64	1.76	1.92	1.91
	Average	1.16	1.41	1.38	1.59	1.54	1.54	1.64	1.92	1.88
	Above average	1.24	1.31	1.31	1.56	1.73	1.73	1.91	2.19	2.17
	Total	1.18	1.34	1.32	1.59	1.64	1.63	1.81	1.99	1.97
Number of cases	Below average	*15*	*178*	*193*	*15*	*178*	*193*	*15*	*177*	*192*
	Average	*33*	*225*	*258*	*33*	*225*	*258*	*33*	*225*	*258*
	Above average	*28*	*141*	*169*	*28*	*141*	*169*	*28*	*140*	*168*
	Total	*76*	*544*	*620*	*76*	*544*	*620*	*76*	*542*	*618*

This information is displayed in Figures 8.11, 8.12 and 8.13

Table 7.23 Mean Satisfaction with Actions of Media and Public by Number of Children in Household and Marital Status (for those Currently Married or in a Cohabiting Relationship)

		Living Together	Married	Total
Mean	No children	5.07	5.01	5.03
	One child	4.13	5.13	5.03
	Two or more children	4.40	5.14	5.10
	Total	4.77	5.11	5.07
Standard Deviation	No children	1.57	1.61	1.59
	One child	1.42	1.52	1.53
	Two or more children	1.67	1.70	1.71
	Total	1.60	1.64	1.64
Number of cases	No children	*48*	*128*	*176*
	One child	*12*	*118*	*130*
	Two or more children	*17*	*297*	*314*
	Total	*77*	*543*	*620*

This information is displayed in Figure 7.14

Table 7.24 Mean Subjective Stress by Time Spent with Spouse/Partner per Week and Number of Children in Household (for those Currently Married or in a Cohabiting Relationship)

	Hours per week spent with spouse/partner for recreation, household and family tasks	Ease of Meeting Law Enforcement Challenges				Satisfaction with Actions of Media and Public				Satisfaction with Actions of Department and Courts			
		No children	One child	Two or more children	Total	No children	One child	Two or more children	Total	No children	One child	Two or more children	Total
Mean	Less than 10	7.83	7.73	7.68	7.72	5.45	4.65	4.50	4.73	5.71	5.10	5.07	5.21
	10-14	7.98	7.50	7.80	7.79	5.03	5.03	4.98	5.00	5.82	5.55	5.38	5.54
	15-19	7.22	8.15	7.84	7.71	4.12	5.74	5.30	5.02	4.64	6.02	5.55	5.37
	20-25	7.63	8.15	7.94	7.87	5.14	5.22	5.23	5.20	4.62	5.44	5.45	5.17
	More than 25	7.99	7.75	8.17	8.02	5.13	5.00	5.69	5.36	5.28	5.46	5.79	5.55
	Total	7.77	7.81	7.87	7.83	5.02	5.04	5.07	5.05	5.25	5.44	5.40	5.37
Standard Deviation	Less than 10	1.73	1.29	1.58	1.53	1.61	1.74	1.66	1.70	1.86	1.63	1.52	1.63
	10-14	1.29	1.50	1.23	1.30	1.54	1.36	1.76	1.62	1.90	1.72	1.87	1.84
	15-19	1.39	1.28	1.18	1.30	1.67	0.99	1.61	1.63	2.03	1.90	1.75	1.93
	20-25	1.22	0.94	1.18	1.16	1.29	1.33	1.58	1.43	1.82	1.75	1.87	1.86
	More than 25	1.20	1.49	1.19	1.26	1.72	1.81	1.79	1.78	2.01	1.66	2.05	1.96
	Total	1.37	1.33	1.32	1.34	1.60	1.55	1.73	1.66	1.97	1.71	1.81	1.83
Number of cases	Less than 10	*30*	*38*	*79*	*147*	*30*	*38*	*79*	*147*	*30*	*38*	*79*	*147*
	10-14	*35*	*24*	*65*	*124*	*35*	*24*	*65*	*124*	*35*	*24*	*65*	*124*
	15-19	*24*	*17*	*35*	*76*	*24*	*17*	*35*	*76*	*24*	*17*	*35*	*76*
	20-25	*34*	*19*	*48*	*101*	*34*	*19*	*48*	*101*	*33*	*18*	*48*	*99*
	More than 25	*42*	*25*	*55*	*122*	*42*	*25*	*55*	*122*	*42*	*25*	*55*	*122*
	Total	*165*	*123*	*282*	*570*	*165*	*123*	*282*	*570*	*164*	*122*	*282*	*568*

Table 7.25 Mean Ease of Meeting Law Enforcement Challenges by Number of Divorces and Education (for those Currently Married or in a Cohabiting Relationship)

		No college degree	College degree	Total
Mean	No divorces	7.65	7.94	7.78
	One or more divorce	8.01	7.84	7.95
	Total	7.77	7.92	7.83
Standard Deviation	No divorces	1.34	1.33	1.34
	One or more divorce	1.31	1.24	1.28
	Total	1.34	1.30	1.32
Number of cases	No divorces	*241*	*189*	*430*
	One or more divorce	*117*	*68*	*185*
	Total	*358*	*257*	*615*

Table 7.26 Regression Models for Effects of Relationship Status and Family Variables on Objective Measures of Stress (All Respondents)

			Inquiries/Investigations			Stress claims			Injury claims		
			Std. Error	Beta	Sig.	Std. Error	Std Beta	Sig.	Std. Error	Std Beta	Sig.
Age			.002	-.287	.000	.000	.159	.001	.001	.062	.144
Education		College degree	.022	-.080	.046	.002	-.030	.414	.020	-.056	.137
Gender		Female	.033	-.109	.019	.003	-.001	.971	.035	.165	.001
Currently in relationship			.025	.040	.310	.003	-.010	.794	.025	.054	.184
Number of divorces			.015	.028	.487	.010	-.595	.011	.015	-.005	.910
Number of children in household			.040	-.417	.021	.001	-.053	.250	.009	.025	.560
Interactions between	Number of children in household and:	Age	.001	.358	.049	--	--	--	--	--	--
		Gender	--	--	--	--	--	--	.022	-.110	.034
		Divorces	--	--	--	.002	.186	.003	--	--	--
	Number of divorces and age		--	--	--	.000	.526	.020	--	--	--
	Gender and education		.051	.101	.039	--	--	--	--	--	--
Adjusted R Square				.066			.044			.012	
Standard Error of the Estimate				.260			.031			.259	
Number of cases				*756*			*736*			*736*	

Interactions terms that were significant for one of the objective stress measures are included in the table to allow for easier comparison across measures.

Statistics for significant variables are highlighted. Tables 7.27-7.29 describe significant relationships identified in this table.

Table 7.27 Mean Rate of Inquiries and Investigations by Age and Number of Children in Household (All Respondents)

		No children	One child	Two or more children	Total
Mean	Under 30	.32	.13	.21	.26
	30-44	.21	.14	.16	.17
	45 or older	.07	.10	.08	.08
	Total	.19	.13	.14	.16
Standard Deviation	Under 30	.45	.20	.35	.40
	30-44	.31	.24	.23	.26
	45 or older	.08	.12	.10	.10
	Total	.32	.21	.22	.27
Number of cases	Under 30	*82*	*29*	*16*	*127*
	30-44	*132*	*87*	*237*	*456*
	45 or older	*93*	*41*	*73*	*207*
	Total	*307*	*157*	*326*	*790*

This information is displayed in Figure 7.15

Table 7.28 Mean Rate of Stress-Related Illness Claims by Number of Divorces, Children in Household and Age (All Respondents)

		Number of Children in Household				Age			
		No children	One child	Two or more children	Total	Under 30	30-44	45 or older	Total
Mean	No divorces	.007	.006	.005	.006	.004	.004	.014	.006
	One or more divorce	.010	.004	.016	.011		.004	.020	.011
	Total	.008	.005	.009	.008	.004	.004	.017	.008
Standard Deviation	No divorces	.031	.027	.021	.027	.030	.022	.035	.027
	One or more divorce	.026	.017	.050	.037		.024	.048	.038
	Total	.030	.024	.035	.031	.029	.023	.043	.031
Number of cases	No divorces	*197*	*96*	*216*	*509*	*111*	*301*	*84*	*496*
	One or more divorce	*96*	*57*	*119*	272	*9*	*133*	*121*	*263*
	Total	*293*	*153*	*335*	*781*	*120*	*434*	*205*	*759*

This information is displayed in Figure 7.16 and 7.17

Table 7.29 Mean Rate of Injury-Related Claims by Number of Children in Household and Gender (All Respondents)

		Male	Female	Total
Mean	No children	.20	.31	.22
	One child	.20	.17	.19
	Two or more children	.23	.27	.23
	Total	.21	.27	.22
Standard Deviation	No children	.25	.39	.28
	One child	.25	.26	.25
	Two or more children	.21	.35	.24
	Total	.23	.36	.26
Number of cases	No children	*239*	*64*	*303*
	One child	*127*	*25*	*152*
	Two or more children	*283*	*49*	*332*
	Total	*649*	*138*	*787*

This information is displayed in Figure 7.18

Table 7.30 Regression Models for Effects of Family Variables on Objective Measures of Stress (for those Currently Married or in a Cohabiting Relationship)

			Inquiries/Investigations			Stress claims			Injury claims		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.	Std. Error	Beta	Sig.
Age			.004	-.181	.189	.000	.155	.002	.002	.052	.306
Education		College degree	.114	-.502	.017	.003	-.079	.071	.024	-.059	.191
Gender		Female	.045	-.169	.005	.004	.031	.532	.037	.017	.733
Marital status		Married	.165	.444	.029	.004	.055	.220	.135	.433	.012
Divorces			.019	.010	.831	.005	-.248	.029	.019	-.035	.476
Number of children in household			.047	-.527	.014	.001	-.046	.375	.010	-.007	.870
Level of responsibility for household tasks			.008	.008	.853	.001	-.065	.166	.022	.280	.026
Time spent with spouse/partner for recreation, household and family tasks			.008	-.030	.483	.001	.013	.791	.008	.010	.823
Spouse/partner's employment status:		Law enforcement	.042	.046	.488	.005	-.106	.114	.042	.053	.436
		Related field	.052	-.006	.907	.006	.065	.210	.052	-.023	.670
		Unrelated field	.034	-.047	.455	.004	-.085	.191	.035	-.061	.358
Interactions between	Divorces and:	Time spent with spouse/partner for recreation, household and family tasks				.001	.273	.007			
		Number of children in household				.002	.133	.054			
	Age and:	Number of children in household	.001	.469	.029						
		Education	.003	.423	.052						
		Marital status	.005	-.486	.061						
	Marital status and level of responsibility for household tasks								.024	-.468	.021
	Gender and education		.065	.113	.045						
Adjusted R Square				.084			.063			.007	
Standard Error of the Estimate				.257			.031			.258	
Number of cases				*540*			*530*			*530*	

Statistics for significant variables are highlighted.

Table 7.31 Mean Rate of Inquiries and Investigations by Age, Number of Children in Household and Marital Status (for those Currently Married or in a Cohabiting Relationship)

		Number of Children in Household				Marital Status		
		No children	One child	Two or more children	Total	Living Together	Married	Total
Mean	Under 30	.36	.13	.23	.26	.17	.29	.26
	30-44	.22	.14	.16	.17	.21	.16	.17
	45 or older	.07	.10	.09	.08	.05	.08	.08
	Total	.19	.13	.15	.16	.17	.15	.16
Standard Deviation	Under 30	.50	.21	.36	.40	.30	.44	.40
	30-44	.31	.26	.24	.26	.32	.25	.26
	45 or older	.07	.11	.10	.09	.07	.09	.09
	Total	.32	.22	.23	.26	.29	.25	.26
Number of cases	Under 30	*38*	*27*	*15*	*80*	*22*	*58*	*80*
	30-44	*69*	*66*	*222*	*357*	*39*	*321*	*360*
	45 or older	*67*	*35*	*66*	*168*	*12*	*156*	*168*
	Total	*174*	*128*	*303*	*605*	*73*	*535*	*608*

This information is displayed in Figure 7.19

Table 7.32 Mean Rate of Stress-Related Injury Claims by Hours per Week Spent with Spouse/ Partner and Number of Divorces (for those Currently Married or in a Cohabiting Relationship)

	Hours per week spent with spouse/partner for recreation, household and family tasks	No divorces	One or more divorce	Total
Mean	Less than 10	.007	.009	.007
	10-14	.003	.005	.004
	15-19	.008	.003	.006
	20-25	.002	.014	.006
	More than 25	.007	.032	.015
	Total	.005	.013	.008
Standard Deviation	Less than 10	.027	.018	.024
	10-14	.018	.016	.018
	15-19	.031	.013	.026
	20-25	.009	.055	.034
	More than 25	.029	.065	.046
	Total	.024	.042	.031
Number of cases	Less than 10	*103*	*44*	*147*
	10-14	*89*	*32*	*121*
	15-19	*48*	*26*	*74*
	20-25	*63*	*35*	*98*
	More than 25	*79*	*39*	*118*
	Total	*382*	*176*	*558*

This information is displayed in Figure 7.20

Table 7.33 Mean Rate of Injury-Related Claims by Level of Responsibility for Household Tasks and Marital Status (for those Currently Married or in a Cohabiting Relationship)

	Level of responsibility for household tasks	Living Together	Married	Total
Mean	Below average	.11	.24	.23
	Average	.15	.22	.22
	Above average	.31	.24	.25
	Total	.20	.23	.23
Standard Deviation	Below average	.12	.21	.21
	Average	.16	.25	.24
	Above average	.43	.29	.32
	Total	.30	.25	.25
Number of cases	Below average	*15*	*176*	*191*
	Average	*31*	*218*	*249*
	Above average	*27*	*138*	*165*
	Total	*73*	*532*	*605*

This information is displayed in Figure 7.21

Table 7.34 Regression Models for Effects of Family, Workplace and Stress Variables on Overall Job Satisfaction

			All Respondents			Currently Married or in a Cohabiting Relationship		
			Std. Error	Std. Beta	Sig.	Std. Error	Std. Beta	Sig.
Personal characteristics	Age		.007	-.143	.000	.008	-.123	.008
	Education	College degree	.093	.018	.572	.108	.057	.129
	Gender	Female	.120	-.063	.049	.299	.194	.009
Family history and relationship variables	Currently in a relationship		.115	.006	.852	--	--	--
	Number of divorces		.070	.004	.914	.084	.046	.251
	Number of children in household		.038	.026	.425	.043	.013	.719
	Marital status	Married	--	--	--	.369	-.226	.008
	Quality of relationship	Level of responsibility for household tasks	--	--	--	.038	.063	.103
		Time spent with spouse/partner for recreation, household and family tasks	--	--	--	.105	-.215	.053
	Interaction between time spent with spouse/partner and:	Gender	--	--	--	.093	-.283	.000
		Marital status	--	--	--	.109	.332	.011
	Spouse/partner's employment status:	Law enforcement	--	--	--	.192	-.116	.039
		Related field	--	--	--	.233	-.113	.010
		Unrelated field	--	--	--	.155	-.110	.041
Workplace characteristics	Rank	Deputy	.217	.074	.221	.235	.095	.161
		Sergeant	.227	.037	.506	.244	.045	.467
	Predominant assignment	Corrections	.109	.074	.049	.131	.040	.364
		Detectives	.121	.200	.000	.135	.244	.000
	Importance placed on COP		.031	.150	.000	.036	.155	.000
Stress measures	Subjective measures	Ease of meeting law enforcement challenges	.039	.096	.006	.045	.032	.424
		Satisfaction with actions of media and public	.032	.202	.000	.038	.234	.000
		Satisfaction with actions of department and courts	.029	.323	.000	.034	.342	.000
		Comfort with risks of job-related interactions	.023	-.005	.882	.027	-.007	.857
	Objective measures	Inquiries/investigations	.181	.023	.489	.208	.028	.452
		Stress claims	1.509	-.054	.087	1.768	-.033	.365
		Injury claims	.186	.014	.668	.219	-.023	.545
Adjusted R Square				.347			.395	
Standard Error of the Estimate				1.144			1.114	
Number of cases				*703*			*506*	

Although marital status, quality of relationship and spouse/partner's employment are not applicable, and were not included in the model for all respondents, the two models are shown side-by-side to allow for easier comparison of findings.

The adjusted R square for models including family and workplace variables, but not stress measures, was .131 for all respondents and .170 for those currently married or in a cohabiting relationship.

Statistics for significant variables are highlighted. Tables 7.35-7.37 describe significant relationships identified in this table.

Table 7.35 Mean Overall Job Satisfaction by Importance Placed on COP and Predominant Assignment (All Respondents)

	Importance placed on COP	Corrections	Detectives	Patrol	Total
Mean	Low	5.46	5.75	5.34	5.48
	Medium	6.11	6.77	5.51	6.07
	High	6.24	6.75	6.24	6.36
	Total	5.91	6.37	5.70	5.95
Standard Deviation	Low	1.27	1.23	1.58	1.34
	Medium	1.18	1.39	1.15	1.33
	High	1.46	1.42	1.43	1.45
	Total	1.36	1.40	1.50	1.43
Number of cases	Low	125	109	73	307
	Medium	88	66	47	201
	High	125	99	69	293
	Total	338	274	189	801

This information is displayed in Figure 7.22

Table 7.36 Mean Overall Job Satisfaction by Subjective Stress Measures and Predominant Assignment (All Respondents)

	Subjective stress (higher score means less stress)	Ease of Meeting Law Enforcement Challenges				Satisfaction with Actions of Media and Public				Satisfaction with Actions of Department and Courts			
		Corrections	Patrol	Detectives	Total	Corrections	Patrol	Detectives	Total	Corrections	Patrol	Detectives	Total
Mean	1	5.37	5.20	5.52	5.34	5.23	4.94	5.35	5.16	4.79	4.71	5.16	4.83
	2	5.93	5.44	5.82	5.74	5.73	5.35	5.85	5.60	5.62	5.34	5.98	5.59
	3	6.07	5.90	6.21	6.04	6.29	5.89	6.65	6.23	6.08	6.24	6.39	6.21
	4	6.47	6.17	7.20	6.60	6.64	6.51	6.85	6.67	6.96	6.40	7.08	6.83
	Total	5.91	5.70	6.37	5.95	5.91	5.70	6.37	5.95	5.91	5.70	6.37	5.95
Standard Deviation	1	1.22	1.04	1.47	1.21	1.31	1.23	1.55	1.33	1.20	1.09	1.73	1.27
	2	1.30	1.28	1.44	1.33	1.23	1.33	1.51	1.34	1.17	1.22	1.27	1.22
	3	1.26	1.42	1.47	1.37	1.17	1.27	1.38	1.28	1.07	1.15	1.46	1.21
	4	1.50	1.56	1.17	1.48	1.27	1.29	1.29	1.28	1.13	1.44	1.17	1.27
	Total	1.36	1.40	1.50	1.43	1.36	1.40	1.50	1.43	1.36	1.40	1.50	1.43
Number of cases	1	*96*	*59*	*28*	*183*	*108*	*57*	*32*	*197*	*68*	*55*	*27*	*150*
	2	*96*	*68*	*43*	*207*	*69*	*69*	*32*	*170*	*100*	*81*	*42*	*223*
	3	*81*	*75*	*51*	*207*	*94*	*82*	*54*	*230*	*85*	*70*	*53*	*208*
	4	*66*	*72*	*67*	*205*	*70*	*66*	*71*	*207*	*87*	*68*	*67*	*222*
	Total	*339*	*274*	*189*	*802*	*341*	*274*	*189*	*804*	*340*	*274*	*189*	*803*

This information is displayed in Figures 8.23, 8.24 and 8.25

Table 7.37 Mean Overall Job Satisfaction by Hours per Week Spent with Spouse/Partner, Gender, and Marital Status (for those Currently Married or in a Cohabiting Relationship)

	Hours per week spent with spouse/partner for recreation, household and family tasks	Gender		Total	Marital Status		Total
		Male	Female		Living Together	Married	
Mean	Less than 10	5.70	5.99	5.75	5.99	5.73	5.75
	10-14	6.08	6.29	6.12	6.40	6.08	6.12
	15-19	6.03	5.61	5.99	5.89	6.06	6.03
	20-25	5.99	5.56	5.93	6.23	5.87	5.93
	More than 25	6.15	5.72	6.09	5.55	6.18	6.09
	Total	5.98	5.91	5.97	6.01	5.97	5.97
Standard Deviation	Less than 10	1.50	1.64	1.53	1.49	1.53	1.52
	10-14	1.46	1.41	1.44	1.41	1.45	1.44
	15-19	1.32	1.23	1.31	1.31	1.37	1.35
	20-25	1.27	1.42	1.29	1.16	1.32	1.29
	More than 25	1.47	1.50	1.48	1.37	1.48	1.48
	Total	1.43	1.49	1.43	1.34	1.45	1.44
Number of cases	Less than 10	*117*	*29*	*146*	*14*	*134*	*148*
	10-14	*105*	*21*	*126*	*15*	*111*	*126*
	15-19	*68*	*7*	*75*	*12*	*64*	*76*
	20-25	*87*	*14*	*101*	*17*	*84*	*101*
	More than 25	*106*	*17*	*123*	*17*	*106*	*123*
	Total	*483*	*88*	*571*	*75*	*499*	*574*

This information is displayed in Figures 8.26 and 8.27

Chapter 8 Experience with Support and Assistance Programs

Officers and their spouses or partners were asked the same questions about their use of the three support and assistance programs: Peer Support, Employee Assistance and the Chaplaincy. Each was asked how many times they personally had received services from each program in the past three years and if they had not received services from a program, what were the reasons for not using it. Each was asked how many times family members had received services from each program. Finally, they were asked whether sufficient information about the program was readily available, whether the range of services offered was adequate, and if not, what other services would they like to see offered.

Officer use. Officers were more likely to have used the Employee Assistance Program (31%) and least likely to have used Peer Support (11%); roughly a fourth (26%) had received services from the Chaplaincy program. Almost half of those using EAP (47%) received services more than 3 years ago whereas most of those using Peer Support and the Chaplaincy received services within the last three years (79% and 67% respectively). The main reason for not using these services was that they were not needed (88% for Peer Support to 95% for the Chaplaincy). Concern about confidentiality was more of an issue with the Peer Support program --13% cited that as a reason for their lack of use, compared with 4% and 3% for the Chaplaincy and EAP. Although very few cited lack of knowledge about the support and assistance programs' services and how to access them as a reason for not using them, a substantial number believed that there was insufficient information about the programs readily available. This was particularly true of EAP (a third thought sufficient information was lacking) and Peer Support (28% shared that opinion). (Table 8.1)

Figure 8.1 Percent of Officers Who Have Received Services from Program

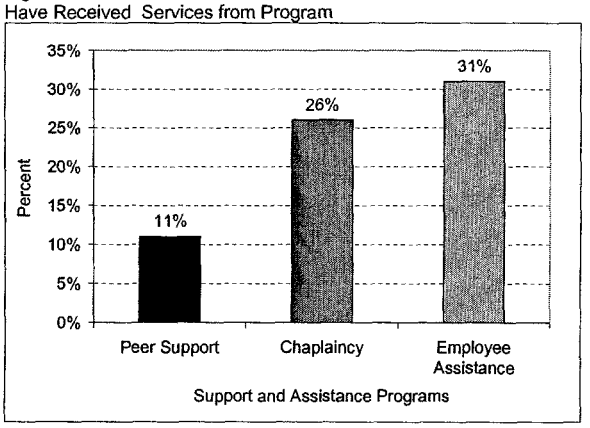
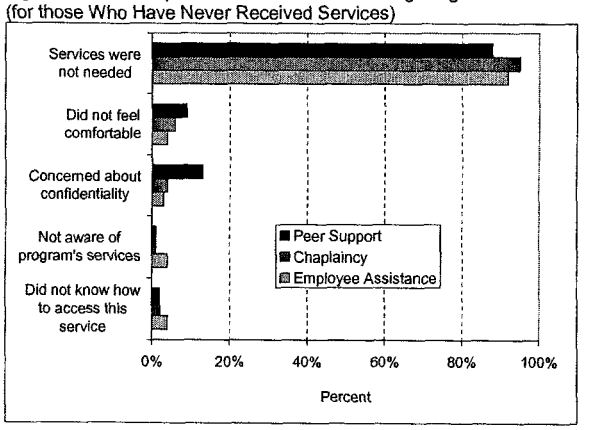


Figure 8.2 Most Important Reasons for Not Using Program (for those Who Have Never Received Services)



Officers and their spouse/partners were remarkably consistent in their description of the officer's use of the support and assistance programs. Similar percentages of officers and their spouse/partners indicated that officers had primarily used Employee Assistance (31% of officers and 32% of spouse/partners) and the Chaplaincy (26% and 29% respectively) and that relatively few had received services from Peer Support (11% and 14%). (Table 8.2)

Correlates of officer use. Use of EAP increases with tenure in the department, from a low 15% for those employed zero to four years to a high of 43% for those employed 15 or more years. A similar pattern occurs as officers move up in rank. Usage is lower for deputies (28%) and highest among lieutenants (59%). Use of the Chaplaincy also increases with rank (from 23% to 54%), but it does not continue increasing after mid-career. Use of Peer Support is more

common among officers employed 15 or more years in the department (15% vs. 9% for those employed less than that). (Table 8.3)

Although there is no gender difference in use of the Chaplaincy, women were more apt to use Peer Support (20% vs. 9% for men) and EAP (39% vs. 29% for men). Use of EAP is greatest among detectives (37% vs. 25% to 31% for those with other predominant assignments), while use of the Chaplaincy is greatest among those on patrol (34% vs. 19% to 28%). Peer Support is somewhat more common among those in Corrections (13% vs. 8 to 11% for the other assignments). (Table 8.3)

Attempts to model use of the support and assistance programs were not very successful in predicting who would use these services. Although gender and years with the department were significantly associated with use of Peer Support, the model that included them could not predict any of those who used their services. The Chaplaincy model was only slightly better, predicting 9% of those using their services. Deputies and those working in corrections and the detective division were much less likely to use their services than lieutenants and those in patrol. The most successful model predicted 19% of those using Employee Assistance. Women and officers with more years of service with the department were more apt to use EAP, while deputies were less apt to do so. (Table 8.4)

Figure 8.3 Percent of Officers Who Have Used Program by Years with Department

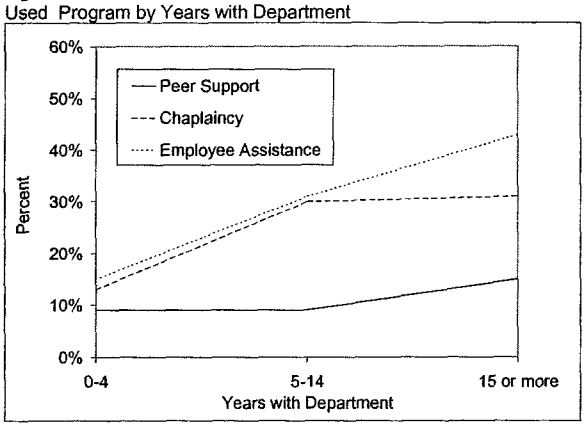


Figure 8.5 Percent of Officers Who Have Used Program by Predominant Assignment

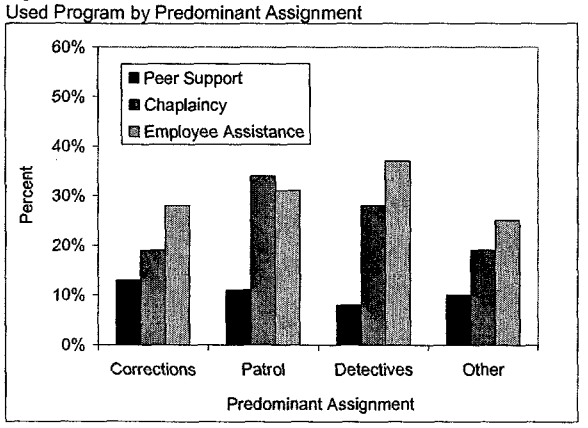


Figure 8.4 Percent of Officers Who Have Used Program by Rank

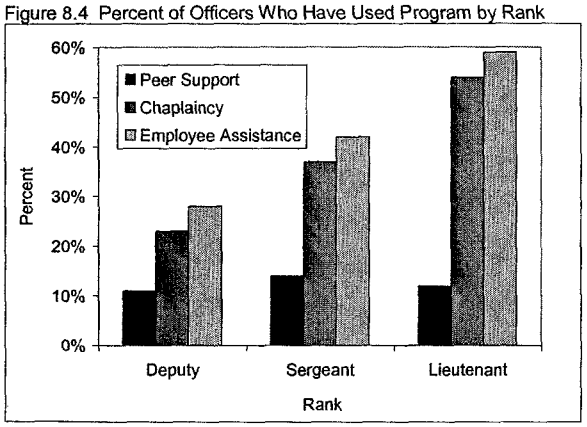
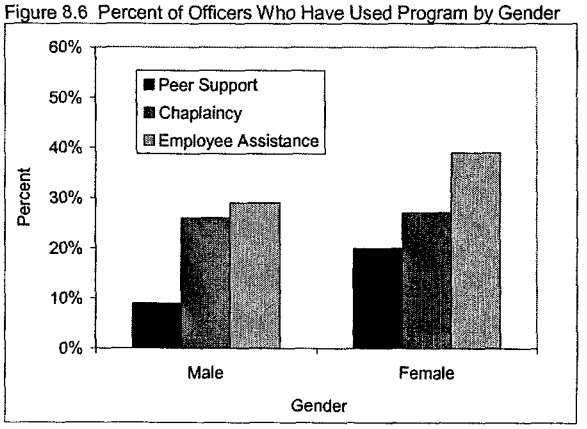


Figure 8.6 Percent of Officers Who Have Used Program by Gender



Family members' use. Very few family members used either Peer Support or the Chaplaincy (2% and 12% respectively). Use of EAP was more common (22% compared with 31% of all officers). Family usage was very similar to officer usage, with most of it occurring a couple of

times during the past 3 years. Family members were somewhat more likely to use EAP in the past three years than the officers were (61% vs. 51% for the officers). (Table 8.5)

Officers and their spouse/partners described family member's use of the support and assistance programs differently. Officers indicated that family members made greater use of Employee Assistance than the Chaplaincy (22% vs. 12%), while spouse/partners indicated the reverse -- greater use of the Chaplaincy than Employee Assistance (29% vs. 24%). Partners also suggested greater use of Peer Support than officers did (10% vs. 2%). (Table 8.6)

Some of the differences in reported use are due to variations in question wording on the two questionnaires. Officers were asked about *family members'* use while spouse/partners were asked about *their own* use. In cases where the partner said they never used a particular service but the officer said a family member did, the lack of congruence is logically possible; a family member other than the partner may have used the service. On the other hand, if the spouse/partner indicates that they have used one of the support and assistance programs and the officer is unaware that any family member has used the service, there is a clear lack of knowledge of the partner's use. Similarly, if an officer says they have used a service and the partner is unaware of their use, the lack of knowledge is also unambiguous. Table 8.7 indicates that officers and their partners are much more likely to be unaware of the other's use of the Chaplaincy than of the other two assistance programs. A partners' use was unknown to the officer in 16% of the cases and the officer's use unknown to the partner 17% of the time. Comparable percentages were 7% and 6% for a partners' use of Peer Support and Employee Assistance and 3% and 9% for the officer's use of these same programs. (Table 8.7)

Correlates of family members' use. Family use of the support and assistance programs increases with the officer's years in the department and higher rank. This is particularly true of the Chaplaincy and EAP. Like the officers, family members are more apt to use EAP if the officer is predominantly employed as a detective (30% vs. 10 - 21% for the other assignments), while the Chaplaincy is more apt to serve the families of those in patrol (16%) and the detective division (14%). The families of women officers use these programs more frequently. Use by the officer greatly increases the chance that family members will take advantage of the services being offered, particularly by the Chaplaincy and EAP; 62% of the family members of officers using EAP had used their services and 42% of family members of officers who used the Chaplaincy. (Table 8.8)

Reasons for lack of use of support and assistance programs. Most officers and their partners cited a lack of need as the reason for never using each of the support services. However, concern about confidentiality was an issue for 13% of the officers who had never used Peer Support and another 9% said they did not feel comfortable using it. This lack of comfort with Peer Support (22%) was much greater than with the other two programs (10% did not feel comfortable with or trust the confidentiality of the Chaplaincy program and only 7% had similar concerns about Employee Assistance). (Table 8.10)

The main reason given for non-use of the assistance programs by spouse/partners was lack of awareness of the services and how to access them. A fifth of spouse/partners were not aware of the Peer Support program and another 8% did not know how to access this service. Almost as many spouse/partners lacked information about Employee Assistance (16%) and how to use it (7%). Only 10% were unaware of the Chaplaincy, with 5% unclear on how to contact them. (Table 8.10)

Adequacy of services offered. Only 10% of the officers responding to the survey felt that the range of services offered was inadequate. The proportion was slightly higher among less experienced officers (12%) and slightly lower among those with greater tenure (8%). Similarly, deputies were more apt to feel that the range of services was inadequate (11%) than sergeants (7%) and lieutenants (5%). Officers predominantly assigned to corrections were twice as likely to see the services as inadequate (15% vs. 7% and 6% for patrol and detectives). (Table 8.11)

Figure 8.7 Percent of Respondents Who Said Sufficient Information about Program Is Readily Available

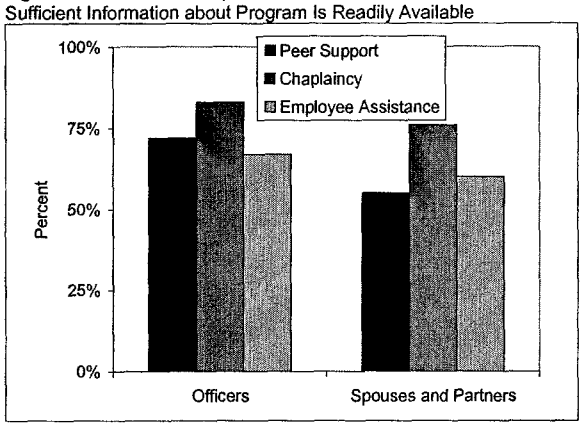
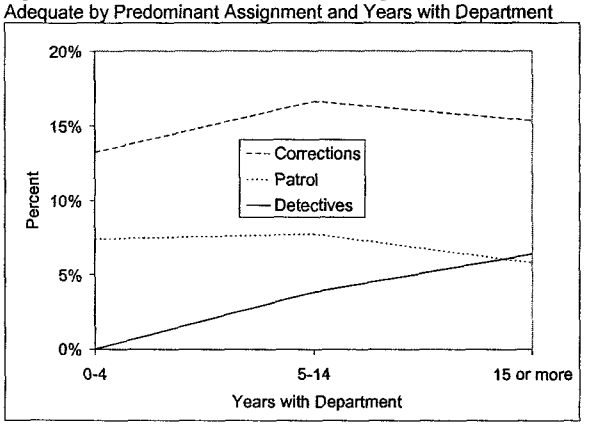


Figure 8.8 Percent of Officers Who Said Range of Services Is Not Adequate by Predominant Assignment and Years with Department



A slightly higher proportion of spouse/partners felt that the services available were inadequate (13%). (Table 8.12) This may reflect less awareness by partners of the programs available. More officers than partners believed that sufficient information was available on each of the assistance programs -- officers and partners were most likely to believe that the Chaplaincy was well known (83% of the officers compared with 76% of their partners) and least likely to feel that Employee Assistance was well-publicized (67% vs. 60%). (Table 8.13) The greatest disparity occurred with Peer Support: 72% of officers believed that sufficient information was readily available about this program while only 55% of their partners shared this belief. This disparity may be due to confusion over the program's intended audience. Although Peer Support is apparently targeted to sworn officers, 10% of responding partners indicate that they have used this service. (Table 8.6)

If respondents felt the range of services was inadequate, they were asked to suggest what else they would like to see offered. Very few wrote in responses to this open-ended question. The most common suggestions were family counseling (5 officers requested this) and financial planning assistance and advice (4 officers). A half dozen officers were more concerned about the quantity of services provided rather than the range. They wanted more free EAP counseling sessions and greater general support for these services. Fourteen wanted to see more information made available about these services. Some respondents used the question to critique the quality of services offered. The most common critique (seven) indicated a concern about confidentiality in the Peer Support program and its ties to the administration. Three others wanted an improved response to critical incidents. (Table 8.14)

The most common responses from spouse/partners involved the need for more information about the services (16) and a desire for childcare on different shifts and weekends (4). Three wanted a support group for spouses when officers are involved in a critical incident and four others were concerned about the quality of services provided in response to a critical incident. Finally, three spouse/partner respondents wanted to see more free EAP counseling sessions. (Table 8.15)

Table 8.1 Officer Use of Support and Assistance Programs

		Peer Support		Chaplaincy		Employee Assistance	
		Percent	*N*	Percent	*N*	Percent	*N*
Have you ever received services from this program?	Yes	11%	*84*	26%	*201*	31%	*249*
	No	89%	*676*	74%	*572*	69%	*553*
	Total	100%	*760*	100%	*773*	100%	*802*
For those who have received services, how many times have you received services during the past 3 years?	7 or more times during past 3 years	19%	*16*	5%	*11*	14%	*36*
	3-6 times during past 3 years	14%	*12*	12%	*24*	9%	*23*
	1-2 times during past 3 years	45%	*38*	49%	*99*	29%	*72*
	Received services from this program more than 3 years ago	21%	*18*	33%	*67*	47%	*118*
	Total	100%	*84*	100%	*201*	100%	*249*
If you have never received services from a program, indicate the most important reasons (may choose more than one reason for each program)	Services were not needed	88%	*543*	95%	*484*	92%	*458*
	Did not feel comfortable	9%	*58*	6%	*31*	4%	*22*
	Concerned about confidentiality	13%	*81*	4%	*18*	3%	*17*
	Not aware of program's services	1%	*8*	1%	*7*	4%	*20*
	Did not know how to access this service	2%	*13*	2%	*11*	4%	*21*
	Total	n/a	*618*	n/a	*512*	n/a	*500*
Do you think sufficient information about the program is readily available?	Yes	72%	*580*	83%	*661*	67%	*537*
	No	28%	*221*	17%	*139*	33%	*270*
	Total	100%	*801*	100%	*800*	100%	*807*

Percent totals for reasons for not using services are not applicable because respondents could choose more than one reason for each program.

This information is displayed in Figures 8.1 and 8.2

Table 8.2 Compare Officer and Spouse/Partner Responses Regarding Officer Use of Support and Assistance Programs

		Officer Use of Programs					
		According to Officer			According to Spouse/Partner		
	Received services from program?	Peer Support	Chaplaincy	Employee Assistance	Peer Support	Chaplaincy	Employee Assistance
Percent	Yes	11%	26%	31%	14%	29%	32%
	No	89%	74%	69%	86%	71%	68%
	Total	100%	100%	100%	100%	100%	100%
Number of cases	Yes	*84*	*201*	*249*	*26*	*59*	*66*
	No	*676*	*572*	*553*	*163*	*143*	*140*
	Total	*760*	*773*	*802*	*189*	*202*	*206*

Table 8.3 Officer Use of Support and Assistance Programs by Officer Characteristics

		Peer Support		Chaplaincy		Employee Assistance	
		Percent who have used program	*Number of cases*	Percent who have used program	*Number of cases*	Percent who have used program	*Number of cases*
Years with department	0-4 years	9%	*199*	13%	*198*	15%	*203*
	5-14 years	9%	*327*	30%	*331*	31%	*344*
	15+ years	15%	*232*	31%	*242*	43%	*252*
Rank	Deputy	11%	*632*	23%	*636*	28%	*660*
	Sergeant	14%	*94*	37%	*100*	42%	*101*
	Lieutenant	12%	*34*	54%	*37*	59%	*41*
Predominant assignment	Corrections	13%	*309*	19%	*312*	28%	*324*
	Patrol	11%	*247*	34%	*252*	31%	*262*
	Detectives	8%	*171*	28%	*176*	37%	*182*
	Other	10%	*31*	19%	*31*	25%	*32*
Gender	Male	9%	*622*	26%	*633*	29%	*649*
	Female	20%	*127*	27%	*128*	39%	*140*
College degree	Yes	10%	*305*	25%	*311*	30%	*325*
	No	12%	*446*	27%	*452*	32%	*466*

This information is displayed in Figure 7.3-7.6

Table 8.4 Summary of Logistic Regression Models for Officer Use of Support and Assistance Programs

		Peer Support				Chaplaincy				Employee Assistance			
Percent correctly predicted*		Used vs. Did not use 0% v. 100%				Used v. Did not use 9% v. 97%				Used v. Did not use 19% v. 94%			
		Beta	Standard Error	Significance	Exp(B)	Beta	Standard Error	Significance	Exp(B)	Beta	Standard Error	Significance	Exp(B)
Years with department		.042	.018	.018	1.043	.019	.013	.159	1.019	.060	.013	.000	1.062
Rank	Deputy	-.296	.619	.633	.744	-1.321	.408	.001	.267	-.950	.388	.014	.387
	Sergeant	.013	.639	.984	1.013	-.727	.415	.080	.484	-.638	.402	.113	.528
Predominant Assignment	Corrections	.369	.300	.219	1.447	-.579	.217	.008	.561	.243	.207	.241	1.275
	Detectives	-.606	.372	.103	.546	-.534	.238	.025	.586	-.116	.227	.609	.890
Gender	Female	.874	.282	.002	2.395	.264	.233	.257	1.302	.564	.210	.007	1.757
Education	College Degree	-.258	.261	.323	.773	-.309	.186	.096	.734	-.273	.174	.117	.761
Constant**		-2.486	.726	.001	.083	.330	.491	.501	1.391	-.727	.466	.119	.483
Number of cases		*711*				*723*				*749*			

* The group assigned a value of one is listed first.

** There are four independent indicator variables (rank, predominant assignment, gender and education). The constant consists of Lieutenants, those predominantly assigned to corrections, males, and those without a college degree.

Statistics for significant variables are highlighted.

Table 8.5 Family Member Use of Support and Assistance Programs

		Peer Support		Chaplaincy		Employee Assistance	
		Percent	*N*	Percent	*N*	Percent	*N*
Have your family members ever received services from this program?	Yes	2%	*16*	12%	*89*	22%	*165*
	No	98%	*690*	88%	*632*	78%	*599*
	Total	100%	*706*	100%	*721*	100%	*764*
For those whose family members have received services, how many times have they received services during the past 3 years?	7 or more times during past 3 years	19%	*3*	4%	*4*	18%	*30*
	3-6 times during past 3 years	19%	*3*	11%	*10*	12%	*20*
	1-2 times during past 3 years	44%	*7*	52%	*46*	30%	*50*
	Received services from this program more than 3 years ago	19%	*3*	33%	*29*	39%	*65*
	Total	100%	*16*	100%	*89*	100%	*165*

Table 8.6 Compare Officer and Spouse/Partner Responses Regarding Family Member and Spouse/Partner Use of Support and Assistance Programs

		Spouse/Partner's Use of Programs					
		According to Officer			According to Spouse/Partner		
	Received services from program?	Peer Support	Chaplaincy	Employee Assistance	Peer Support	Chaplaincy	Employee Assistance
Percent	Yes	2%	12%	22%	10%	29%	24%
	No	98%	88%	78%	90%	71%	76%
	Total	100%	100%	100%	100%	100%	100%
Number of cases	Yes	*16*	*89*	*165*	*20*	*60*	*52*
	No	*690*	*632*	*599*	*180*	*148*	*161*
	Total	*706*	*721*	*764*	*200*	*208*	*213*

Table 8.7 Congruence between Officer and Spouse/Partner Description of Use of Support and Assistance Programs

			Peer Support		Chaplaincy		Employee Assistance	
			Percent	*N*	Percent	*N*	Percent	*N*
Officer's use of programs	Both agree that officer has:	Not used program	84%	*144*	53%	*101*	58%	*115*
		Used program	7%	*12*	21%	*40*	22%	*43*
	Spouse/partner reported that officer has used program, but officer did not report use		6%	*10*	9%	*17*	11%	*21*
	Spouse/partner unaware that officer has used program		3%	*5*	17%	*33*	9%	*18*
	Total		100%	*171*	100%	*191*	100%	*197*
Family member or spouse/ partner use of programs*	Both agree that family member or spouse/partner has:	Not used program	89%	*155*	63%	*120*	68%	*137*
		Used program	3%	*5*	14%	*27*	17%	*35*
	Officer reported that family member has used program but spouse/partner did not report having used program themselves		1%	*2*	7%	*14*	8%	*16*
	Officer unaware that spouse/partner has used program		7%	*12*	16%	*30*	6%	*13*
	Total		100%	*174*	100%	*191*	100%	*201*

* The officers and spouse/partner questions asked for slightly different information. Officers were asked to report whether or not their family members had received services from the programs. Spouses and partners were asked to indicate whether or not they had used the program themselves.

Table 8.8 Family Member Use of Support and Assistance Programs by Officer Characteristics

		Peer Support		Chaplaincy		Employee Assistance	
		Percent whose family members have used program	*Number of cases*	Percent whose family members have used program	*Number of cases*	Percent whose family members have used program	*Number of cases*
Years with department	0-4 years	1%	*192*	4%	*191*	7%	*200*
	5-14 years	2%	*305*	13%	*308*	21%	*322*
	15+ years	5%	*208*	19%	*221*	34%	*240*
Rank	Deputy	2%	*591*	10%	*594*	18%	*628*
	Sergeant	3%	*86*	18%	*93*	37%	*99*
	Lieutenant	3%	*29*	32%	*34*	46%	*37*
Predominant assignment	Corrections	2%	*291*	9%	*294*	19%	*311*
	Patrol	3%	*232*	16%	*236*	21%	*247*
	Detectives	3%	*152*	14%	*160*	30%	*174*
	Other	0%	*30*	7%	*30*	10%	*31*
Gender	Male	1%	*583*	12%	*598*	20%	*621*
	Female	7%	*115*	16%	*114*	27%	*131*
College degree	Yes	2%	*283*	14%	*293*	21%	*310*
	No	2%	*415*	11%	*419*	22%	*443*
Has officer used program?	Yes	14%	*71*	42%	*175*	62%	*229*
	No	1%	*623*	2%	*534*	4%	*527*

Table 8.9 Summary of Logistic Regression Models for Family Member Use of Support and Assistance Programs

		Peer Support				Chaplaincy				Employee Assistance			
Percent correctly predicted*		Used vs. Did not use 0% v. 100%				Used v. Did not use 0% v. 100%				Used v. Did not use 6% v. 97%			
		Beta	Standard Error	Significance	Exp(B)	Beta	Standard Error	Significance	Exp(B)	Beta	Standard Error	Significance	Exp(B)
Years with department		.061	.035	.079	1.063	.053	.017	.002	1.055	.059	.014	.000	1.061
Rank	Deputy	-.514	1.206	.670	.598	-.906	.475	.057	.404	-1.126	.418	.007	.324
	Sergeant	-.012	1.219	.992	.988	-.534	.488	.274	.586	-.261	.421	.534	.770
Predominant Assignment	Corrections	-.604	.643	.348	.546	-.300	.301	.319	.741	.395	.249	.112	1.485
	Detectives	-.665	.689	.335	.514	-.631	.314	.044	.532	.057	.255	.824	1.059
Gender	Female	2.048	.563	.000	7.754	.643	.303	.034	1.902	.607	.239	.011	1.834
Education	College Degree	-.308	.557	.581	.735	-.036	.250	.887	.965	-.375	.205	.067	.687
Constant**		-4.234	1.425	.003	.014	-1.671	.599	.005	.188	-1.239	.516	.016	.290
Number of cases		*663*				*677*				*715*			

* The group assigned a value of one is listed first.

** There are four independent indicator variables (rank, predominant assignment, gender and education). The constant consists of Lieutenants, those predominantly assigned to corrections, males, and those without a college degree.

Statistics for significant variables are highlighted.

Table 8.10 Compare Officer and Spouse/Partner Reasons for Not Using Support and Assistance Programs

		Reason(s) officer gave for not using program			Reason(s) spouse/partner gave for not using program		
		Peer Support	Chaplaincy	Employee Assistance	Peer Support	Chaplaincy	Employee Assistance
Percent	Services were not needed	88%	95%	92%	85%	95%	85%
	Did not feel comfortable	9%	6%	4%	4%	6%	6%
	Concerned about confidentiality	13%	4%	3%	8%	5%	6%
	Not aware of program's services	1%	1%	4%	20%	10%	16%
	Did not know how to access this service	2%	2%	4%	8%	5%	7%
Number of cases	Services were not needed	*543*	*484*	*458*	*140*	*128*	*124*
	Did not feel comfortable	*58*	*31*	*22*	*6*	*8*	*9*
	Concerned about confidentiality	*81*	*18*	*17*	*13*	*7*	*9*
	Not aware of program's services	*8*	*7*	*20*	32	*13*	*23*
	Did not know how to access this service	*13*	*11*	*21*	*13*	*7*	*10*
	Total	*618*	*512*	*500*	*164*	*135*	*146*

Table 8.11 Adequacy of Range of Services by Officer Characteristics

		Percent who said the range of services is not adequate	Number of cases
All respondents		10%	*786*
Years with department	0-4 years	12%	*193*
	5-14 years	10%	*336*
	15+ years	8%	*254*
Rank	Deputy	11%	*638*
	Sergeant	7%	*106*
	Lieutenant	5%	*42*
Predominant assignment	Corrections	15%	*317*
	Patrol	7%	*257*
	Detectives	6%	*181*
	Other	10%	*29*
Gender	Male	10%	*637*
	Female	11%	*136*
College degree	Yes	11%	*316*
	No	9%	*459*

This information is displayed in Figure 8.8

Table 8.12 Compare Officer and Spouse/Partner Responses Regarding Adequacy of Range of Services

Is the range of services offered adequate?	Officer's Response		Spouse/Partner's Response	
	Percent	*N*	Percent	*N*
Yes	90%	*707*	87%	*186*
No	10%	*79*	13%	*27*
Total	100%	*786*	100%	*213*

Table 8.13 Compare Officer and Spouse/Partner Responses Regarding Sufficiency and Availability of Program Information

	Do you think sufficient information about the program is readily available?	Officer's Response			Spouse/Partner's Response		
		Peer Support	Chaplaincy	Employee Assistance	Peer Support	Chaplaincy	Employee Assistance
Percent	Yes	72%	83%	67%	55%	76%	60%
	No	28%	17%	33%	45%	24%	40%
	Total	100%	100%	100%	100%	100%	100%
Number of cases	Yes	*580*	*661*	*537*	*118*	*168*	*133*
	No	*221*	*139*	*270*	*98*	*52*	*90*
	Total	*801*	*800*	*807*	*216*	*220*	*223*

This information is displayed in Figure 8.7

Table 8.14 Officer Responses to Open-Ended Question Regarding Desired Expansion of Range of Services for Support and Assistance Programs

		Number of cases
Range of services	Family counseling	5
	Financial advice/ assistance/ planning	4
	Daycare	2
	Health facilty/health programs	2
	Legal advisors/ attorneys	2
	More college programs	1
	Paid drug/alcohol rehab	1
	Range in North area	1
Accessibility of services	General access	2
	Access to Chaplain	1
Information about services	More information needed	14
	Need current phone numbers posted at work site	1
	Information given when officer off for work related illness or injury	1
Quantity of services	More free EAP counseling sessions	6
	General support for services	6
	Full-time peer support representative/ coordinator	2
	More practice time on range	2
Critique of quality of services	Peer support confidentiality and ties to administration	7
	Response to critical incidents	3
	Peer support personnel	1
	Chaplain too Christian	1
	Chaplain too involved in community chaplaincy	1
	Services should be comparable to state/ federal employees	1

Table 8.15 Spouse/Partner Responses to Open-Ended Question Regarding Desired Expansion of Range of Services for Support and Assistance Programs

		Number of cases
Range of services	Childcare- varied shifts, weekends	4
	Support group for spouses (critical incidents)	3
Accessibility of services	Extend benefits to domestic partners	1
Information about services	More information needed, don't know about services	16
	Send information to home address	2
Quantity of services	More free EAP counseling sessions	3
Critique of quality of services	Response to critical incidents	4
	Peer support confidentiality	1
	Explanation of reasons for promotions	1
	Reprisal for use of counseling	1

Appendix A: Bibliography

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Appendix B. Data Collection Video Script

Hello. I'm Carole Barnes, Director of the Institute for Social Research at CSUS. I wish that I could make this presentation in person; but I'm sure you understand that attending most of the department's briefings would be a daunting task. I appreciate your attention and I'll try to be brief. I want to tell you about the Institute's current research efforts with the Sacramento County Sheriff's Department, describe the survey of officers that we are conducting today and ask for your cooperation in completing it.

For the past two years, Institute staff have been in the jail for a two week period each quarter, interviewing arrestees about their involvement with drugs. You may know us as "the ADAM family" because that's the name of the 35-city National Institute of Justice program that profiles drug use among arrestees throughout the nation. ADAM is the acronym for the Arrestees Drug Abuse Monitoring program.

Over the past year, we have also interviewed domestic violence offenders and their victims as part of an NIJ evaluation of an educational program being run in the jail's domestic violence housing unit.

A little over a year ago, representatives of the department, the Deputy Sheriff's Association and the Peer Support and Chaplaincy programs asked ISR to apply for an NIJ grant on behalf of the officers. The purpose of the grant is to study the relationship between job satisfaction, family stages and roles, and the occurrence of job-related illnesses and injuries among sworn corrections and patrol officers. The research results can be used to guide the department and the Deputy Sheriff's Association in devising policies and procedures that contribute to a more satisfied and healthier workforce. The chaplaincy and peer support programs can also use the results to design more effective services for employee groups and their families.

We have been working with small groups of deputies, sergeants and lieutenants to design a questionnaire that measures the degree of satisfaction or dissatisfaction with different features of your job. In the end, we want to be able to identify what officers like and what they dislike about their jobs. We'd also like to know how folks with unusual hours divide up household and family responsibilities with their partners.

Some of the questions we would like to answer include:

- What are the typical career paths in the Sacramento County Sheriff's Department?
- Are the types of injuries and illnesses officers experience related to their job assignments and career paths?
- Are job and shift assignments and career paths related to an officer's job satisfaction, marital history and the division of responsibilities at home? For example, are some shift assignments harder on family relationships than others? Do the families of officers on graveyard work out a different division of household responsibilities than those who work days? Are officers with more experience in the department more or less satisfied with their career in law enforcement?
- What features of employment in the Sacramento County Sheriff's Department create the most satisfaction among officers? What features create the greatest dissatisfaction? Does the degree of satisfaction depend upon an officer's career path through the department?

During today's briefing, an ISR staff member will distribute and collect the questionnaire that your colleagues developed. We are asking you to complete the questionnaire now, seal it in the envelope provided, sign across the seal and return it to our staff member before you leave the briefing room. The questionnaire takes 15 to 20 minutes to complete.

The Institute for Social Research will maintain control of the completed questionnaires at all times. After responses have been entered into the computer and edited, we will destroy the questionnaires. Study results will only be available in summary form. Responses will be summarized for groups of at least 25, such as "Main Jail deputies" or "North patrol officers." Data on individuals will **not** be shared with the Sacramento County Sheriff's Department, the Deputy Sheriff's Association or the Peer Support and Chaplaincy programs. Respondent names will not be associated with the data at any time.

ISR will assign an ID number that will be used to link officer responses with those of their spouse or partner. We are asking you to include the name and address of your significant other as well as this ID number in the envelope with your completed survey so that we can mail them a separate questionnaire. ISR will maintain a list of matching names, ID numbers and PINs until all of the completed questionnaires have been received and the data entered into the computer. Then, the names and ID numbers will be discarded and the questionnaire responses matched with department records on career and health histories, using employee PINs. The department and the county have agreed to provide a computer record of this information using PINs, but not names, for matching purposes.

To encourage participation in the survey, ISR is offering $1000 worth of incentives to officers completing the questionnaires. First prize will be a two-night stay for two at a bed and breakfast inn on the Monterey peninsula. Eight other officers will win dinner for two at some of Sacramento's favorite restaurants. Single officers completing the questionnaire will be entered into the lottery as soon as they return the completed questionnaire. Officers with spouses or partners will be entered when we receive completed questionnaires from each of them.

A full report on the results will be given to each of the sponsoring organizations: the Sheriff's Department, the Deputy Sheriff's Association, and the Peer Support and Chaplaincy Programs. An executive summary of the major findings will be distributed to all corrections and patrol officers. Anyone wishing to see the complete report may contact the sponsoring organizations or the Institute for Social Research.

The cooperation of every officer – and their spouse or partner -- is essential if the survey results are to be meaningful. I hope you will take this opportunity to candidly assess your job experiences and trust us to respect your privacy and communicate your views. Thank you very much for your time.