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**Cuyahoga County Juvenile Court
Comprehensive Wellness Program**

**Corrections and Law Enforcement Family Support
(CLEFS)
Executive Summary and Final Report
Grant Award 2000-FS-VX-K001**

**Report submitted to the National Institute of Justice
By
Renee Edel, Senior Program Planner**

FINAL REPORT

Approved By: M Battle

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Development of a Comprehensive Wellness Program for
Juvenile Probation and Detention Officers in an Urban Juvenile Court

Funded by the National Institute of Justice, Grant Award #2000-FS-VX-K001

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EXECUTIVE SUMMARY FOR CLEFS WELLNESS PROJECT

I. OVERVIEW

At the time that Cuyahoga County Juvenile Court applied for the Corrections and Law Enforcement Family Support (CLEFS) grant (June 1999), the Court was experiencing a period of wide-scale administrative changes that began in January 1998 and continued through 2000. The Court had also seen increases in both the volume of the complaints and the severity of the offenses committed by the youth coming to its attention. These changes were expected to increase the level of stress among the workers.

In addition to these circumstantial stressors, it became apparent during a literature review in preparing the grant application that relatively little was known about the nature of the stress experienced by juvenile corrections officers and even less is known about juvenile probation officers' stress.

Research indicated that conditions such as job dangers, client vulnerability and communication with the administration for corrections (detention) officers and the lack of perceived job success, perceived career failure, inhibiting job requirements such as excessive paperwork accounted for much of the stress experienced. Other stressors reported by adult law enforcement personnel that seemed applicable to juvenile officers included courtroom delays, judicial procedures that question their judgement, the exposure to human suffering and role conflict (the expectation that they are supposed to rehabilitate youth, yet ensure that youth do not re-offend). Thus, the purpose of the Court's Comprehensive Wellness Program was to examine the levels of stress among these officers.

II. PROGRAM RESULTS/ FINDINGS

For both probation and detention officers, the goal of this project was to identify and improve their ability to address individual, family and organizational stress before the stress becomes debilitating. The objectives were:

- To identify sources and symptoms of stress as well as identify available personal and organizational resources for treating this stress among officers and their families.
- To increase staff morale and the level of job satisfaction.
- To decrease the incidence of staff turnover, medical leaves and absenteeism, as indicator of job stress, among the officers.
- To increase the level of family satisfaction.

For managers of these officers, the objectives were:

- To enhance the ability of managers to recognize the signs of stress among officers.
- To increase managers skills/comfort in assisting officers with stress-related problems.

For details of the results of these tests, please see Appendix A. In general, there were threats to internal validity, such as the terrorist attacks on September 11, 2001 and the economic recession of autumn, 2001, as well as the lack of a control group with whom to

compare the wellness participants. Furthermore, it appears that the wellness program was delivered to participants experiencing low to moderate levels of stress, indicating that individuals report experiencing overall symptoms of stress between a few times over a six-month period to once per month.

Types of stress and Coping Assets

The officers experience anger and anxiety symptoms, rather than physical and depressive symptoms, most often. Coping assets, such as family support use of relaxation techniques, healthy lifestyles and other coping tools, were measured. While an improvement was shown, the improvement is not statistically significant.

Attitudes about the Work Environment

This variable was separated into attitudes toward work, relationships with co-workers, personal efficacy and burnout. Data for these indices show that Court employees express attitudes towards their jobs that are somewhat ambivalent, leaning toward the positive. There is a relatively low level of burnout, indicated by disagreement with items showing burnout, and by being unsure as to the extent they agree with statements expressing burnout (e.g., a feeling that this job is hardening you emotionally, a feeling that you treat clients as if they were impersonal objects). Nevertheless, the posttest results indicate a statistically significant drop in the level of burnout experienced by employees.

Work Attendance

One wellness participant underwent surgery and therefore took a 26 day medical leave. This time was excluded from the analysis, but can stand alone reflecting medical leave experienced by workers.

Data was collected for three (3) months prior to the start of the program, and for four months during the program, so had to be standardized. The pre-program data were taken from January through March, while the data during the program were taken from October through January, including the holiday season, which is traditionally a time that absence can occur. The standardized data indicate a decrease in the number of days per month of absenteeism, but the decrease is not statistically significant.

Post-program Satisfaction Surveys

In general, officers indicated a high level of satisfaction with the wellness program. 92.3% reported that they would recommend the program to other employees, and 95% of them reported finding some value in the program, with 61.4% of them indicating the program to be “very helpful.”

Respondents (86.8%) indicated that they used the lessons that they learned by the end of the program, with 31.6% saying that they use them all the time. The majority (89.5%) felt that they would continue to use the lessons learned in the future.

When asked about extent to which employees felt that they experienced improved functioning on the job, they responded differently to each of the indices: 81.1% felt that they had improved their ability to cope with work-related stressors, 77.8% reported an

improved sense of being able to identify possible solution and solve problems, and 62.2% reported improved communication with other staff members.

Slightly more than half of the respondents reported improvements in the ability to separate home and family problems from work –related problems, in their energy levels, in the communication between them and their supervisors and in their attitudes toward work in general. Less than half (48.6%) reported that their ability to use supervisors as a resource had improved, and 32.4% believed that the amount of time they had to take off work due to stress had decreased. For most, this remained unchanged.

Most Helpful Aspects of the program

In coping with personal problems/stressors:

- Relaxation techniques (yoga, breathing, meditation, aromatherapy) were most often cited (24 times)
- Identification of the various personality types was the second most useful lesson (cited 7 times)
- Participants reported a new appreciation of the influence that their own perceptions of situations had on experiencing events as stressful.

In coping with work-related problems/stressors:

- The relaxation techniques were once again cited most often (12 times)
- The identification of personality types was mentioned once again (7 times)
- Anger management (cited 4 times) and suggested reading material (cited 2 times) were also noted

When asked what kinds of support from the Court would be most helpful to assist workers *through personal problems*, they responded:

- More flexible work schedules (17)
- More understanding, trust and support from Court administrators (9)
- Confidential referral service

When asked what kinds of support from the Court would be most helpful in assisting *with work-related problems*, they responded:

- Understanding, trust and support from administrators (7)
- Mediation (4)
- Staff counselors (4)
- More flexible schedules (4)
- Other comments included communication about the direction of the agency, more staff, less administrative staff, listening with positive resolutions, networking with other detention officers other counties, and the need for the administration to be responsive

When asked what kinds of support the Court has already delivered, the comments were as follows:

- Individuals felt the Court had provided no support (13)
- The wellness program was the only limited form of support (6)

- Court-sponsored recreation, i.e. softball, YMCA membership, was provided (mentioned by one individual)
- Others noted performance plans, Family Leave Medical Act, and health insurance that covered mental health care

Manager Module

The manager-training module was offered to the six (6) managers who participated. Five surveys were returned from this group. They were asked to rate the changes they observed in program participants, and noted attitudes toward work in general, and overall ability to cope with work-related stressors, as well as communication with staff members had improved significantly. They also observed that inappropriate expressions of work-related stress and absence from work due to stress had decreased significantly, while the ability of staff to utilize supervisors as a resource improved significantly.

Exit Interviews/Qualitative Data

In addition to the quantitative data collected from the pre and posttests, the qualitative data obtained from the exit interview process with all participants is revealing (see Appendix B for this report).

Respondents were asked whether working at the Court was more or less stressful than working other places. Seventy-five percent of those asked said that it was more stressful, 1) because of working with the youth (13%) and 2) because of difficulties with the system (62%). Of those who said that working with the youth is the reason for the stress, the reasons centered on feeling responsible for someone's safety and on the frustration of client/parent resistance. Of those who said that stress comes from difficulty with the system, answers ranged from the politics inherent to the Court, to a perceived lack of trust of line staff, to a lack of communication between employees and administrators, particularly as it relates to requesting input from the staff and to acknowledging and supporting the hard work and effort from the staff.

Positive Gains from the Program

Results show that 88% of the workers reported positive changes from having participated in the program. Of these, 55% reported the gain as being that they realized that their stress comes from within, that they can choose to detach from the stress. While 27% said that their stress came from work, and 13% said that they could not identify any stressors, only 5% of the 41 interviewees felt that their stress came from their personal lives. They reported that one of the most useful lessons was that, in any situation, there are only three choices, to accept the situation as is, to try to change an unhappy situation or to leave the situation.

III. STATE OF THE ART PRACTICES

The program was structured as nine full-day sessions of stress management techniques, with the same session delivered twice per month to two different groups of a combination of Probation and Detention Officers. The training was both didactic and interactive. The curriculum consisted of nutrition and exercise, relaxation techniques, interpersonal communication issues, including assertiveness, anger management, and relationships, and

personality differences and how these differences impact interaction. The program was conducted off-site at a well-known Cleveland-area retreat center. To measure the degree to which participants absorbed the information presented, thereby measuring the effectiveness of the presenters, pre and post quizzes were administered to each attendee.

Highlights of the program included the use of non-traditional relaxation techniques such as yoga, aromatherapy, and breathing exercises/meditation, and the implementation of a financial workshop. The use of an individual 30-minute consultation session with a social worker to assist officers in formulating a wellness plan, as well as to coach officers to follow up on their plans. Part of the session was used to conduct an exit interview with participants, too. Combining the exit interview with the posttest helped to collect data on the program in two different ways.

IV. RESEARCH AND POLICY ISSUES INFORMED

For the field of juvenile probation and detention, the objectives were:

- To identify sources of stress that may be unique to law enforcement and corrections at the juvenile level.
- To further knowledge of the sources of stress among the family member of juvenile probation and detention officers.
- To demonstrate the efficacy of a comprehensive wellness approach to reducing stress among juvenile probation and detention officers.

As noted by CLEFS project researcher Tina Mawhorr, the officers enjoyed the program immensely and did, in fact, receive benefits from their participation. Noted by Jan Nedin, while the pilot should have been mandatory, the full-scale implementation may still work best as voluntary, given the negative reaction to the program that the “coerced” staff had.

As to how much this stress level can be generalized to other juvenile law enforcement (probation) and corrections (detention) populations, it is instructive to consider the literature and review how the results compare with previous research about stress. In a number of ways, the Probation and Detention Officers of Cuyahoga County Juvenile Court experience stressors that are similar to those of other juvenile and adult officers. For example, Corby Myers’ study (1996) of juvenile corrections officers indicated that broad dimensions of stress included relationships with supervisors, the ability to participate in decision-making, while Pearlin and Schooler (1978) indicated that workers’ unfulfilled expectations about using their skills on the job creates stress.

Other similarities exist for Cuyahoga County’s Probation Officers. Factors include the lack of perceived job success, perceived career failure and clients resistant to change (Smith, 1992). Staff reportedly resign due to poor salary increases, few incentives and burnout. (Guynes, 1988). While resignation itself was not studied, staff acknowledge these factors as contributing to stress.

Furthermore, both Probation and Detention Officers acknowledge that sick days are one way to address stress, which is reflected in the research of Elkin and Rosch. Their 1990 study indicated that a full 54% of lost workdays were attributable to stress. Slate and

Vogel (1997) have studied and identified the strong connection between opportunities for employee decision-making and stress reduction, yet they acknowledge that daily operations cannot always include this participation. In this sense, the Cuyahoga County work experience is like those of other law enforcement/corrections officers.

There were, however, several departures from the research, thus indicating characteristics unique to the officers at Juvenile Court. One such departure was the lack of awareness of coping techniques among adult officers reported by Veneziano (1984); officers at the Court were aware of several coping techniques through their professional training. Another difference appeared to be the impact on stress of social contact with co-workers. Myers (1997) showed this factor to make a greater difference than organizational characteristics. While co-worker interaction appears to be somewhat important in Cuyahoga County, it is apparently the frustration at not being able to use one's skills, due to political appointments to positions and due to the lack of a career ladder, that upsets workers more.

Each of these differences may partially be attributable to the high educational levels of the Probation and Detention Officers who participated: 46.4% have at least a Bachelor's Degree, 17.9 % have some graduate work, 25% have a Master's Degree and 7.1 % have advanced professional degrees. Another explanation may be that the type of court system Ohio has, i.e., elected judges and hired staff co-existing within the same court structure, and staff serving at the pleasure of the administrative judge outside a civil service system, contributes to this source of stress. In other words, perhaps co-worker interaction becomes more important when civil service regulations govern job hirings, as in bifurcated systems where politics and administration area separate and staff are more apt to be insulated from political maneuverings, because organizational stress is minimized in these types of court systems. This theory can be explored in future projects.

An employee steering committee is worthwhile, particularly as it embodies the concept of employee participation/input into the job as a proven stress-reducer (Slate and Vogel, 1997). To continue the concept of employee choice, perhaps the program could be divided into various tracks (e.g., finance, communication, alternative relaxation techniques, etc.) and employees could choose which track they believe would assist them the most.

Research recommendations for this project and for future projects include the following:

- Study the long-term implications of this initiative: over time, examine whether or not employees continue utilizing the skills they were taught and whether or not these skills continue to be effective in reducing stress.
- Measure the variable of personality style on the level of stress experienced by the employee. As stated elsewhere in this report, the organizational culture may consist of a predominant set of personality traits (organizational personality profile) to the extent that those who do not exhibit those traits do not "fit in" and therefore experience more stress.
- Isolate and measure the effect of the program on employees whose whole work unit participated in the program to determine if, in fact, they benefited more from the program than those whose supervisors and unit colleagues did not participate.

- Study the effectiveness of the program for reluctant employee participants. Because of the voluntary nature of this implementation, this information was unable to be collected.
- Develop additional outcome indicators: Secure pre and post program data on youth-staff incident reports and on employee complaints about co-workers and complaints about supervisors as an additional indicator of stress levels.

Policy recommendations

Given the results of the outcome evaluation and of the exit interviews, and analyzing these results in terms of the research in this area, several policy recommendations are suggested. These recommendations focus on communication between administration, supervisors and employees, on recognizing employee effort and on seeking and using employee input in decision making in a systematized way.

More specifically:

- Conduct courtwide strategic planning to identify a clear direction for the Court. In particular, determine whether to focus more on community safety, on youth accountability or on youth rehabilitation, recognizing that each of these is legally mandated.
- Communicate this vision to employees so that they will understand their role in the system.
- Develop a mechanism for collecting data from employees on service needs for clients, on the performance of vendors used by the Court, and on procedures that may be able to be streamlined and improved.
- Develop a system for evaluating this input and, if it proves worthwhile, operationalize the idea.
- Explore the possibility of developing a quality assurance system that enables employees to receive feedback from each other on their work.
- Explore the possibility instituting a career ladder for workers, or, if this is not possible, explore the possibility of training across departments, so that employees learn new skills and do not view their jobs as a dead end.
- Communicate the results of this training to the participants.
- Conduct interactive communication training (one or two sessions) for the entire Court, including administrators, particularly as it relates to the impact of personality style on interpersonal communication.
- Find a way to reward and recognize the achievements of employees more often (as compared with the annual recognition ceremony) and more visibly (as compared with the newsletter).
- Attempt to organize occasional recreational events for staff to build camaraderie.

SUMMARY

It appears that the wellness program was delivered to participants experiencing low to moderate levels of stress, indicating that individuals report experiencing overall symptoms of stress between a few times over a six-month period to once per month. The officers experience anger and anxiety symptoms, rather than physical and depressive symptoms, most often.

In the exit interviews, seventy-five percent of those asked said that working at Court was more stressful than working other places, (1) because of working with the youth (13%) and (2) because of difficulties with the system (62%). Of those who said that working with the youth is the reason for the stress, the reasons centered on feeling responsible for someone's safety and on the frustration of client/parent resistance.

Of those who said that stress comes from difficulty with the system, answers included: the politics inherent to the Court (25%), a perceived lack of trust/confidence in line staff (29%), a lack of communication between employees and administrators (29%), particularly as it relates to requesting input from the staff and a lack of acknowledgement and support for the hard work and effort from the staff (9%). A small percentage (8%) cited racial tension as a perceived source of stress.

The program did reduce stress among employees. Because it is perceived that there is little support or "psychic income" for staff members, workers in this pilot expressed a need for acknowledgement from the administration, and the wellness program met that need. It also taught new skills and gave officers the chance to network with colleagues both in and outside their departments.

However, these benefits are intrinsic to the operation of the program and may be short-lived if no further actions are taken to capitalize on the information obtained through the program. In particular, charting a clear direction for the Court, communicating with employees about this direction, involving employees in decision making whenever possible, conducting limited training for the administration (perhaps focusing on communication and personality types), and developing a means to recognize employee effort on a regular basis, would seem to go a long way to satisfying the concerns of workers as expressed in this project.

Because the participants were volunteers and because collecting the necessary demographic data on probation and detention officers nationally was beyond the scope of this program, the ability to generalize the outcomes of the program to the wider field of probation and detention officers may be limited. However, inasmuch as the literature confirms similarities between Cuyahoga County officers and officers elsewhere, implications for the field of juvenile probation and detention officers center are that stress can best be alleviated from the officers' perspective by establishing an identity outside of the job and from the Court's perspective by creating as much opportunity as possible for input from staff regarding their jobs.

WELLNESS PROGRAM FINAL REPORT

I. Introduction: the purpose, intended goals, the methodology of both implementation and research,

At the time that Cuyahoga County Juvenile Court applied for the Corrections and Law Enforcement Family Support (CLEFS) grant (June 1999), the Court was experiencing a period of wide-scale administrative changes that began in January 1998 and continued through 2000. The Court had also seen increases in both the volume of the complaints and the severity of the offenses committed by the youth coming to its attention. These changes were expected to increase the level of stress among the workers.

In addition to these circumstantial stressors, it became apparent during a literature review in preparing the grant application that relatively little was known about the nature of the stress experienced by juvenile corrections officers and even less is known about juvenile probation officers' stress.

Research indicated that conditions such as job dangers, client vulnerability and communication with the administration for corrections (detention) officers and the lack of perceived job success, perceived career failure, inhibiting job requirements such as excessive paperwork accounted for much of the stress experienced. Other stressors reported by adult law enforcement personnel that seemed applicable to juvenile officers included courtroom delays, judicial procedures that question their judgement, the exposure to human suffering and role conflict (the expectation that they are supposed to rehabilitate youth, yet ensure that youth do not re-offend). Thus, the purpose of the Court's Comprehensive Wellness Program was to examine the levels of stress among these officers.

II. Program Goals

For both probation and detention officers, the goal of this project was to identify and improve their ability to address individual, family and organizational stress before the stress becomes debilitating. The objectives were:

- To identify sources and symptoms of stress as well as identify available personal and organizational resources for treating this stress among officers and their families.
- To increase staff morale and the level of job satisfaction.
- To decrease the incidence of staff turnover, medical leaves and absenteeism, as indicator of job stress, among the officers.
- To increase the level of family satisfaction.

For managers of these officers, the objectives were:

- To enhance the ability of managers to recognize the signs of stress among officers.
- To increase managers skills/comfort in assisting officers with stress-related problems.

For the field of juvenile probation and detention, the objectives were:

- To identify sources of stress that may be unique to law enforcement and corrections at the juvenile level.
- To further knowledge of the sources of stress among the family member of juvenile probation and detention officers.
- To demonstrate the efficacy of a comprehensive wellness approach to reducing stress among juvenile probation and detention officers.

III. Literature Review

While numerous studies have brought attention to the problems of stress experienced by police officers (Finn and Tomz, 1997), relatively little is known about the nature of the stress experienced by juvenile probation officers. Veteran administrator Albert Smith (Smith, 1992) notes the causes to be related to the lack of perceived job success, perceived career failure and inhibiting job requirements. The stress experienced by juvenile corrections officers is beginning to draw attention (Myers, 1996; Roush, 1997), as juveniles are one of the most high-risk populations.

In a study of juvenile corrections officers in Pennsylvania, Corby Myers (1996) identified specific stressors as:

- The dangers of the job.
- Client vulnerability (defined as allegations of abuse against a staff member).
- Communication with the administration and insufficient amounts of training.

Broad dimensions of stress include relationships with supervisors, the ability to participate in decision-making, time pressures, and fear about job security. Roush discusses the impact of overcrowding on these conditions (1997), stating that the increased number of clients to staff exacerbates the danger and obstacles to success. Workers are unable to use the range of skills that they bring to the job, and this unfulfilled expectation creates stress (Pearlin and Schooler, 1978).

The following justice system/organizational practices and characteristics and work characteristics plague police officers (Finn and Tomz, 1997), and are also inherent to probation work. These characteristics include but are not limited to:

- Courtroom delays.
- Judicial procedures that question their judgement and create an adversarial atmosphere.
- The exposure to human suffering.
- Role conflict: The expectation that they are to rehabilitate the youth while at the same time, ensure that the youth does not re-offend.

Additionally, low salaries and the poor image of corrections work have made it difficult to recruit and retain qualified staff (Guynes, 1988). When hired, officers need extensive training in counseling, offender monitoring and report writing. Staff resign because of poor salary increases, few incentives and burnout (Guynes, 1988).

Short-term stress symptoms include anxiety, irritability, loss of confidence, and accident-prone tendencies. Long-term symptoms involve complaints against one's peers, increased sick time, a loss of interest in tasks, taking unnecessary risks, and sudden behavioral changes (Pinzino and Thompson, 1991). On the job, these symptoms are reflected as absenteeism, extended medical leaves and high staff turnover rates.

In a study of the effects of stress of police work on officers' families, 77 percent reported experiencing unusually high amounts of stress from the officers' jobs themselves (Finn and Tomz, 1997). Commonly cited sources of stress include shift work and overtime, an officer's cynicism, excessive or too little discussion about work with the family and the presence of a gun in the home. While several of these stressors may fit for juvenile probation and detention officers, others do not. The nature and level of stress experienced by families and the effects of family stress on the juvenile officers remains to be seen and thus presents a vital research issue.

It is estimated that 54 percent of lost workdays are attributable to stress and 40 percent of staff turnover is stress-related (Elkin and Rosch, 1990). These lost workdays place a substantial burden on the remaining staff to deliver services to clients, and may result in court continuances and other delays. This waiting period cripples the ability of the system to capitalize on the youth's motivation to change.

Clients may suffer in other ways as well. Probation officers undergoing long-term stress could use poor judgment in interacting with youth, take greater risks, and consider immediate needs only in dealing with clients (Sime, 1999).

Clearly, there is a critical need for programming to reduce stress among the probation/detention officers of Cuyahoga County Juvenile Court. A study of adult correctional officers shows that they are aware of few techniques for coping with on-the-job stress (Veneziano, 1984). Klayman (1984) reports that social support has a positive impact for both the youth and the officers in juvenile detention centers and Myers found that this contact with co-workers has a greater impact on stress than organizational characteristics do (1997).

Yet, this social support can become stressful when the support group fails to fulfill obligations or passes on their own troubles (Belle, 1997). Thus, positive interaction with peers is deemed critical for juvenile detention officers.

Literature on job stress indicates that physical fitness programs and education about stress reduction techniques are effective in reducing stress (Burke, 1987). Pollack and Sigler (1997) indicate that the low levels of stress experienced by adult corrections workers in Canada are due in part to the comprehensive training they routinely receive in stress reduction and in part due to the healthy lifestyles of northern Canadian (no available fast food and plenty of outdoor exercise). Thus, the development of a personal wellness program appears to be an essential component of a stress management program, particularly given the high levels of medical leaves and absenteeism at the Court.

Furthermore, only one individual-level characteristic, income, was significantly related to overall work-related stress (Triplett, et al, 1996; Jurik, 1985). This finding suggests that financial wellness would be an important component in a stress management program.

Opportunities for employee decision-making have been shown to greatly reduce stress (Slate and Vogel, 1997), yet daily operations cannot always include this participation. Thus, officer involvement in the development of stress reduction programming is critical:

- **It facilitates employee decision-making.**
- **It allows the programming to be tailored to the needs of officers.**

Because it is improbable that workers can impact the stressors inherent to the job, Albert Smith (1992) discusses the importance of developing an identity and interests outside the job, and of using stress management techniques.

As indicated by Finn and Tomz (1997), supervisors are in the best position to assist workers who are experiencing stress. Thus, training for supervisors should occur and highlight the following:

- Describe the impact of supervisory style on stress.
- Improve supervisors' ability to detect stress among the officers.
- Teach supervisors how to assist officers in coping with stress.

IV. Program Methodology

To address the above-listed problems and minimize the hazards they pose for juvenile probation and detention officers, the Court proposed a comprehensive stress reduction training program for its workers that includes an orientation component for new hires and their families, offers a comprehensive wellness component (nutrition, exercise, spirituality, financial planning), provides a menu of relaxation techniques, and provides interactive training in communication. As a pilot, the program was to be implemented for staff who have been employed at the Court, rather than new hires. Family members were to be invited to the orientation only during the pilot phase.

This approach is non-threatening, because it focuses on individual solutions. It also has the potential for increasing the staff's comfort level with self-care, so that staff then will use treatment resources when necessary.

The program was to be staffed with an internal project manager, Matt Novak, who is a licensed independent social worker and has years of experience in both Probation and Detention. Several months into the program, Mr. Novak's position was changed and then the grant writer became the program manager.

The original core curriculum was developed in the proposal to the National Institute of Justice. The curriculum was to be delivered to Probation and Detention Officers that offered a wide-range of stress management techniques. These included physical supports, such as exercise and nutrition, social /emotional supports such as

communication, anger management, and alternative relaxation techniques, such as meditation, yoga and aromatherapy. Because the literature stated that stress for Probation Officers is frequently related to financial concerns, the curriculum also included one session on personal finance. This approach utilized five different speakers, each of whom did not work together outside this program. As it turned out, the speaker who was to instruct about traditional nutrition actually taught about eastern philosophy and how this relates to nutrition. Staff received this training in lieu of information about the food pyramid and the nutrient content of food.

Because this program was a pilot, it seemed wise to offer an array of topics to explore which of these stress management methods would be most effective. The topic areas were chosen based on current literature regarding issues of concern to officers. A special managers' one-half-day training module would be scheduled to assist managers in understanding their own supervisory styles, and how these styles contribute to stress. They would also learn how to perceive stress among their staff and how to feel comfortable in assisting the line staff to cope with stress.

To allow adequate grant funds for an independent evaluator and to minimize disruption within the participating departments, however, the number of staff served was changed to 60. Relief staff members for the Detention Officers were funded through the grant.

Because these modules spanned across a number of disciplines, the Court realized that only an outside contractor would be capable of providing the desired program content. Consequently, a Request for Proposal (RFP) process was initiated to secure a provider. Suggestions offered at the National Institute of Justice (NIJ) Corrections and Law Enforcement Family Support (CLEFS) conference in Washington, D.C from past CLEFS awardees were helpful in locating prospective bidders. To notify the community of the RFP, the Court placed a legal notice in two newspapers. Legal notices were also mailed to universities, hospitals, and employee assistance program throughout the County, as well as to stress management consultants whose names were researched on the Internet.

The degree of outreach and preparation surprisingly only yielded three prospective providers. Of these prospects, only one was suitable. Upon the steering committee's recommendation and the subsequent approval from the administrative judge, a provider was selected and a contract was finalized. The researcher, with experience from a current CLEFS project elsewhere in Ohio, was selected from the conference attendees.

Program participants were to be selected from the entire pool of officers, using stratified random sampling. This sampling would ensure the selection of both willing and less willing staff members, so that the program could be tested on each type of employee to measure the results for each. It was also to include up to eight (8) managers. Once selected, participation was to have been mandatory for all officers. From the group of selected officers, a steering committee was to be chosen, representing various positions within Probation and Detention, including an administrator, a manager, two line officers and the program manager. Also to be included on the steering committee were to have been the Deputy Director for Human Resources and a spouse or significant other.

While this random selection did take place, one of the officers who was to have participated as a result of the selection process vociferously voiced his objections to attending the program and, as a result, the Court changed its policy regarding mandatory participation. Instead of being mandatory, participation became strictly voluntary, and an entirely new group of officers was selected because they volunteered. This voluntary nature significantly changed the ability of the evaluation to measure the effectiveness of the program for all employees.

This policy change also necessitated the reconstruction of the steering committee. Another change was that the Deputy Director for Human Resources was not involved in the committee. This change may inhibit the institutionalization of the program without the informed support of this unit.

The role of the steering committee was to review proposals from prospective vendors to recommend the most qualified one, to assist the selected contractor in conducting a needs assessment among the officers in order to tailor the core curriculum, to guide program development by serving as a sounding board and suggesting resources, and to select a site and implementation schedule that best accommodates the officers. As the project unfolded, the team also recognized its role in promoting the program to line staff and in identifying ways to pique the interest of the staff, to secure their involvement. The steering committee selected a location at a retreat center on the shore of Lake Erie. They also chose Friday as the presentation day.

Over the course of the program, the composition of the committee changed dramatically. Only one line staff person from Probation and one manager from Detention regularly participated in the committee, along with the grant writer and the coordinator from the provider agency.

As a result of the extensive work resulting from these changes, the Court sought and received an extension of the grant until October, 31, 2001.

The first step was for the selected provider to conduct a needs assessment. A set of standardized questions was developed with input from the Steering Committee, it was determined that a focus group approach would served this purpose best. Three focus groups were established, one consisting of Probation Officers, one, of Detention Officers and one, of managers from both departments. The steering committee selected staff members from the voluntary participants who would contribute the most insightful views.

A report was developed from the focus groups, which was shared with the steering committee. In essence, information from the focus groups indicated that the staff felt that they had little input into their jobs. Managers, in particular, felt caught between upper level policies and the line staff, in that it seems that line staff do not understand that actions take place over which their managers have little control and often “blame” the managers for these actions. Thus, the provider and its subcontractors were to devote some of the curriculum toward addressing this issue.

An orientation session was planned with the steering committee. The spouses and significant others of the officers were invited by the contractor to the orientation. The plan for the orientation was to inform the officers about the nature of stress, about how to recognize the symptoms of stress and about the stress management resources within the program. This key piece would help officers understand the wellness program better.

Instead, the provider introduced each of the speakers who would be conducting a module and discussed the basic format of the presentations. The exact schedule was distributed, as well, but an introduction to the topic of stress was not included. Furthermore, the session took place in the Detention Center gym, which does not have adequate acoustics.

The nine (9) sessions would be followed by a personal wellness consultation, or coaching session, with a trained social worker from the provider agency. These sessions were to assist officers in using the techniques they found most effective to design a personal plan for wellness and to encourage them to follow through on their plans. Included in this consultation was an exit interview, in which staff revealed what was most beneficial to them and what was least helpful.

Spouse/significant other involvement: It was determined that the provider should be responsible for inviting the family members so that it would not appear as a directive from the Court for the spouse to attend. While the provider made a good faith effort to involve the spouses in the orientation, none of the spouses/significant others attended.

After the curriculum was fully developed, the NIJ national curriculum committee was scheduled to review it. The review process was supposed to take no more than 30 days.

Due to irregularities at the national level, this process extended into three (3) months. The Court once again requested an extension of the grant, to compensate for the length of the delay, so that the program could operate in its entirety. The committee liked the overall design of the program, and its topics, but cautioned that individuals who understood the needs of the juvenile justice population facilitate the sessions.

Research: The research methodology was two-part. The first part was a process evaluation to assure quality and fidelity to the model, and to monitor the provider's performance. Items such as attendance records, session/module observation, client satisfaction surveys and individual pre and posttests for each session were used to ensure fidelity to the proposed design. Each speaker also completed a survey about his or her experience in facilitating the group. The grant indicated that a program manual would be developed; because of the internal program management tasks falling to the grant writer, who juggled this task among other responsibilities and constraints, the manual was not developed.

Attendance sheets indicate that a total of 18, rather than 30, Detention staff participated. As it turned out, the staff could not find colleagues willing or able to work the overtime hours that would have enabled them to attend. There was also some staff attrition (two officers left the Court during the project's nine months) among these officers. In Probation, the overtime was not an issue, but at least two staff members failed to attend

the program more than once. To ensure that staff did not register for the program and use the time to take the day off, all attendance sheets were sent to a designee from each department.

The pre and posttest for each session were developed primarily by the facilitator for each session and then scored by the provider. Names of each participant test-taker were not placed on each test, so it was not possible to link the pre and posttests with a specific staff member. Because the purpose of the tests was to assure that learning took place in the session, the tests were useful. In retrospect, however, they could have also been useful in evaluating the outcome had we included names; those individuals scoring highest could have been expected to benefit the most, i.e. showing the greatest reduction in stress, because they absorbed the material the best.

Outcome evaluation: The research design was planned to evaluate the hypothesis that comprehensive multi-disciplinary training in stress reduction for juvenile probation and detention officers and their families will reduce absenteeism, and reduce the number and length of medical leaves, while increasing job satisfaction among these officers at Cuyahoga County Juvenile Court. The impact of the variables of a lack of coping skills and a lack of positive interaction on the level of stress and job satisfaction among probation and detention officers was examined.

As mentioned earlier, a control group of 30 Probation and 30 Detention officers was supposed to have been selected. Although the Court worked hard to get workers to take the pre-test, using incentives and persuasion, only minimal participation occurred. Thus, the closest that the Court got to constructing this control group was to have 7 non-participating Probation Officers take the pre-test. These same officers, however, did not take the posttest; even if they had, the numbers were not large enough to draw conclusions. Additionally, the pretest was administered in a group setting by the researcher and the posttest was administered by the program manager, following the exit interview. Each officer took the test alone, yet with oversight of the program manager. Also, the design included structured interviews with managers before the program to determine their current knowledge about and comfort with assisting officers in managing stress, and after the program to see how this had changed as a result of the program. A pre-and posttest format was used by the researcher, instead of the interview, to ensure uniformity.

In addition to the pre and posttest data, information on employee absenteeism before and after the program from the Court's Human Resources Department was collected. Because the collection of this data is labor-intensive, information was collected for three months prior to the start of the program's sessions and for four months during the implementation of the program, rather than throughout the program. No post-program information has been collected as of this report.

Also, a substantial amount of qualitative data was collected during the exit interviews as part of the personal wellness consultation. This data was collected by the individual social worker who conducted the initial needs assessment focus groups. She had an

awareness of the program content, which enabled her to listen insightfully and record data accurately.

V. Program Outcomes, including Process and Outcome Evaluations:

Process Evaluation

The purpose of the process evaluation was to determine the fidelity of the program that was actually delivered to the model as it was designed. As noted above, the program was delivered fairly close to the original design, with some major and minor exceptions.

- The officers who participated in the program did so on a voluntary basis. Thus, the concept of determining whether or not the program worked as well for reluctant and less sociable staff, could not be examined. In fact, those staff who chose to participate are likely to be among the least cynical and the least reactive to stressors on the job. The program most likely was delivered to those workers with the least need for it.
- Employees did not receive during the orientation information on stress and how it affects the body. In retrospect, given the three-month delay in the program between the orientation and the main curriculum, this probably worked out best. Nevertheless, this information would have been most useful at the outset, to maximize the chance for all participants to have similar expectations for the program.
- Human Resources was not represented on the Steering Committee.
- Traditional nutrition programming was not delivered. While this difference may not have impacted the outcome, it was nevertheless part of the original model.
- Family members did not attend the orientation. Given that this was the only aspect of the pilot in which family members were scheduled to be involved, it would have been helpful to have them in attendance. As stated elsewhere in this report, however, the voluntary nature of this pilot made it impossible to even attempt to influence staff to bring their families to this session.
- Significantly fewer Detention Officers participated than expected. While scheduling of relief staff is always difficult, it was hoped that providing funding for the use of these staff members, the process would have been more likely to happen.

Not only was the program delivered with some modifications; the outcome evaluation design was altered slightly as well. These alterations may be attributed not only to the decreased time and therefore ability of both the steering committee and the replacement program manager to assist in collecting the information, but also to the voluntary nature of the project, thus making it virtually impossible to mandate staff to join the “control group.” Additionally, the researcher was gainfully employed in a full-time job elsewhere, and during the project, changed jobs. The new job had less flexible hours, and thus the researcher’s ability to come to the Court to conduct interviews and meet with the steering committee and the provider was inhibited.

Outcome Evaluation

Pre-/Posttests/Quantitative Data

In spite of these constraints, the pre and posttests were conducted with the majority of the participants. For details of the results of these tests, please see Appendix A. In general, there were threats to internal validity, such as the terrorist attacks on September 11, 2001

and the economic recession of autumn, 2001, as well as the lack of a control group with whom to compare the wellness participants. Furthermore, it appears that the wellness program was delivered to participants experiencing low to moderate levels of stress, indicating that individuals report experiencing overall symptoms of stress between a few times over a six-month period to once per month.

However, despite these caveats, results indicate that significant reductions in experiencing overall physical and psychological stress symptoms are demonstrated. In fact, if one assumes that stress increased for most Americans because of the September 11 tragedies and the subsequent economic recession, the resulting stress reduction that did occur appears even more promising.

The officers experience anger and anxiety symptoms, rather than physical and depressive symptoms, most often. Coping assets, such as family support use of relaxation techniques, healthy lifestyles and other coping tools, were measured. While an improvement was shown, the improvement is not statistically significant.

Attitudes about the Work Environment

This variable was separated into attitudes toward work, relationships with co-workers, personal efficacy and burnout. Data for these indices show that Court employees express attitudes towards their jobs that are somewhat ambivalent, leaning toward the positive. There is a relatively low level of burnout, indicated by disagreement with items showing burnout, and by being unsure as to the extent they agree with statements expressing burnout (e.g., a feeling that this job is hardening you emotionally, a feeling that you treat clients as if they were impersonal objects). Nevertheless, the posttest results indicate a statistically significant drop in the level of burnout experienced by employees.

Work Attendance

One wellness participant underwent surgery and therefore took a 26 day medical leave. This time was excluded from the analysis, but can stand alone reflecting medical leave experienced by workers.

Data was collected for three (3) months prior to the start of the program, and for four months during the program, so had to be standardized. The pre-program data were taken from January through March, while the data during the program were taken from October through January, including the holiday season, which is traditionally a time that absence can occur. The standardized data indicate a decrease in the number of days per month of absenteeism, but the decrease is not statistically significant.

Post-program Satisfaction Surveys

In general, officers indicated a high level of satisfaction with the wellness program. 92.3% reported that they would recommend the program to other employees, and 95% of them reported finding some value in the program, with 61.4% of them indicating the program to be "very helpful."

Respondents (86.8%) indicated that they used the lessons that they learned by the end of the program, with 31.6% saying that they use them all the time. The majority (89.5%) felt that they would continue to use the lessons learned in the future.

When asked about extent to which employees felt that they experienced improved functioning on the job, they responded differently to each of the indices: 81.1% felt that they had improved their ability to cope with work-related stressors, 77.8% reported an improved sense of being able to identify possible solution and solve problems, and 62.2% reported improved communication with other staff members.

Slightly more than half of the respondents reported improvements in the ability to separate home and family problems from work –related problems, in their energy levels, in the communication between them and their supervisors and in their attitudes toward work in general. Less than half (48.6%) reported that their ability to use supervisors as a resource had improved, and 32.4% believed that the amount of time they had to take off work due to stress had decreased. For most, this remained unchanged.

Most Helpful Aspects of the program

In coping with personal problems/stressors:

- Relaxation techniques (yoga, breathing, meditation, aromatherapy) were most often cited (24 times)
- Identification of the various personality types was the second most useful lesson (cited 7 times)
- Participants reported a new appreciation of the influence that their own perceptions of situations had on experiencing events as stressful.

In coping with work-related problems/stressors:

- The relaxation techniques were once again cited most often (12 times)
- The identification of personality types was mentioned once again (7 times)
- Anger management (cited 4 times) and suggested reading material (cited 2 times) were also noted

When asked what kinds of support from the Court would be most helpful to assist workers *through personal problems*, they responded:

- More flexible work schedules (17)
- More understanding, trust and support from Court administrators (9)
- Confidential referral service

When asked what kinds of support from the Court would be most helpful in assisting *with work-related problems*, they responded:

- Understanding, trust and support from administrators (7)
- Mediation (4)
- Staff counselors (4)
- More flexible schedules (4)
- Other comments included communication about the direction of the agency, more staff, less administrative staff, listening with positive resolutions, networking with

other detention officers other counties, and the need for the administration to be responsive

When asked what kinds of support the Court has already delivered, the comments were as follows:

- Individuals felt the Court had provided no support (13)
- The wellness program was the only limited form of support (6)
- Court-sponsored recreation, i.e. softball, YMCA membership, was provided (mentioned by one individual)
- Others noted performance plans, Family Leave Medical Act, and health insurance that covered mental health care

Manager Module

The manager-training module was offered to the six (6) managers who participated. Five surveys were returned from this group. They were asked to rate the changes they observed in program participants, and noted attitudes toward work in general, and overall ability to cope with work-related stressors, as well as communication with staff members had improved significantly. They also observed that inappropriate expressions of work-related stress and absence from work due to stress had decreased significantly, while the ability of staff to utilize supervisors as a resource improved significantly.

Less significant positive change was noted in staff's ability to separate home problems from job problems, in the communication between staff and administration, and in the increase in effective problems solving behaviors. Also less significant yet still positive (increased) was the ability to recognize stress and reactions to stress among staff they supervise, ability to assist staff in coping with stress and ability to help staff utilize stress in a productive way.

Exit Interviews/Qualitative Data

In addition to the quantitative data collected from the pre and posttests, the qualitative data obtained from the exit interview process with all participants is revealing (see Appendix B for this report). In general, 41 individuals participated in the exit interviews. Of these, 66 percent, or 24 people, were positive about the program. Thirteen percent were neutral, and 15% were negative about the program. Of these 15% nine (9) percent of the respondents were negative because they were strongly urged to go, even though the administration made the program voluntary.

Respondents were asked whether working at the Court was more or less stressful than working other places. Seventy-five percent of those asked said that it was more stressful, 1) because of working with the youth (13%) and 2) because of difficulties with the system (62%). Of those who said that working with the youth is the reason for the stress, the reasons centered on feeling responsible for someone's safety and on the frustration of client/parent resistance. Of those who said that stress comes from difficulty with the system, answers ranged from the politics inherent to the Court, to a perceived lack of trust of line staff, to a lack of communication between employees and administrators, particularly as it relates to requesting input from the staff and to acknowledging and supporting the hard work and effort from the staff.

Positive Gains from the Program

Results show that 88% of the workers reported positive changes from having participated in the program. Of these, 55% reported the gain as being that they realized that their stress comes from within, that they can choose to detach from the stress. While 27% said that their stress came from work, and 13% said that they could not identify any stressors, only 5% of the 41 interviewees felt that their stress came from their personal lives. They reported that one of the most useful lessons was that, in any situation, there are only three choices, to accept the situation as is, to try to change an unhappy situation or to leave the situation.

How the Court can assist in alleviating stress –

Personal

- Educate staff in more depth about the Employee Assistance Program and how to access it
- Have supervisors continue to support their workers. In this interview, most officers felt that supervisors really do attempt to understand and support workers by granting them consideration and time off.

Work-related

- Many participants said that supervisors and administrators should attend these sessions.
- Work on team building within work units. One entire probation unit attended these sessions and felt that they benefited greatly from this team experience.
- Involve the front line workers in the decision making process. Many of the staff possess advanced degrees and believe their knowledge could be put to more effective use.
- To help workers cope with the perceived problem of political appointees, acknowledge workers' contributions, particularly as they feel they are doing the work to support the political appointees and that they cannot advance in their careers because political appointees will get the promotion instead of the worker.
- Reward workers in some meaningful way, such as award ceremonies, career ladders.
- Communicate with employees about the direction of the Court, new developments.
- Communicate the results of this program to the participants.

IV. Conclusions and Analysis

As stated earlier, the change from random selection to voluntary participation made a distinct difference in the implementation and the evaluation of the project. This change made it difficult to create a control group, and made it difficult to see how more reluctant staff would receive the program. If the reactions of the staff who were “strongly encouraged” to participate are any indication, then the program might have been less effective among those individuals.

Nevertheless, the focus groups that were conducted to gather data for the initial proposal indicated high levels of stress, particularly among the detention staff. These interviews were conducted in 1999, when recently installed top-level administrators (Court

Administrator and Chief Probation Officer) brought with them a different style of management. Significantly, the year before the grant, 1998, had seen sweeping administrative changes and dismissals of key individuals from the Court. These dismissals not only impacted staff morale, but also confused staff about their roles, given that job descriptions underwent monumental change.

In 2000, and even more so in 2001, administrative changes began to plateau, and the Court began to stabilize once again. Furthermore, through an initiative with the National Juvenile Detention Association, on-site training and evaluation was provided to detention staff regarding the social climate. Staff learned techniques for improving the climate for the youthful residents, thereby improving the climate for themselves as well. Thus, by the time the program actually started, the voluntary participants to this program were probably experiencing relatively little stress, compared with stress levels in 1999.

As to how much this stress level can be generalized to other juvenile law enforcement (probation) and corrections (detention) populations, it is instructive to consider the literature and review how the results compare with previous research about stress. In a number of ways, the Probation and Detention Officers of Cuyahoga County Juvenile Court experience stressors that are similar to those of other juvenile and adult officers. For example, Corby Myers' study (1996) of juvenile corrections officers indicated that broad dimensions of stress included relationships with supervisors, the ability to participate in decision-making, while Pearlin and Schooler (1978) indicated that workers' unfulfilled expectations about using their skills on the job creates stress. These factors appear most applicable for the Detention Officers.

Other similarities exist for Cuyahoga County's Probation Officers. Factors include the lack of perceived job success, perceived career failure and clients resistant to change (Smith, 1992). Staff reportedly resign due to poor salary increases, few incentives and burnout. (Guynes, 1988). While resignation itself was not studied, staff acknowledge these factors as contributing to stress.

Furthermore, both Probation and Detention Officers acknowledge that sick days are one way to address stress, which is reflected in the research of Elkin and Rosch. Their 1990 study indicated that a full 54% of lost workdays were attributable to stress. Slate and Vogel (1997) have studied and identified the strong connection between opportunities for employee decision-making and stress reduction, yet they acknowledge that daily operations cannot always include this participation. In this sense, the Cuyahoga County work experience is like those of other law enforcement/corrections officers.

There were, however, several departures from the research, thus indicating characteristics unique to the officers at Juvenile Court. One such departure was the lack of awareness of coping techniques among adult officers reported by Veneziano (1984); officers at the Court were aware of several coping techniques through their professional training. Another difference appeared to be the impact on stress of social contact with co-workers. Myers (1997) showed this factor to make a greater difference than organizational characteristics. While co-worker interaction appears to be somewhat important in Cuyahoga County, it is apparently the frustration at not being able to use one's skills, due

to political appointments to positions and due to the lack of a career ladder, that upsets workers more.

Each of these differences may partially be attributable to the high educational levels of the Probation and Detention Officers who participated: 46.4% have at least a Bachelor's Degree, 17.9 % have some graduate work, 25% have a Master's Degree and 7.1 % have advanced professional degrees. Another explanation may be that the type of court system Ohio has, i.e., elected judges and hired staff co-existing within the same court structure, and staff serving at the pleasure of the administrative judge outside a civil service system, contributes to this source of stress. In other words, perhaps co-worker interaction becomes more important when civil service regulations govern job hirings, as in bifurcated systems where politics and administration area separate and staff are more apt to be insulated from political maneuverings, because organizational stress is minimized in these types of court systems. This theory can be explored in future projects.

Another topic that may warrant further research is the idea that personality type can affect one's stress level. In the wellness program, participants learned that interaction between individuals is most effective when the parties take personality characteristics into account, and modify their patterns of interaction to accommodate the style of the person to whom they are speaking. Conflicts can result when this habit is not practiced. What may be particularly interesting for future research is to identify the predominant personality characteristics of the workforce of an institution, and develop an organizational profile from these data. The next step might be to identify those individuals who do not fit the organizational profile of the workforce, to see if the individuals who clash the most with this profile experience the most stress.

It is interesting to note that all employees appreciated the financial wellness session. Triplett, et. al (1996) indicates that income is the only individual-level characteristic that is related to overall stress. Perhaps this finding explains why the financial session was so popular.

Albert Smith (1992) acknowledges these stressors as being inherent to the job, and emphasizes the importance of developing an identity and interests outside the job. Furthermore, interviews showed that the majority of officers (55%) either became aware or were reminded that stress is the reaction to circumstances, and that this reaction can be managed from within oneself. It is the acknowledgment of this fundamental concept that renders the program a success. In fact, it was the instruction in techniques to facilitate this kind of detachment from the job that officers valued the most. Accordingly, burnout, a symptom most likely to be impacted by relaxation techniques, is the one symptom that showed the most improvement.

Even with this qualifier, however, it appears that much can be done to enhance the job experience and render it more meaningful to the employees. Both in the quantitative (pre and posttests) data and in the qualitative (interview and focus group) data, it appears that staff really desire to be more engaged in their work.

To this end, the interviews reported that officers would have liked training in time and paperwork management. These are areas over which employees exert the most control on the job, just as is financial management is an area over which they have individual control. Employees may gain personal satisfaction from improving their own performance in these arenas.

To summarize, it appears that the program was successful in that it:

- Reminded/instructed officers that they can manage their reaction to stress, despite the external circumstances that are creating the stress.
- Instructed staff about personality differences and how these impact perceptions of events.
- Appeared to be a benefit offered by the administration to assist and support staff.
- Offered an opportunity to meet colleagues from other departments and share experiences.
- Validated that stressors were a part of the job, rather than an individual maladjustment.

To answer the question of whether or not this program would work for other juvenile probation and detention officers, it is important to note that the intention behind incorporating many facets in this program was to test these components and then identify the ones that were most effective. Thus, one would first have to identify and then select for replication what parts worked for Cuyahoga County. Section VI (“Recommendations: Programmatic, Research and Policy”) of this report provides detailed ideas for incorporating the strongest aspects of the program model. Also, one would have to separate content from structure. Nine months of programming for a full day each month seems too intensive, based on comments from staff. Thus, I would recommend this mode of training for juvenile probation and detention officers, with modifications (see Section V) and under specific conditions.

Specific Conditions: Keeping the above-listed considerations in mind, it appears that the concept of the general wellness program has a great deal of value toward reducing stress for employees, particularly if the organization has a well-educated workforce that is more likely to be receptive to new techniques for managing stress. Another consideration for replication might be that this model works best if organizational stress outweighs stress from the perceived level of job danger (worker safety). It is not certain that this model would be less effective for officers experiencing/perceiving danger, but the model was not tested on this population.

VI. Recommendations (Programmatic, Research and Policy)

Programmatic Recommendations

As stated above (Section V), the program was designed to be modified. Changes that I would recommend be made to the curriculum include:

- Combine sessions so that the alternative stress reduction techniques were presented on one day instead of three, and the various communication sessions were streamlined to avoid duplication.

- Expand the financial component. Offer more sessions and a variety of types of financial sessions (some about debt and some about investing) so that employees with different types of financial concerns could each have their needs met.
- Reduce most of the sessions to half-day sessions and not offer them on Fridays, as the level of concentration appears to diminish throughout Friday more than on other days on which the program was offered (Monday and Tuesday).
- Change the sequence of the sessions, in particular by putting the more dynamic and engaging speakers toward the beginning, followed by the low-key presenters.
- If using diverse facilitators, ensure that each facilitator speaks with the previous facilitator, to gain insight on the group's characteristics as preparation.
- When possible, use speakers who are from the justice field or who are at least familiar with the issues faced by justice personnel. Speakers from the corporate world do not appear to work as well with the officers.
- Add a session on substance abuse. In the exit interviews, several employees suggested that future wellness programs could incorporate this topic.
- Include, perhaps at the end of the program, a brief presentation from the Court's Employee Assistance Program regarding services offered and how to access them.
- Include sessions on time management and organizational skills, as well as team building.
- Include administration from various levels in the team building exercise.
- Offer the sessions on personality differences to administrators and managers, but offer it separate from staff members.
- Offer some aspects of the training (communication modules would suit this purpose) to intact work units, so that supervisors and workers can be trained together for maximum benefit.
- Offer the training in small sets of modules, so that each set of modules has a theme, i.e. a three-session communication module, an organizational skills module, for the purpose of helping staff to focus.

As noted by CLEFS project researcher Tina Mawhorr, the officers enjoyed the program immensely and did, in fact, receive benefits from their participation. Noted by Jan Nedin, while the pilot should have been mandatory, the full-scale implementation may still work best as voluntary, given the negative reaction to the program that the "coerced" staff had.

An employee steering committee is worthwhile, particularly as it embodies the concept of employee participation/input into the job as a proven stress-reducer (Slate and Vogel, 1997). To continue the concept of employee choice, perhaps the program could be divided into various tracks (e.g., finance, communication, alternative relaxation techniques, etc.) and employees could choose which track they believe would assist them the most.

Research recommendations for this project and for future projects about probation/detention officer stress would include the following:

- Allow more time for the researcher/evaluator to examine the curriculum and tailor the stress pre/posttests to this curriculum more closely and to conduct interviews and meet with the provider and the steering committee.

- Involve the researcher in the preparation of standardized pre-posttests to be administered for each session to measure knowledge gained.
- Include officers' names on the miniature pre and posttests, thereby enabling them to be used to evaluate the individualized results on the overall stress reduction test in accordance with that employee's absorption of the material presented.
- Study the long-term implications of this initiative: over time, examine whether or not employees continue utilizing the skills they were taught and whether or not these skills continue to be effective in reducing stress.
- Measure the variable of personality style on the level of stress experienced by the employee. As stated elsewhere in this report, the organizational culture may consist of a predominant set of personality traits (organizational personality profile) to the extent that those who do not exhibit those traits do not "fit in" and therefore experience more stress.
- Design a specific questionnaire for the families of officers, even though results show that families were not a significant factor in the stress of officers.
- Isolate and measure the effect of the program on employees whose whole work unit participated in the program to determine if, in fact, they benefited more from the program than those whose supervisors and unit colleagues did not participate.
- Study the effectiveness of the program for reluctant employee participants. Because of the voluntary nature of this implementation, this information was unable to be collected.
- Develop additional outcome indicators: Secure pre and post program data on youth-staff incident reports and on employee complaints about co-workers and complaints about supervisors as an additional indicator of stress levels.

Policy recommendations

Given the results of the outcome evaluation and of the exit interviews, and analyzing these results in terms of the research in this area, several policy recommendations are suggested. These recommendations focus on communication between administration, supervisors and employees, on recognizing employee effort and on seeking and using employee input in decision making in a systematized way.

More specifically:

- Conduct courtwide strategic planning to identify a clear direction for the Court. In particular, determine whether to focus more on community safety, on youth accountability or on youth rehabilitation, recognizing that each of these are legally mandated.
- Communicate this vision to employees so that they will understand their role in the system.
- Develop a mechanism for collecting data from employees on service needs for clients, on the performance of vendors used by the Court, and on procedures that may be able to be streamlined and improved.
- Develop a system for evaluating this input and, if it proves worthwhile, operationalize the idea.
- Explore the possibility of developing a quality assurance system that enables employees to receive feedback from each other on their work.

- Explore the possibility instituting a career ladder for workers, or, if this is not possible, explore the possibility of training across departments, so that employees learn new skills and do not view their jobs as a dead end.
- Communicate the results of this training to the participants.
- Conduct interactive communication training (one or two sessions) for the entire Court, including administrators, particularly as it relates to the impact of personality style on interpersonal communication.
- Find a way to reward and recognize the achievements of employees more often (as compared with the annual recognition ceremony) and more visibly (as compared with the newsletter).
- Attempt to organize occasional recreational events for staff to build camaraderie.

SUMMARY

In the exit interviews, seventy-five percent of those asked said that working at Court was more stressful than working other places, (1) because of working with the youth (13%) and (2) because of difficulties with the system (62%). Of those who said that working with the youth is the reason for the stress, the reasons centered on feeling responsible for someone's safety and on the frustration of client/parent resistance.

Of those who said that stress comes from difficulty with the system, answers included: the politics inherent to the Court (25%), a perceived lack of trust/confidence in line staff (29%), a lack of communication between employees and administrators (29%), particularly as it relates to requesting input from the staff and a lack of acknowledgement and support for the hard work and effort from the staff (9%). A small percentage (8%) cited racial tension as a perceived source of stress.

It appears that the wellness program was delivered to participants experiencing low to moderate levels of stress, indicating that individuals report experiencing overall symptoms of stress between a few times over a six-month period to once per month. The officers experience anger and anxiety symptoms, rather than physical and depressive symptoms, most often.

The program did reduce stress among employees. Because it is perceived that there is little support or "psychic income" for staff members, the wellness program filled the need for acknowledgement from the administration. It also taught new skills and gave officers the chance to network with colleagues both in and outside their departments.

However, these benefits are intrinsic to the operation of the program and may be short-lived if no further actions are taken to capitalize on the information obtained through the program. In particular, charting a clear direction for the Court, communicating with employees about this direction, involving employees in decision making whenever possible, conducting limited training for the administration (perhaps focusing on communication and personality types), and developing a means to recognize employee effort on a regular basis, would seem to go a long way to satisfying the concerns of workers as expressed in this project.

Because the participants were volunteers and because collecting the necessary demographic data on probation and detention officers nationally was beyond the scope of this program, the ability to generalize the outcomes of the program to the wider field of probation and detention officers may be limited. However, inasmuch as the literature confirms similarities between Cuyahoga County officers and officers elsewhere, implications for the field of juvenile probation and detention officers center are that stress can best be alleviated from the officers' perspective by establishing an identity outside of the job and from the Court's perspective by creating as much opportunity as possible for input from staff regarding their jobs.

VII. Brief Explanation of Expenditures

The budget consisted of line items for personnel (\$49,680 in overtime pay for relief staff in Detention Center), travel (\$1,645 for expenses incurred due to the required attendance at a Washington, D.C. CLEFS conference), and contractors (\$39,500 for the stress training provider and \$9,175 for the independent researcher). The total of the grant including fifty-percent matching local funds was \$100,000.

Due to the low attendance of Detention staff, to the choice of participating Detention staff to use their overtime hours toward time off from work, rather than seeking monetary compensation, to shift work and to the enrollment of personnel such as managers who are not subject to overtime hours, the expenditures in the personnel category are lower than anticipated. While exact dollars will be explained in a fiscal report, this category will account for the bulk of the funds that will not be drawn down.

Because the National Institute of Justice (NIJ) had required that we add a travel line item to facilitate conference attendance, we included a travel budget. Ultimately, however, the NIJ covered all of the expenses for this trip and thus, the line item remains unexpended.

The contractor who provided the training to the officers expended all but \$168 of the line item for implementation. While the budget called for \$39,500, the contractor experienced a transition in personnel before the start of the implementation, and the replacement coordinator did not actually need the remaining dollars.

The researcher, as explained in the grant, was employed full-time at another job, yet was granted flexibility in her job that enabled her to schedule vacation time and personal time to conduct research for our project. Midway through the program, however, she changed jobs. The new job allowed far less time to conduct on-site research, which impacted the use of the grant funding. Another factor, however, is that a number of the hours used in analyzing the data and preparing the report actually took place after the expiration of the grant, due to the amount of time needed for data collection. Thus, fewer dollars were expended on research than anticipated.

APPENDIX A

Cuyahoga County Juvenile Court
Comprehensive Wellness Program Evaluation

Report submitted to Cuyahoga County Juvenile Court
by
Tina L. Mawhorr, Ph.D.

*Development of a Comprehensive Wellness Program for
Juvenile Probation and Detention Officers in an Urban Juvenile Court*

Funded by the National Institute of Justice Grant Award #2000-FS-VX-KOO1

Introduction

The objectives of the outcome evaluation of the Comprehensive Wellness Program for Cuyahoga County juvenile probation and detention officers were to determine the extent to which the program: (1) increased staff morale and the level of job satisfaction, (2) increased the level of family satisfaction, (3) enhanced the ability of managers to recognize the signs of stress among officers, (4) increased managers skills/comfort in assisting officers with stress-related problems, and, (5) was an effective approach to reducing stress among juvenile probation and detention officers. This report addresses these objectives to the extent allowed by the data collected.

The original design of the evaluation included 15 probation officers and 15 detention officers who had volunteered to participate in the program (the *treatment group heretofore referred to as "program participants"*). Data were also to be collected on 30 probation and 30 detention officers not participating in the program. These individuals were to serve as the comparison or controls group. The control group would only complete the pre- and post-test surveys and their participation was to be on a voluntary basis. Given that both the program participants and control group individuals were essentially "self-selected," an effort to establish the extent to which these two groups represent the total group of 350 probation and detention officers in Cuyahoga County Juvenile Court system was proposed.

The actual data used in the evaluation included program participants only. For the pre-test/post-test comparisons, there were 20 probation officers and 9 detention officers for whom both pre- and post-test information was available. One organized attempt was made to collect all the pre-test information from program participants and control group individuals. The researcher traveled to Cleveland, was available the entire day for officers to stop by and complete the pre-test at their convenience. Pizza was offered as compensation for their time. This attempt netted 41 pre-test surveys with 34 program participants and 7 control group members. Nine (9) additional pre-test surveys from program participants were obtained by court personnel and mailed to the researcher. A total of 50 pre-test surveys were obtained. Thirty-nine (39) post-test surveys were obtained from program participants upon completion of the program. There were 10 program participants for whom

no pre-test information existed. It is these 29 cases upon which the pre-test/post-test comparisons are based. Staff obligations and limited resources precluded the collection of data as planned. The information from the post program satisfaction survey data utilized in this report includes surveys from all 39 program participants. The representativeness of the program participants, however, could not be determined given that the fundamental demographic information (e.g., age, race, sex, marital status, length of service, etc.) on the 350 officers of the court was not provided.

The items from the pre- and post-test survey instruments used to assess the outcome objectives include: (1) psychological (e.g., having difficulty concentrating or sleeping), physiological (e.g., feeling excessively tired or having recurring headaches), and behavioral (e.g., a tendency to be impatient or very irritable, patterns of tobacco or alcohol use) symptoms of stress, (2) coping behaviors (referred to in this report as *Coping Assets*) used by subjects to deal with stress and, (3) a general assessment of the work environment and job satisfaction (many items from the Maslach Burnout Inventory – questions adapted from the Federal Bureau of Prisons *Prison Social Climate Survey*). Finally, there are a few questions capturing some demographic information.

Pre-Test and Post-Test Comparisons

There were 29 cases for which both pre- and post-test information was available. All 29 cases involve individuals who participated in the program. The following information is based on these cases. Twenty (20) probation officers and 9 detention workers are included in this group. Table 1 provides a summary of demographic characteristics of this group:

Table 1: Demographics of Pre-test/Post-test Comparison Group (All Treatment Participants)

Job	<i>f</i>	%	Age	<i>f</i>	%
Probation	20	69.0	26-30	9	32.1
Detention	9	31.0	31-40	11	39.3
Total	29	100.0	41-50	7	25.0
			Over 50	1	3.6
Hispanic	<i>f</i>	%	Total	28	100.0
Yes	2	7.4	Missing	1	
No	25	92.6	<i>Mean Age =</i>	35.7	
Total	27	100.0	<i>Median Age =</i>	33.0	
Missing	2		<i>Minimum Age =</i>	27.0	
			<i>Maximum Age =</i>	52.0	
Race	<i>f</i>	%	Marital Status	<i>f</i>	%
African American/Black	13	46.4	Single/Never Married	14	50.0
White	14	50.0	Single/Divorced	3	10.7
Asian	1	3.6	Married	10	35.7
Total	28	100.0	Widowed	1	3.6
Missing	1		Total	28	100.0
			Missing	1	
Sex	<i>f</i>	%	Provide Care/Support to Others	<i>f</i>	%
Male	14	50.0	No	22	78.6
Female	14	50.0	Yes	6	21.4
Total	28	100.0	Total	28	100.0
Missing	1		Missing	1	
Highest Education Attained	<i>f</i>	%	Number of Dependent Children	<i>f</i>	%
Some College	1	3.6	0	16	57.1
Bachelor's Degree	13	46.4	1	6	21.4
Some Graduate Work	5	17.9	2	5	17.9
Master's Degree	7	25.0	3	1	3.6
Advanced Professional	2	7.1	Total	28	100.0
Total	28	100.0	Missing	1	
Missing	1				
			Average Years of Service = 7.4		
			<i>Median = 5.9 yrs</i>		
			<i>Minimum = 0.58 yrs</i>		
			<i>Maximum = 21.3 yrs</i>		

Due to the small sample size and the fact that information from the control group is unavailable, conclusive statements regarding the effectiveness of the program are not possible. The tables presented

in this report simply present the statistical significance of differences in the pre- and post-test scores among program participants for whom both pre-test and post-test results are available. The significance tests indicate whether differences in the mean pre- and post-tests scores are statistically meaningful. In the event that a difference is statistically significant, it is up to the reader to determine the extent to which the differences are substantively meaningful. In the absence of a control group, any significant changes in mean scores reflecting substantive differences cannot be unequivocally attributed to participation in the program. The items contained in each index and their reliability coefficients are found in Appendix A.

Symptoms of Stress

Examination of the pre-test mean for the overall physical and psychological symptoms of stress [Overall Stress Symptoms] in table 2 reveals that on a scale of 1 to 5 with 5 corresponding to the most frequent experiences of symptoms, the program participants experience low to moderate levels of symptoms of stress. The pre-test mean score for overall symptoms of stress is about 2.5, indicating that individuals report experiencing overall symptoms of stress between a few times over a six-month period (2.0) and once per month (3.0).

Table 2: Paired Score Comparisons of Stress Symptoms

Paired Scores	N*	Mean	s.d.	Mean Difference	df	t
<i>Overall Stress Symptoms</i>						
Pre	24	2.52	.85	.4972	23	3.990**
Post	24	2.02	.57			
<i>Physical Symptoms</i>						
Pre	28	2.27	.85	.4603	27	3.273**
Post	28	1.81	.59			
<i>Anxiety Symptoms</i>						
Pre	27	2.93	.89	.6815	26	5.063**
Post	27	2.24	.58			
<i>Depressive Symptoms</i>						
Pre	27	1.94	.91	.3333	26	2.069*
Post	27	1.60	.53			
<i>Anger</i>						
Pre	29	2.99	1.05	.6466	28	4.380**
Post	29	2.34	.77			
*significant at $\alpha < .05$						
**significant at $\alpha < .01$						

*When constructing indices, multiple items are included in the calculations. If an individual respondent fails to answer a single item included in the index, an index score cannot be computed. The small sample size precludes the procedure of substituting a mean value for missing values to increase N. This explains why the N size for any given index comparison is < 29.

Pretest measures of stress symptom types show that Anger (mean=2.99) and Anxiety (mean = 2.93) symptoms are more often experienced than Physical (mean = 2.27) and Depressive (mean = 1.94) symptoms. An inspection of the individual survey items (not shown here) indicated that respondents most frequently report experiencing a disturbed or restless sleep (mean = 4.17) and being frustrated by your job (mean = 3.86).

Significant reductions in experiencing overall physical and psychological stress symptoms are demonstrated in table 2 above. The mean value for post-test overall symptoms was reduced to a mean of about 2.02 and is significantly smaller ($\alpha < .01$) than the pre-test mean (2.52). While statistically significant, this difference is substantively small and essentially means that individuals report experiencing stress symptoms on an average closer to a few times over a six-month period rather than an average closer to that of once per month. The pre-test/post-test comparisons of the indices reflecting specific types of symptoms show that program participants report significant reductions in physical symptoms ($t = 3.273, \alpha < .01$), anxiety symptoms ($t = 5.063, \alpha < .01$), anger ($t = 4.380, \alpha < .01$), and, depressive symptoms ($t = 2.069, \alpha < .05$). The significant differences among the physical, anxiety, and anger expressions of stress can be substantively be interpreted in the same manner as the significant difference for the overall index: individuals report experiencing stress symptoms on an average closer to a few times over a six-month period on the post-test survey as compared to an average closer to that of once per month on the pre-test survey. The interpretation of the reduction in depressive symptoms of stress is that program participants report depressive symptoms on average closer to "never" (1.60) than "once over the last six months" (1.94).

While the substantive differences are small, it should be noted that court employees reported experiencing relatively few symptoms of stress in the pre-test. There was little room for improvement, yet program participants did demonstrate statistical improvement on the post-test. In the absence of a control group, it is unclear as to the exact meaning in relation to participation in the program.

Coping Assets

A series of questions reflecting characteristics of individuals and lifestyle behaviors associated with mitigating the negative impact of stress comprise the index referred to as *Coping Assets*. The

value range for this index is 1 to 7 with 7 representing higher levels of coping assets. As can be seen in table 3, the pre-test mean value for *Coping Assets* is 4.94 indicating a moderate level of coping assets on average among the 27 program participants for whom complete data on the pre- and post-test exists. The post-test mean value is 5.07 and does not represent a significant improvement among program participants upon completion of the program ($t = -1.094$, n.s.). In retrospect, the items comprising this index may not be the most representative of the program components presented to participants. Unfortunately, the program curriculum was not available at the time of the pre-test construction and the researcher was unable to incorporate items that reflected a more program specific assessment.

Table 3: Paired Score Comparisons of Coping Assets

Paired Scores	N	Mean	s.d.	Mean Difference	df	t
<i>Coping Assets</i>						
Pre	27	4.94	1.13			
Post	27	5.07	.99	-1.376	26	-1.094
<i>Family Support</i>						
Pre	28	4.86	1.66			
Post	28	5.26	1.41	-.3929	27	-1.883
<i>Health</i>						
Pre	28	4.57	1.54			
Post	28	4.68	1.43	-.1071	27	-0.5590
<i>Relaxation</i>						
Pre	27	5.05	1.61			
Post	27	5.00	1.27	.0494	26	0.2340
*significant at $\alpha < .05$						
**significant at $\alpha < .01$						

There were, however, three sets of subscales that might be considered somewhat reflective of program components. Appendix A identifies items that were used to construct a *Family Support*, *Health* and *Relaxation* indices and their corresponding reliability coefficients. Paired-Samples t-Tests were conducted on the pre- and post-test scores for these subscales, none of which resulted in statistically significant differences (*Family Support* $t = -1.883$, $df = 27$; *Health* $t = -0.5590$; $df = 27$; *Relaxation* $t = 0.2340$, $df = 26$). Again, while this may be disheartening, it must be noted that the scales were constructed *ex post facto* without having the benefit of knowing the intended program curriculum. Questions that are more program-specific may have yielded more desirable results.

Work Environment

The next set of pre-test/post-test comparisons were made on variables that measure employees' attitudes towards the work environment. The indices measuring work environment include: *Attitudes Towards Work*, *Relationships with Coworkers*, *Personal Efficacy*, and *Burnout*. As can be seen in table 4, most of the pre-test mean values for these indices show that Court employees express attitudes towards their jobs (mean = 4.56) and their relationships with co-workers (mean = 4.47) that are somewhat ambivalent, leaning towards somewhat positive. The value of 4 on the 7-point scale represents "undecided" and the value of 5 represents "somewhat agree" as responses to statements that reflect positive attitudes towards the work environment and coworkers (see items in Appendix A). The mean pre-test value for *Personal Efficacy* (mean = 4.98) reflects a slightly more positive attitude overall regarding the respondents' perception of their effectiveness in working with clients as well as their sense of accomplishment (e.g., *an ability to deal very effectively with the problems of clients, a feeling of accomplishment after working closely with clients*). The mean value for the index *Burnout* (mean = 3.58) reflects a relatively low level of burnout with employees' response mean reflecting attitudes that, overall, are between disagreement with items indicating burnout (3.0) and being unsure (4.0) as to the extent they agree with the statements (e.g., *a feeling that this job is hardening you emotionally, a feeling that you treat clients as if they were impersonal objects*).

Table 4: Paired Score Comparisons of Work Environment

Paired Scores	N	Mean	s.d.	Mean Difference	df	t
<i>Attitudes Towards Work</i>						
Pre	28	4.56	1.32	-.1020	27	-.692
Post	28	4.66	1.35			
<i>Relationships w/ Coworkers</i>						
Pre	26	4.47	1.17	-.3558	25	-1.584
Post	26	4.83	1.28			
<i>Personal Efficacy</i>						
Pre	27	4.98	.81	-.1667	26	-1.379
Post	27	5.15	.84			
<i>Burnout</i>						
Pre	23	3.58	.98	.3424	22	2.086*
Post	23	3.23	.91			
*significant at $\alpha < .05$						

Table 4 shows that only statistically significant difference in occurs for the *Burnout* index. For the *Burnout* index, lower scores are more desirable (see Appendix A for response values and direction). The post-test

mean of 3.23 is significantly smaller than the pre-test mean of 3.58 ($\alpha < .05$). While this difference is also substantively small, it does move the mean Burnout score closer to a decisive disagreement with statement indicating that the respondent is suffering from job burnout.

Work Attendance

Data regarding the number of days program participants were absent from work were provided by the Court as an objective measure of the impact of the wellness program. Only data on program participants were provided (*one program participant took 26 days family medical leave during the time of the wellness program and her data were not included in the analysis*). Once again, it must be noted that in the absence of a control group, any significant differences in the mean number of days program participants were absent from work cannot be unequivocally attributed to participation in the program.

Prior to running the Paired t-Test analysis, the data had to be standardized. The information on absenteeism for the pre-program time period reflected a three-month time period. The absenteeism data for the program period reflected the final four months of the program. Therefore, the mean number of days absent from work is presented on a "per month" basis. The mean number of days absent from work per month prior to the initiation of the program was 0.46. The mean number of days absent from work during the wellness program was 0.37. As can be seen in table 5, this difference is not statistically significant.

Table 5: Paired Score Comparisons of Work Attendance

Paired Scores	N	Mean	s.d.	Mean Difference	df	t
<i>Work Attendance</i>						
Pre	38	0.46	0.55	.0965	37	1.063
Post	38	0.37	0.40			
*significant at $\alpha < .05$						

Table 6 below presents the frequency distribution of the absenteeism data.

Table 6: Absenteeism of Program Participants

Number of days per month absent from work	Pre-Program		During Program	
	f	%	f	%
.00	17	(44.7%)	14	(36.8%)
.25	0	(0.0%)	8	(21.1%)
.33	6	(15.8%)	0	(0.0%)
.50	0	(0.0%)	8	(21.1%)
.67	5	(13.2%)	0	(0.0%)
.75	0	(0.0%)	3	(7.9%)
1.00	7	(18.4%)	3	(7.9%)
1.25	0	(0.0%)	1	(2.6%)
1.50	0	(0.0%)	1	(2.6%)
1.67	2	(5.3%)	0	(0.0%)
2.00	1	(2.6%)	0	(0.0%)
Total	38		38	

Satisfaction Survey Summary

Program participants returned thirty-nine post program satisfaction surveys. Overall, it appears that the participants enjoyed the wellness program and felt that the program was beneficial:

- **92.3% reported that they would recommend the program to other employees**
- **About 95% of the program participants found some value in the program:** 61.4% found the program to be "Very Helpful" and an additional 33.3% reported that they felt the program was "Somewhat Helpful"
- **86.8% of the respondents reported using lessons learned by the end of the program:** 31.6% of the participants reported that they had been able to apply the lessons learned from the Comprehensive Wellness program "All the Time" and an additional 55.3% felt that they had been able to apply the lessons "Now and Then"
- **89.5% of the program participants reported that they thought they would be able to continue to use the lessons learned from the wellness program in the future:** 39.5% said that they would use them "All the Time" and 50.0% said they would use them "Now and Then"

The program participants were also asked questions regarding their perceptions of improvements in specific areas. The extent to which employees felt that they experienced improved functioning varied considerably with area under consideration:

- **81.1% of the program participants felt that they had improved their ability to cope with work-related stressors:** 29.1% reported that they had improved "Greatly" and 51.4% reported improving "Some"

- **77.8% reported an improved sense of being able to identify possible solutions and solve problems:** 22.2% reported a “Greatly” improved ability and 55.6% reported “Some” improvement in this area
- **62.2% reported improved communication with other staff members:** 13.5% reporting “Greatly” improved communication with co-workers and 48.6% reporting “Some” improvement
- **58.3% of the program participants reported an improved ability to separate home and family problems from work-related problems:** 22.2% noted that they “Greatly” improved this ability and 36.1% noted “Some” improvement
- **56.8% reported increased energy levels since participating in the program:** 16.2% reported that their energy levels “Greatly” increased and 40.5% reported their energy levels had increased “Some”; 37.8% reported energy levels that had remained unchanged
- **54.1% felt that the communication between themselves and their supervisors had improved:** 13.5% improved “greatly” and 40.5% improved “Some”; 45.9% reported levels of communication between themselves and their supervisors as “Unchanged”
- **54.0% of the respondents felt that their attitudes towards work in general had improved:** 16.2% said their attitudes towards work improved “Greatly” and 37.8% reported “Some” improvement; 43.2% reported “Unchanged” attitudes towards work
- **48.6% reported that their ability to use supervisors as a resource had improved:** 13.5% improved “Greatly” and 35.1% improved “Some”; 51.4% reported that their ability to use supervisors as a resources remained “Unchanged” as a result of participating in the program
- **32.4% of the respondents believed that the amount of time they had to take off work due to stress had decreased:** 18.9% decreased “Greatly” and 13.5% believed that the amount of time they had to take off work due to stress had decreased “Some”; for 48.6% of the program participants, the amount of time they needed to take off work due to stress remained “Unchanged”

When asked about what they felt the most noticeable effects of the Comprehensive Wellness Program had been for them, the participants reported the following:

- 22.2% Problem solving abilities have increased
- 20.0% Attitude towards work have improved
- 17.1% Energy levels have increased
- 11.4% Ability to use supervision constructively has been enhanced
- 11.1% Other (*includes improvements in: overall outlook, attitude that I deserve the best, ability to deal with difficult people, ability to take care of myself*)
- 17.1% No noticeable impact

The following sections report summaries of statements provided by program participants for open-ended questions from the satisfaction survey. Please see Appendix B for presentation of complete comments.

The program participants were asked if there had been any lessons or techniques that they learned that they felt would be particularly helpful in dealing **personal problems**. Twenty-seven respondents provided comments with many comments reflecting more than a single lesson or technique. A summary of the comments are provided below:

- The various **relaxation techniques** that were taught (e.g., yoga, breathing, meditation, aromatherapy) were most often cited (mentioned 24 times)
- The second most often cited lessons involved the identification of different **personality types** and how to communicate and interact with them in a productive manner (mentioned 7 times)
- Comments made by a number of individuals reflected their new appreciation of the influence that **their own perceptions/definitions** of situations had on experiencing events/situations as stressful (noted about 6 times)
- Appreciation for the information on **diet/nutrition and exercise** was also noted (expressed in comments about 6 times)
- Other lessons or techniques that program participants found to be helpful included **anger/conflict management, additional readings suggested by program presenters and financial information** (all noted 2 times each)

The program participants were also asked if there had been any lessons or techniques that they learned that they felt would be particularly helpful in dealing **work-related problems**.

- Once again, **relaxation techniques** were mentioned most often (about 12 times)
- The identification of **personality types** and understanding why people react the way they do was the second most often noted lesson particularly helpful in dealing with work-related stressors
- **Anger management** (mentioned 4 times), **reading suggested resource material** (2 times), and **financial information** (1 notation) were also lessons or techniques noted in the comments

The types of support from the court that the program participants believed would help them most when dealing with **personal problems** included:

- More flexible work schedules (17)
- More understanding, trust and support from court administrators (9)
- Confidential referral services (4)
- Court supported relaxation/exercise programs (3)
- Court supported staff counselor (2)
- Additional suggestions included lighter caseload (1), wellness program (1), personal days (1), a comfortable lounge in which to relax (1), and money (1)

The types of support from the court that the program participants believed would help them most when dealing with *work-related problems* included:

- Understanding, trust and support from court administrators (7)
- Mediation (4)
- Staff Counselors (4)
- More flexible schedules (4)
- Communication about direction of agency, more staff, less administrative staff, listening with positive resolutions, networking with other detention officers in other counties, and the need for the administration to be responsive were also issues mentioned by individuals in the comments regarding the types of support the court could provide in dealing with work related problems

Respondents were then asked what type(s) of support the court has already delivered. Twenty-five respondents provided comments. The following set of bullets summarize these comments:

- A number of individuals felt that no support had been provided (13)
- The wellness program was noted as the only or limited support provided by the court (6)
- Support of court-sponsored recreation (softball and YMCA)
- Individual respondents noted performance plans, FMLA, and insurance covering mental health

The final comments and suggestions offered by the program participants are presented in their entirety below:

Table 7 : General Comments

<ul style="list-style-type: none"> ▪ I feel the program is very helpful, but should not forget new employees as part of their training, or just a requirement for the newer workers. Secondly, I would suggest that the day should be cut in half, conduct the meeting 4 hours a day instead of 8 hours This would keep the interest present rather than losing interest throughout the day ▪ I would like a second part program for previous participant with new topic, fresh presenters ▪ Eliminate the movie that was mid-way the session; that was boring and wasteful ▪ A speaker should have at least two sessions not just one; The mind-body -spirit with Roger was the best! Asses information as far as time-management and org. skills ▪ The administration needs to attend the program ▪ Most helpful was Roger Kravitz component. It's important to feel and be healthy; Least imp: 3 sessions on anger management/conflict resolution; The sessions could have been condensed into one ▪ Better use of time. I felt condescended to the first 3 sessions...More time spent on relationship building strategies; Also I would have liked more time spent on financial matters; Overall I thought the wellness plan was extremely helpful ▪ Good idea; the wellness program - but the stress on being there at 8 a.m. when caught in rush hour traffic increased stress ▪ I enjoyed the program and would like to see it continue for myself; It made me think and look inside of myself; It helped me have a better understanding of people & various personalities; Some great reading was suggested; I de-stressed and lightened up; I started paying myself as the financial planner suggested ▪ Wellness was very enjoyable; The presenters were very good and included us in their sessions; I would recommend this for everyone that is serious about going; The people that signed up but didn't show really missed out; It was also great to meet others from different departments ▪ It was an overall good experience ▪ Every session of the program was a help to me. If offered again, I would like to participate again; If there are any programs that will enhance me please feel free to let me know about them; Thank you again ▪ Have a beginning of session, middle of session and evaluation session for finance - books to research & Your best speakers were the last two; they should have moved to the top of the list to provide more support in keeping the group together-more people would have stayed if the last 2 had been first ▪ Least Helpful - Roger Kravitz; Most helpful - Ilinda Reese; Helpful to get away from the court environ. into a diff. setting. (The setting was beautiful/relaxing right by the lake!) People you work w/ tend to view you in a diff. light when not in work environment ▪ Expand on the financial section; The court should help employees get involved in an exercise program that promotes health and wellness

Supervisor Post-Program Satisfaction Survey

Five program satisfaction surveys were completed and returned by supervisors. First, supervisors were asked to describe the changes they had observed among employees who participated in the Comprehensive Wellness program. Table 7 summarizes their responses:

Table 7: Supervisors Observed Changes in Program Participants

Supervisors observed changes in program participants:	
[Response scale for first five items: 1= Declined Greatly; 3 = No Change; 5 = Improved Greatly]	Mean
▪ Attitudes towards work in general	4.20
▪ Staff's overall ability to cope with work-related stressors	4.40
▪ Staff's ability to separate home and family problems from job-related problems	3.60
▪ Communication between staff members	4.00
▪ Communication between staff and administration	3.60
[Response scale for next five items: 1= Decreased Greatly; 3 = No Change; 5 = Increased Greatly]	
▪ Inappropriate or unproductive expressions of work-related stress	2.20
▪ Absences from work due to stress	2.20
▪ Effective problem solving behaviors	3.20
▪ The energy levels of staff who participated	3.80
▪ Conversations between staff members that are more positive in nature	3.80
▪ The ability of staff to utilize supervisors as a resource	4.00

When asked about the overall most noticeable effect that the program had on employees, supervisors noted different prominent effects.

- 2 supervisors noted that problem-solving abilities had increased
- 1 supervisor noted that improved attitudes towards work was the most notable effect
- 1 supervisor noted that increased energy levels among staff had been the noticeable effect (*there was one missing response to this question*)

Supervisors were then asked to respond to questions specifically relating to the material on *Stress Management for Supervisors*. Table 8 summarizes their responses.

Table 8: Extent Material on Stress Management for Supervisors was Able to Improve Employee Performance

Extent material on Stress Management for Supervisors was able to improve:	
[Response scale: 1 = No improvement; 4 = Improved Greatly]	Mean
▪ ability to recognize stress and reactions to stress among staff you supervise	3.60
▪ ability to assist your staff in coping with stress	3.60
▪ ability to help staff utilize stress in a productive way	3.40

The supervisors' overall rating of the program was quite high:

- All five supervisors (100%) said that they would recommend the session on Supervisor Training on Stress Management to other supervisors
- Four out of five (80.0%) supervisors said that they would utilize the lessons learned from the Supervisor Training on Stress Management "All the Time" ; the fifth supervisor responded that he/she would use the lessons "Now and Then"
- Four out of five (80.0%) supervisors rated the information provided by the session Supervisor Training on Stress Management as "Very Helpful" ; the fifth supervisor rated the session as "Somewhat Helpful"

Finally, three supervisors provided comments. They are presented verbatim below:

- *I thought it was quite enlightening and useful. It should be considered in the future for continued programming through juvenile court.*
- *Management style and (Myers-Brigg) personality information quite helpful to be re-educated. Several sessions/workshops attended in the past on those subjects and quite enlightening to hear about them again, make comparisons of the info from materials (available) in the past.*
- *All the sessions chosen were helpful. I enjoyed the enthusiastic delivery of the material. In the way of improvements you might consider increasing the number of sessions during the month, but shortening the day. More time to practice what we learned!*

Conclusion

It is important to remember that the data used in this analysis were collected from program participants only. Any statistically significant and substantively meaningful improvements among the participants cannot be unequivocally attributed to the wellness program. Without a comparison group, the threats to internal validity of the study cannot be ruled out as factors wholly or partially responsible for the improvements. For example, without a control group, there is no way to observe the potential effects that historic events such as those occurring on September 11, 2001 may have had on the stress levels of program participants. Similarly, there is no way to control for the potential effects of the economic recession experienced in the late fall of 2001 on the employees' perceptions of the work environment. With the layoffs occurring in the fall and winter of 2001, in the public (state, county, and city levels) as well as private sectors, employees may have experienced changes in perceptions of their work environment unrelated to program participation. For example, the statistically significant but substantively small differences in stress symptom indices and the burnout index may have taken on new meaning had pre-test/post-test comparisons for a control group demonstrated increased stress symptoms or decreased job satisfaction that had been caused by stress and trauma associated with the events of September 11th and consequences of a slowing economy. Therefore, any conclusions (positive or negative regarding program effectiveness) drawn from this data must be considered with caution.

To briefly summarize the impression of the data in relation to the objectives of the outcome evaluation:

- ***Increased staff morale and level of job satisfaction:***
 - Pre-test/post-test comparisons show small but statistically significant improvements among program participants with respect to a reduction in job *Burnout*. The other indices of *Work Environment* did not show significant improvement.
 - Satisfaction surveys suggest high levels of satisfaction with the program with the majority of program participants reporting perceived improvements in ability to cope with work related stressors (81%), improved ability to identify possible solutions and solve problems (78%), improved communication with other staff members (62%), increased energy levels (57%), improved communication between themselves and their supervisors (54%), and improved attitudes towards work in general (54%).

▪ ***Increased level of family satisfaction:***

- Data from family members were not collected, however, a subscale of the *Coping Assets* regarding the perceived support of family members but did not indicate a significant change.
- Post-program satisfaction surveys show that 58% of program participants reported an improved ability to separate home and family problems from work-related problems.

▪ ***Enhanced ability of managers to recognize the signs of stress among officers/
Increased manager skill and comfort in assisting officers with stress-related problems:***

- Data from the post-program satisfaction survey indicate that all five (5) of the supervisors felt that their ability to recognize stress and reactions to stress among staff had improved, as had their ability to assist staff in coping with stress and their ability to help staff utilize stress in a productive way.

▪ ***Effective approach to reducing stress among juvenile probation and detention officers:***

- Pre-test/post-test comparison of stress symptoms indicate small but statistically significant reductions with respect to overall symptoms of stress as well as for the four subscales: anger, anxiety, physical and depressive symptoms.
- Comparison of the average number of days per month employees were absent from work during a pre-program period with absenteeism during the program did not result in a significant improvement in attendance. However, the post-program satisfaction survey showed that about thirty-two percent (32.4%) of program participants reported that they believed that the amount of time they had to take off work due to stress had decreased.

Overall, it appears that while there is not strong statistical support to indicate that the program is a highly effective in accomplishing the objectives set forth, the post-program satisfaction surveys suggest that probation and detention officers, as well as the supervisors, enjoyed the program and felt that they did, in fact, gain benefits from participating in the wellness program.

APPENDIX A:
Indices and Reliabilities

Following the work of Britton (1997),^{*} indices were created by adding related items and dividing by the total number of items included in each index. Cronbach alpha coefficients are provided. Minimum and maximum value potentials are parenthetically referenced below each index.

Table 1-A: Index Items, Reliabilities, and Value Range

<p>Physical Symptoms ($\alpha = .88$) Recurring headaches A stomach problem related to digestion Muscle aches Back problems (for example, lower back pain, muscle spasms) A feeling of being weak all over Pains or pounding in your heart or chest Feelings of faintness or dizziness Feelings of low energy or being slowed down A feeling of being so restless you couldn't sit still</p> <p>(1 = no symptoms; 5 = highest level of symptoms)</p>	<p>Attitudes Towards Work ($\alpha = .88$) I have a good opinion of Cuyahoga County Juvenile Court most of the time Most of the time, things at my job run very smoothly I am usually satisfied with my job If I continue to work with juvenile offenders, I would prefer to remain in Cuyahoga County I would like to continue working at my present job My job suits me very well My job is usually worthwhile</p> <p>(1 = Least favorable attitude; 7 = Most favorable attitude)</p>
<p>Anxiety Symptoms ($\alpha = .90$) A poor appetite A disturbed or restless sleep A concern that something is wrong with your body A feeling of tenseness or anxiety A difficulty in concentrating A feeling that you are worrying too much Personal worries that bothered you A feeling of worry about your family A feeling of worry about money problems Feelings of being trapped or caught</p> <p>(1 = no symptoms; 5 = highest level of symptoms)</p>	<p>Relationships w/ Coworkers ($\alpha = .74$) The staff here cooperate to get the work done A feeling that your work-related ideas and opinions are valued by others A feeling that you work well with your coworkers A feeling that you can communicate effectively with your coworkers</p> <p>(1 = Least favorable attitude; 7 = Most favorable attitude)</p>
<p>Depressive Symptoms ($\alpha = .91$) A feeling of hopelessness A feeling of worthlessness A feeling of depression A feeling that nothing turns out right for you A wondering if anything is worthwhile A feeling that everything is going wrong A loss of sexual interest or pleasure Thoughts of ending your life</p> <p>(1 = no symptoms; 5 = highest level of symptoms)</p>	<p>Personal Efficacy $\alpha = .86$ An ability to deal very effectively with the problems of clients A feeling you are positively influencing people's lives through your work A feeling of accomplishment after working closely with clients A feeling that you can easily create a relaxed atmosphere with clients</p> <p>(1 = Least efficacy; 7 = Most efficacy)</p>
<p>Anger ($\alpha = .80$) A feeling of being frustrated by your job A feeling of being very angry A feeling of being very annoyed or irritated A tendency to be impatient</p> <p>(1 = no symptoms; 5 = highest level of symptoms)</p>	<p>Burnout ($\alpha = .78$) A feeling of worry that this job is hardening you emotionally A feeling that you are working too hard on your job A feeling of being emotionally drained at the end of the workday A feeling that you treat some clients as if they were impersonal objects A feeling that working with people all day is really a strain for you A feeling that your ideas and feelings are misunderstood A feeling that you've become more harsh toward people since you took this job A feeling of being fatigued when you get up in the morning and have to face another day on the job</p> <p>(1 = Most symptoms of burnout; 7 = Least symptoms of burnout)</p>
<p>Overall Symptoms = all of the above items (1 = no symptoms; 5 = highest level of symptoms)</p>	<p>Coping (see next page)</p>

^{*} Britton, D.M. (1997). Perceptions of the work environment among correctional officers: Do race and sex matter? *Criminology*, 35(2), 85-105.

Coping ($\alpha = .79$)

I exercise to the point of perspiration at least twice a week *
I am in good health (including eyesight, hearing, teeth) *
I choose foods that are low in fat, sugar, and salt*
I actively pursue a hobby▲
I do something I really enjoy which is 'just for me' during the course of an average week▲
There is a place in my environment where I can go relax and/or be by myself▲
I get strength from my spiritual beliefs

(1 = Strongly Disagree; 5 = Strongly Agree)
High values representing strong coping assets
*Part of Health subscale ($\alpha = .61$)
▲ Items comprise Relaxation Subscale ($\alpha = .79$)

I have one or more friends with whom I can share job-related matters
I am able to speak openly about everything with my family*
Our family tries new ways of dealing with problems*
I have a supportive family*
Interacting with family and friends is a great source of enjoyment for me
I belong to a social activity group that meets regularly (other than my family)
I have adequate income to meet my basic expenses

*Items Comprising Family Support ($\alpha = .79$)

Caveat: The items measuring the symptoms of stress for the pre-test ranged from 1-7. An error on the post-test Excel document caused the response set for these items on the post-test to be restricted to a range of 1-5. In order to compare the pre-test and post-test scores, pre-test responses of 6 or 7 were recoded to 5. The statistical impact of this error is to potentially reduce the size of the mean pre-test score. The pre-test/post-test comparisons of stress symptoms, therefore, must be perceived as conservative estimates of the differences in mean scores.

Appendix B: Post-Program Satisfaction Survey

Attitudes towards work in general have:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Declined Greatly	1 3.8%	0 0.0%	1 2.7%
Declined Some	0 0.0%	0 0.0%	0 0.0%
Remained Unchanged	12 46.2%	4 36.4%	16 43.2%
Improved Some	9 34.6%	5 45.5%	14 37.8%
Improved Greatly	4 15.4%	2 18.2%	6 16.2%
Total	26	11	37

Your ability to separate home and family problems from job-related problems have:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	1 9.1%	1 2.8%
Declined Greatly	0 0.0%	0 0.0%	0 0.0%
Declined Some	1 4.0%	0 0.0%	1 2.8%
Remained Unchanged	10 40.0%	3 27.3%	13 36.1%
Improved Some	9 36.0%	4 36.4%	13 36.1%
Improved Greatly	5 20.0%	3 27.3%	8 22.2%
Total	25	11	36

Communication with other staff members has:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Declined Greatly	0 0.0%	0 0.0%	0 0.0%
Declined Some	0 0.0%	1 9.1%	1 2.7%
Remained Unchanged	11 42.3%	2 18.2%	13 35.1%
Improved Some	12 46.2%	6 54.5%	18 48.6%
Improved Greatly	3 11.5%	2 18.2%	5 13.5%
Total	26	11	37

Your overall ability to cope with work-related stressors has:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Declined Greatly	0 0.0%	0 0.0%	0 0.0%
Declined Some	0 0.0%	0 0.0%	0 0.0%
Remained Unchanged	5 19.2%	2 18.2%	7 18.9%
Improved Some	13 50.0%	6 54.5%	19 51.4%
Improved Greatly	8 30.8%	3 27.3%	11 29.7%
Total	26	11	37

Your ability to identify possible solutions and solve problems has:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Declined Greatly	0 0.0%	0 0.0%	0 0.0%
Declined Some	0 0.0%	0 0.0%	0 0.0%
Remained Unchanged	7 28.0%	1 9.1%	8 22.2%
Improved Some	12 48.0%	8 72.7%	20 55.6%
Improved Greatly	6 24.0%	2 18.2%	8 22.2%
Total	25	11	36

The amount of time you have had to take off work due to stress has:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	1 9.1%	1 2.7%
Decreased Greatly	3 11.5%	4 36.4%	7 18.9%
Decreased Some	3 11.5%	2 18.2%	5 13.5%
Remained Unchanged	15 57.7%	3 27.3%	18 48.6%
Increased Some	4 15.4%	1 9.1%	5 13.5%
Increased Greatly	1 3.8%	0 0.0%	1 2.7%
Total	26	11	37

Your energy levels have:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Decreased Greatly	0 0.0%	0 0.0%	0 0.0%
Decreased Some	2 7.7%	0 0.0%	2 5.4%
Remained Unchanged	9 34.6%	5 45.5%	14 37.8%
Increased Some	10 38.5%	5 45.5%	15 40.5%
Increased Greatly	5 19.2%	1 9.1%	6 16.2%
Total	26	11	37

Overall, what has been the most noticeable effect upon you as a participant in the Comprehensive Wellness Program?

	Probation	Detention	TOTAL
Attitude toward work has improved	4 16.7%	3 27.3%	7 20.0%
My energy levels have increased	4 16.7%	2 18.2%	6 17.1%
My ability to use supervision constructively has been enhanced	3 12.5%	1 9.1%	4 11.4%
My problem solving abilities have increased	7 29.2%	1 9.1%	8 22.9%
Other*	2 8.3%	2 18.2%	4 11.4%
No noticeable impact	4 16.7%	2 18.2%	6 17.1%
Total	24	11	35

*See following table

Other overall most noticeable effects of program:

I have learned & acted on taking better care of myself. Hopefully making me a better PO
My attitude that I deserve the best has improved.
Improved ability to deal with difficult people
My overall outlook changed some

Communication between you and your supervisor has:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Declined Greatly	0 0.0%	0 0.0%	0 0.0%
Declined Some	0 0.0%	0 0.0%	0 0.0%
Remained Unchanged	13 50.0%	4 36.4%	17 45.9%
Improved Some	9 34.6%	6 54.5%	15 40.5%
Improved Greatly	4 15.4%	1 9.1%	5 13.5%
Total	26	11	37

Your ability to use supervisors as resources has:

	Probation	Detention	TOTAL
Unable to Determine	0 0.0%	0 0.0%	0 0.0%
Decreased Greatly	0 0.0%	0 0.0%	0 0.0%
Decreased Some	0 0.0%	0 0.0%	0 0.0%
Remained Unchanged	14 53.8%	5 45.5%	19 51.4%
Increased Some	8 30.8%	5 45.5%	13 35.1%
Increased Greatly	4 15.4%	1 9.1%	5 13.5%
Total	26	11	37

Would you recommend the program to other employees?

	Probation	Detention	TOTAL
Yes	24 88.9%	12 100.0%	36 92.3%
No	3 11.1%	0 0.0%	3 7.7%
Total	27	12	39

To what extent have you applied the lessons learned from the Comprehensive Wellness Program?

	Probation	Detention	TOTAL
Never	2 7.4%	0 0.0%	2 5.3%
Rarely	2 7.4%	1 9.1%	3 7.9%
Now & Then	15 55.6%	6 54.5%	21 55.3%
All the Time	8 29.6%	4 36.4%	12 31.6%
Total	27	11	38

To what extent are you likely to apply the lessons learned from the Comprehensive Wellness Program in the future?

	Probation	Detention	TOTAL
Never	1 3.7%	0 0.0%	1 2.6%
Rarely	3 11.1%	0 0.0%	3 7.9%
Now & Then	12 44.4%	7 63.6%	19 50.0%
All the Time	11 40.7%	4 36.4%	15 39.5%
Total	27	11	38

Overall, how would you rate the information provided by the Comprehensive Wellness Program?

	Probation	Detention	TOTAL
Total Waste of Time	0 0.0%	0 0.0%	0 0.0%
Not Very Helpful	2 7.4%	0 0.0%	2 5.1%
Somewhat Helpful	8 29.6%	5 41.7%	13 33.3%
Very Helpful	17 63.0%	7 58.3%	24 61.5%
Total	27	12	39

Comments regarding the question "Were there any lessons/techniques you learned that you feel will be particularly helpful in dealing with personal stressors?"

- Breathing, yoga, exercise programs regularly
- Breathing techniques
- Learn to identify each problem, realize the different stressors/personalities and deal with it calmly
- All of them. Communication, etc.
- That you are the cause of your own stress.
- Breathing; anger/conflict management styles; knowledge of personality styles
- Relaxation breathing technique/yoga movements
- Yes with Ilinda, she was able to help me focus on what is best for me regarding a relationship w/ a friend that needed to end
- Spiritual, meditation, yoga, aroma therapy
- Recognizing personalities; how people act & react; adjust accordingly relaxation techniques
- Have since started taking yoga class. I am reading material suggested by the presenters
- Finance-being reminded that all people do not think/react the same "dove, peacocks..."
- Continue to read the book - Who Moved My Cheese
- Diet/nutrition; exercise; mind-body connection
- Learning my personality type; Learning my personality type
- Understanding better personality types which increased my understanding of others and therefore helps reduce stress
- Meditation
- Learning how to relax breathing and exercising
- Deep breathing techniques
- Some of the yoga activities, particularly the mindful eating. Also personality identification exercises
- I must first help myself in order to be a help to any one else
- Yes the problem was me
- Meditation, budgeting (money/time), nutrition
- Spiritual, meditation, yoga, aroma therapy
- Taking time out for myself - to stop and relax
- Mind-body connections and anger/conflict management
- Taking charge of your own life. Responding to things more positively

Comments regarding the question: *Were there any lessons/techniques you learned that you feel will be particularly helpful in dealing with work-related stressors?*

- Relationship strategies; personality types; who moved my cheese book
- Learned through R. Kravitz that it is very important to take a few minutes each day to meditate, gather your thoughts and relax
- Relaxation breathing technique
- Spiritual, meditation, yoga, aroma therapy
- Yoga - How to communicate effectively with troubled client or an explosive situation
- Find quiet time and remove myself from the job; re-read the book Who Moved My Cheese
- Meditation
- Learning how to communicate w/ others. Primarily, based on understanding their personality and how/why they respond
- Incorporating time outs or short breaks to help relieve stress; also better financial organization
- Anger management techniques
- I read some great books that were referred dealing with change
- Yes, w/ Roger he was able to teach me good techniques to use when I'm feeling stressed out
- Breathing; anger/conflict management styles; knowledge of personality styles
- How to successfully interact with other personalities
- Some of the yoga activities, particularly the mindful eating. Also personality identification exercises
- Anger management helped me communicate effectively with others in a positive way instead of a negative way
- Meditation, nutrition, conflict resolution
- Learning the different styles of employee using the owl and peacock method knowing one's own ability and reason why they do what they do
- 3 choices stated by Ilinda Reese
- Remain calm. Work through it

Comments regarding the question: *What type(s) of support from the Court do you believe would help you most when you are experiencing personal problems?*

- More flexible work schedules for all employees; to sponsor similar wellness services; personal day off w/ or w/o pay just to get away from work
- I would like for the court to offer their complete understanding whatever the persons problem may be
- Don't know - they have the EAP program
- Flexible work schedule; Lounge with comfortable seating for breaks
- Pretty sufficient now
- Not sure - try to keep personal problems at home
- "Understanding" from upper management and "trust"
- To address/solve problems-not just put to side and tell us its being worked on; Admin that care and will solve problems expressed by workers; We need to feel like we have someone who is working for us and to help us and will help us
- My supervisor is very supportive and has compromised things w/ me when needed
- Flexible work sch.; more empathy from sup. and admin.; more money; Give us what we have earned/deserve versus what they think we should get b/c of politics/egos
- Flexible work schedule; lighter caseload; more understanding from admin
- Flexible work schedules to deal with personal problems. Additional support services for realizing and exercising
- 4 day work weeks; to get rid of late night hours and to provide more services to the clients
- Certainly more flexible schedules would be helpful but having a staff counselor would be a great idea and openly publicizing it
- More flexible work schedule with the use of comp time
- Not feeling that I can take a day off or even be ill. Feeling guilty about taking a vacation. More confidential referral services for specific personal work related issues
- Flexible work schedules & staffing to allow time off w/o guilt
- Most admin. appears to be supportive when employees are experiencing personal problems; Flex or comp time would be nice due to putting in extra hrs at times
- Flexible work schedules
- More flexible work schedules
- Flexible schedules, referral services
- More flexible work schedules
- These should be programs that are available to the court staff : exercising programs and counselors, referral services - to help employees deal with any issue
- Staff counselor
- More flexible schedule, referral services or individual from the wellness counseling such as Roger Kravits
- Flexible work schedule
- Sources for help and support
- Flexible work schedules; flexible supervisors - more understanding
- Support would be good from unit manager
- Varies from dept. to dept. I usually refrain from sharing personal problems at work

Comments regarding the question: *What type(s) of support from the Court do you believe would help you most when you are experiencing work-related problems?*

- Request conference time with employee; request employee work on a performance plan for improvement
- To make sure they are behind me 100% and to make a good decision based upon the character of myself as well as the evidence presented
- Mediation that is conducted by a NEUTRAL non-discriminatory party
- Caring supervision; staff counselor that keeps info confidential
- Pretty sufficient now
- Staff counselors may be helpful in dealing with work-related problems. To have a roundtable discussion w/ everyone (all dept.) may help - to discuss solutions not just problems
- "Understanding and trust"
- My supervisor is very supportive and has worked with me when needed
- More support and understanding; backing up their own personnel versus going against them and siding with clients
- Staff counselor
- Work related problems should be mediated
- More support from mngt.; better communication as to what direction the court is going as opposed to just leaving staff to speculate
- A different supervisor
- A better (more positive) attitude towards staff
- Have not had the need in the past 1.5 years
- Just to be able to work together to set up a rational plan that is good for both parties; TRUST YOUR EMPLOYEES
- Staff counselor; Mediation services
- Flexible work schedules
- More flexible work schedules; more staff; less administrative positions
- Staff counselor and any program to help you deal with problems concerning your work
- Mediation services
- Listening with positive resolutions
- Flexible work schedule
- Networking with other county DO in other counties
- Flexible work schedules; more respect and understanding of my position and responsibilities
- The court as a whole responds poorly in this area. They often ignore small problems and they then become bigger problems

Comments regarding the question: *To date, what type(s) of support has the Court delivered?*

- Supportive county sponsored events such as softball team
- None, because I try not to place myself in the position to have to need the support
- NON-they act like staff needs are not important to them. NON-they act like staff needs are not important to them
- None
- Verbal discussions; goal setting; Plans for improved performance as opposed to discipline
- This wellness training I believe there is counseling available through a referral process - I'm not sure
- None
- None except a venting experience
- The court does not give support
- None that will help people out with their problems. In fact, they are making it worse with inconsistent policy changes!
- FMLA, but little other support; admin is too removed from employees, they disregard their ideas & feelings
- Unable to answer; no major problems experienced; In the past, the court has sponsored reduced prices at the YMCA
- The best thing done was the wellness program
- Chance for advancement
- What support?
- Wellness program - Health insurance that provides for mental health issues
- Have not had to use
- None, I love my job but there are no incentives. Moral needs to increase around CcofC; The admin always asks us our opinions but never makes any positive changes that the POs express
- None outside of wellness
- I would have to say by allowing us to take off that one day for wellness and paying us for it
- Nothing
- Having the wellness program was a start. Other than that, none
- None
- Zero, nada, zip, none. The court (specifically) the previous court admin. & his cronies attempted to destroy a carefully built and well earned career and livelihood
- This program was a good start, but the court needs to engage in an on-going wellness program for all employees and administration

General Comments

- I feel the program is very helpful, but should not forget new employees as part of their training, or just a requirement for the newer workers. Secondly, I would suggest that the day should be cut in half, conduct the meeting 4 hours a day instead of 8 hours This would keep the interest present rather than losing interest throughout the day
- I would like a second part program for previous participant with new topic, fresh presenters
- Eliminate the movie that was mid-way the session; that was boring and wasteful
- A speaker should have at least two sessions not just one; The mind-body -spirit with Roger was the best! Asses information as far as time-management and org. skills
- The administration needs to attend the program
- Most helpful was Roger Kravitz component. It's important to feel and be healthy; Least imp: 3 sessions on anger management/conflict resolution; The sessions could have been condensed into one
- Better use of time. I felt condescended to the first 3 sessions...More time spent on relationship building strategies; Also I would have liked more time spent on financial matters; Overall I thought the wellness plan was extremely helpful
- Good idea; the wellness program - but the stress on being there at 8 a.m. when caught in rush hour traffic increased stress
- I enjoyed the program and would like to see it continue for myself; It made me think and look inside of myself; It helped me have a better understanding of people & various personalities; Some great reading was suggested; I de-stressed and lightened up; I started paying myself as the financial planner suggested
- Wellness was very enjoyable; The presenters were very good and included us in their sessions; I would recommend this for everyone that is serious about going; The people that signed up but didn't show really missed out; It was also great to meet others from different departments
- It was an overall good experience
- Every session of the program was a help to me. If offered again, I would like to participate again; If there are any programs that will enhance me please feel free to let me know about them; Thank you again
- Have a beginning of session, middle of session and evaluation session for finance - books to research & Your best speakers were the last two; they should have moved to the top of the list to provide more support in keeping the group together-more people would have stayed if the last 2 had been first
- Least Helpful - Roger Kravitz; Most helpful - Ilinda Reese; Helpful to get away from the court environ. into a diff. setting. (The setting was beautiful/relaxing right by the lake!) People you work w/ tend to view you in a diff. light when not in work environment
- Expand on the financial section; The court should help employees get involved in an exercise program that promotes health and wellness

APPENDIX C:
Frequency Distributions of Items Comprising Work Environment Scales

I have a good opinion of Cuyahoga County Juvenile Court most of the time

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	6 19.4%	3 14.3%	9 17.3%	5 18.5%	5 18.5%
2 Disagree	4 12.9%	3 14.3%	7 13.5%	3 11.1%	3 11.1%
3 Somewhat Disagree	5 16.1%	1 4.8%	6 11.5%	4 14.8%	3 11.1%
4 Undecided	6 19.4%	4 19.0%	10 19.2%	5 18.5%	5 18.5%
5 Somewhat Agree	3 9.7%	6 28.6%	9 17.3%	3 11.1%	6 22.2%
6 Agree	7 22.6%	2 9.5%	9 17.3%	7 25.9%	5 18.5%
7 Strongly Agree	0 0.0%	2 9.5%	2 3.8%	0 0.0%	0 0.0%
Total	31	21	52	27	27

Most of the time, things at my job run very smoothly

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	2 6.5%	4 19.0%	6 11.5%	4 14.8%	2 7.4%
2 Disagree	3 9.7%	1 4.8%	4 7.7%	0 0.0%	1 3.7%
3 Somewhat Disagree	7 22.6%	0 0.0%	7 13.5%	5 18.5%	4 14.8%
4 Undecided	4 12.9%	0 0.0%	4 7.7%	3 11.1%	1 3.7%
5 Somewhat Agree	8 25.8%	11 52.4%	19 36.5%	10 37.0%	14 51.9%
6 Agree	7 22.6%	5 23.8%	12 23.1%	5 18.5%	5 18.5%
7 Strongly Agree	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total	31	21	52	27	27

I am usually satisfied with my job

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	0 0.0%	3 13.6%	3 5.7%	2 7.4%	2 7.4%
2 Disagree	3 9.7%	0 0.0%	3 5.7%	2 7.4%	1 3.7%
3 Somewhat Disagree	4 12.9%	2 9.1%	6 11.3%	3 11.1%	5 18.5%
4 Undecided	2 6.5%	3 13.6%	5 9.4%	4 14.8%	1 3.7%
5 Somewhat Agree	14 45.2%	8 36.4%	22 41.5%	9 33.3%	10 37.0%
6 Agree	6 19.4%	4 18.2%	10 18.9%	6 22.2%	8 29.6%
7 Strongly Agree	2 6.5%	2 9.1%	4 7.5%	1 3.7%	0 0.0%
Total	31	22	53	27	27

If I continue to work with juvenile offenders, I would prefer to remain in Cuyahoga County

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	0 0.0%	3 14.3%	3 5.8%	2 7.4%	2 7.4%
2 Disagree	4 12.9%	0 0.0%	4 7.7%	2 7.4%	1 3.7%
3 Somewhat Disagree	3 9.7%	1 4.8%	4 7.7%	3 11.1%	2 7.4%
4 Undecided	6 19.4%	5 23.8%	11 21.2%	6 22.2%	6 22.2%
5 Somewhat Agree	7 22.6%	3 14.3%	10 19.2%	3 11.1%	5 18.5%
6 Agree	7 22.6%	4 19.0%	11 21.2%	6 22.2%	6 22.2%
7 Strongly Agree	4 12.9%	5 23.8%	9 17.3%	5 18.5%	5 18.5%
Total	31	21	52	27	27

I would rather be stationed here than any other juvenile court I know about

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	2 6.5%	3 14.3%	5 9.6%	3 11.1%	N/A
2 Disagree	1 3.2%	0 0.0%	1 1.9%	1 3.7%	N/A
3 Somewhat Disagree	3 9.7%	0 0.0%	3 5.8%	3 11.1%	N/A
4 Undecided	13 41.9%	7 33.3%	20 38.5%	8 29.6%	N/A
5 Somewhat Agree	3 9.7%	3 14.3%	6 11.5%	3 11.1%	N/A
6 Agree	5 16.1%	5 23.8%	10 19.2%	6 22.2%	N/A
7 Strongly Agree	4 12.9%	3 14.3%	7 13.5%	3 11.1%	N/A
Total	31	21	52	27	N/A

*Question does not appear on post-test

I would like to continue working at my present job

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	3 9.7%	2 9.5%	5 9.6%	3 11.1%	4 15.4%
2 Disagree	2 6.5%	1 4.8%	3 5.8%	2 7.4%	0 0.0%
3 Somewhat Disagree	4 12.9%	0 0.0%	4 7.7%	3 11.1%	1 3.8%
4 Undecided	5 16.1%	3 14.3%	8 15.4%	1 3.7%	5 19.2%
5 Somewhat Agree	6 19.4%	5 23.8%	11 21.2%	7 25.9%	7 26.9%
6 Agree	9 29.0%	5 23.8%	14 26.9%	10 37.0%	5 19.2%
7 Strongly Agree	2 6.5%	5 23.8%	7 13.5%	1 3.7%	4 15.4%
Total	31	21	52	27	26

I would be more satisfied with some other job than I am with my present job

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	1 3.2%	2 9.5%	3 5.8%	1 3.7%	1 3.8%
2 Disagree	6 19.4%	3 14.3%	9 17.3%	5 18.5%	5 19.2%
3 Somewhat Disagree	3 9.7%	0 0.0%	3 5.8%	1 3.7%	1 3.8%
4 Undecided	6 19.4%	2 9.5%	8 15.4%	3 11.1%	9 34.6%
5 Somewhat Agree	5 16.1%	5 23.8%	10 19.2%	6 22.2%	3 11.5%
6 Agree	5 16.1%	5 23.8%	10 19.2%	5 18.5%	2 7.7%
7 Strongly Agree	5 16.1%	4 19.0%	9 17.3%	6 22.2%	5 19.2%
Total	31	21	52	27	26

My job is usually interesting to me

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	0 0.0%	2 9.5%	2 3.8%	1 3.7%	N/A
2 Disagree	1 3.2%	2 9.5%	3 5.8%	1 3.7%	N/A
3 Somewhat Disagree	0 0.0%	1 4.8%	1 1.9%	1 3.7%	N/A
4 Undecided	3 9.7%	2 9.5%	5 9.6%	4 14.8%	N/A
5 Somewhat Agree	12 38.7%	4 19.0%	16 30.8%	7 25.9%	N/A
6 Agree	11 35.5%	6 28.6%	17 32.7%	8 29.6%	N/A
7 Strongly Agree	4 12.9%	4 19.0%	8 15.4%	5 18.5%	N/A
Total	31	21	52	27	N/A

*Question does not appear on post-test

My job suits me very well

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	1 3.2%	2 10.0%	3 5.9%	1 3.7%	2 7.7%
2 Disagree	0 0.0%	1 5.0%	1 2.0%	0 0.0%	1 3.8%
3 Somewhat Disagree	2 6.5%	1 5.0%	3 5.9%	2 7.4%	3 11.5%
4 Undecided	3 9.7%	2 10.0%	5 9.8%	4 14.8%	4 15.4%
5 Somewhat Agree	9 29.0%	6 30.0%	15 29.4%	6 22.2%	6 23.1%
6 Agree	12 38.7%	5 25.0%	17 33.3%	9 33.3%	9 34.6%
7 Strongly Agree	4 12.9%	3 15.0%	7 13.7%	5 18.5%	1 3.8%
Total	31	20	51	27	26

My job is usually worthwhile

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	0 0.0%	2 9.1%	2 3.8%	1 3.7%	0 0.0%
2 Disagree	2 6.5%	0 0.0%	2 3.8%	1 3.7%	1 3.7%
3 Somewhat Disagree	2 6.5%	3 13.6%	5 9.4%	3 11.1%	2 7.4%
4 Undecided	2 6.5%	1 4.5%	3 5.7%	1 3.7%	5 18.5%
5 Somewhat Agree	7 22.6%	3 13.6%	10 18.9%	5 18.5%	8 29.6%
6 Agree	14 45.2%	10 45.5%	24 45.3%	13 48.1%	10 37.0%
7 Strongly Agree	4 12.9%	3 13.6%	7 13.2%	3 11.1%	1 3.7%
Total	31	22	53	27	27

If I have a chance, I will change to some other job at the same rate of pay here

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	2 6.5%	1 4.5%	3 5.7%	3 11.1%	N/A
2 Disagree	5 16.1%	2 9.1%	7 13.2%	3 11.1%	N/A
3 Somewhat Disagree	3 9.7%	0 0.0%	3 5.7%	1 3.7%	N/A
4 Undecided	9 29.0%	5 22.7%	14 26.4%	6 22.2%	N/A
5 Somewhat Agree	5 16.1%	6 27.3%	11 20.8%	5 18.5%	N/A
6 Agree	5 16.1%	3 13.6%	8 15.1%	6 22.2%	N/A
7 Strongly Agree	2 6.5%	5 22.7%	7 13.2%	3 11.1%	N/A
Total	31	22	53	27	N/A

*Question does not appear on post-test

I am currently looking for or considering another job outside of juvenile justice

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	5 16.1%	6 27.3%	11 20.8%	5 18.5%	6 22.2%
2 Disagree	6 19.4%	0 0.0%	6 11.3%	2 7.4%	2 7.4%
3 Somewhat Disagree	1 3.2%	2 9.1%	3 5.7%	0 0.0%	3 11.1%
4 Undecided	4 12.9%	7 31.8%	11 20.8%	5 18.5%	4 14.8%
5 Somewhat Agree	3 9.7%	2 9.1%	5 9.4%	4 14.8%	5 18.5%
6 Agree	7 22.6%	2 9.1%	9 17.0%	6 22.2%	4 14.8%
7 Strongly Agree	5 16.1%	3 13.6%	8 15.1%	5 18.5%	3 11.1%
Total	31	22	53	27	27

There are job advancement opportunities for me here

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	8 25.8%	5 23.8%	13 25.0%	7 25.9%	8 29.6%
2 Disagree	9 29.0%	2 9.5%	11 21.2%	6 22.2%	4 14.8%
3 Somewhat Disagree	1 3.2%	3 14.3%	4 7.7%	2 7.4%	8 29.6%
4 Undecided	3 9.7%	4 19.0%	7 13.5%	4 14.8%	2 7.4%
5 Somewhat Agree	5 16.1%	5 23.8%	10 19.2%	3 11.1%	2 7.4%
6 Agree	4 12.9%	1 4.8%	5 9.6%	4 14.8%	3 11.1%
7 Strongly Agree	1 3.2%	1 4.8%	2 3.8%	1 3.7%	0 0.0%
Total	31	21	52	27	27

My supervisor demonstrates sensitivity to such personal needs as shift and leave requests by fairly balancing them with the needs of the facility/clients

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	1 3.2%	1 4.5%	2 3.8%	1 3.7%	1 3.7%
2 Disagree	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%
3 Somewhat Disagree	3 9.7%	2 9.1%	5 9.4%	2 7.4%	3 11.1%
4 Undecided	1 3.2%	1 4.5%	2 3.8%	1 3.7%	3 11.1%
5 Somewhat Agree	2 6.5%	2 9.1%	4 7.5%	2 7.4%	4 14.8%
6 Agree	9 29.0%	9 40.9%	18 34.0%	7 25.9%	5 18.5%
7 Strongly Agree	15 48.4%	7 31.8%	22 41.5%	14 51.9%	9 33.3%
Total	31	22	53	27	27

I receive the kind of training that I need to perform my work well

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	3 9.7%	4 19.0%	7 13.5%	3 11.1%	N/A
2 Disagree	3 9.7%	0 0.0%	3 5.8%	3 11.1%	N/A
3 Somewhat Disagree	9 29.0%	2 9.5%	11 21.2%	5 18.5%	N/A
4 Undecided	4 12.9%	2 9.5%	6 11.5%	1 3.7%	N/A
5 Somewhat Agree	6 19.4%	5 23.8%	11 21.2%	5 18.5%	N/A
6 Agree	6 19.4%	6 28.6%	12 23.1%	9 33.3%	N/A
7 Strongly Agree	0 0.0%	2 9.5%	2 3.8%	1 3.7%	N/A
Total	31	21	52	27	N/A

*Question does not appear on post-test

Training provided for this job has improved my job skills

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	4 12.9%	6 27.3%	10 18.9%	4 14.8%	N/A
2 Disagree	8 25.8%	1 4.5%	9 17.0%	5 18.5%	N/A
3 Somewhat Disagree	3 9.7%	2 9.1%	5 9.4%	1 3.7%	N/A
4 Undecided	3 9.7%	2 9.1%	5 9.4%	4 14.8%	N/A
5 Somewhat Agree	10 32.3%	6 27.3%	16 30.2%	9 33.3%	N/A
6 Agree	3 9.7%	5 22.7%	8 15.1%	4 14.8%	N/A
7 Strongly Agree	0 0.0%	0 0.0%	0 0.0%	0 0.0%	N/A
Total	31	22	53	27	N/A

*Question does not appear on post-test

My training has helped me to work effectively with clients

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	3 9.7%	5 23.8%	8 15.4%	3 11.1%	N/A
2 Disagree	6 19.4%	0 0.0%	6 11.5%	4 14.8%	N/A
3 Somewhat Disagree	4 12.9%	2 9.5%	6 11.5%	1 3.7%	N/A
4 Undecided	2 6.5%	3 14.3%	5 9.6%	4 14.8%	N/A
5 Somewhat Agree	7 22.6%	5 23.8%	12 23.1%	7 25.9%	N/A
6 Agree	8 25.8%	4 19.0%	12 23.1%	7 25.9%	N/A
7 Strongly Agree	1 3.2%	2 9.5%	3 5.8%	1 3.7%	N/A
Total	31	21	52	27	N/A

*Question does not appear on post-test

The training programs offered do not prepare me or help me to deal with situations that arise on the job

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	2 6.5%	1 4.8%	3 5.8%	3 11.1%	N/A
2 Disagree	2 6.5%	3 14.3%	5 9.6%	1 3.7%	N/A
3 Somewhat Disagree	8 25.8%	2 9.5%	10 19.2%	6 22.2%	N/A
4 Undecided	6 19.4%	6 28.6%	12 23.1%	7 25.9%	N/A
5 Somewhat Agree	7 22.6%	6 28.6%	13 25.0%	6 22.2%	N/A
6 Agree	3 9.7%	0 0.0%	3 5.8%	1 3.7%	N/A
7 Strongly Agree	3 9.7%	3 14.3%	6 11.5%	3 11.1%	N/A
Total	31	21	52	27	N/A

*Question does not appear on post-test

The institution's executive staff support training programs

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	4 12.9%	5 23.8%	9 17.3%	4 14.8%	N/A
2 Disagree	5 16.1%	1 4.8%	6 11.5%	3 11.1%	N/A
3 Somewhat Disagree	2 6.5%	1 4.8%	3 5.8%	1 3.7%	N/A
4 Undecided	7 22.6%	3 14.3%	10 19.2%	8 29.6%	N/A
5 Somewhat Agree	5 16.1%	5 23.8%	10 19.2%	4 14.8%	N/A
6 Agree	7 22.6%	5 23.8%	12 23.1%	6 22.2%	N/A
7 Strongly Agree	1 3.2%	1 4.8%	2 3.8%	1 3.7%	N/A
Total	31	21	52	27	N/A

*Question does not appear on post-test

The work load here is manageable

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	7 22.6%	3 14.3%	10 19.2%	7 25.9%	1 3.7%
2 Disagree	7 22.6%	0 0.0%	7 13.5%	5 18.5%	4 14.8%
3 Somewhat Disagree	3 9.7%	2 9.5%	5 9.6%	1 3.7%	4 14.8%
4 Undecided	3 9.7%	0 0.0%	3 5.8%	3 11.1%	3 11.1%
5 Somewhat Agree	9 29.0%	5 23.8%	14 26.9%	7 25.9%	8 29.6%
6 Agree	2 6.5%	9 42.9%	11 21.2%	3 11.1%	5 18.5%
7 Strongly Agree	0 0.0%	2 9.5%	2 3.8%	1 3.7%	2 7.4%
Total	31	21	52	27	27

The staff here effectively manage the work load

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	6 19.4%	2 9.1%	8 15.1%	6 22.2%	N/A
2 Disagree	3 9.7%	1 4.5%	4 7.5%	3 11.1%	N/A
3 Somewhat Disagree	5 16.1%	3 13.6%	8 15.1%	6 22.2%	N/A
4 Undecided	3 9.7%	0 0.0%	3 5.7%	2 7.4%	N/A
5 Somewhat Agree	10 32.3%	3 13.6%	13 24.5%	7 25.9%	N/A
6 Agree	3 9.7%	9 40.9%	12 22.6%	3 11.1%	N/A
7 Strongly Agree	1 3.2%	4 18.2%	5 9.4%	0 0.0%	N/A
Total	31	22	53	27	N/A

*Question does not appear on post-test

The staff here cooperate to get the work done

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	5 16.1%	3 13.6%	8 15.1%	7 25.9%	2 7.4%
2 Disagree	1 3.2%	0 0.0%	1 1.9%	0 0.0%	3 11.1%
3 Somewhat Disagree	1 3.2%	3 13.6%	4 7.5%	4 14.8%	4 14.8%
4 Undecided	1 3.2%	0 0.0%	1 1.9%	0 0.0%	3 11.1%
5 Somewhat Agree	12 38.7%	7 31.8%	19 35.8%	9 33.3%	7 25.9%
6 Agree	10 32.3%	7 31.8%	17 32.1%	7 25.9%	7 25.9%
7 Strongly Agree	1 3.2%	2 9.1%	3 5.7%	0 0.0%	1 3.7%
Total	31	22	53	27	27

There are enough staff here to get the work done

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	14 45.2%	4 18.2%	18 34.0%	12 44.4%	N/A
2 Disagree	7 22.6%	4 18.2%	11 20.8%	5 18.5%	N/A
3 Somewhat Disagree	4 12.9%	1 4.5%	5 9.4%	2 7.4%	N/A
4 Undecided	1 3.2%	1 4.5%	2 3.8%	0 0.0%	N/A
5 Somewhat Agree	2 6.5%	6 27.3%	8 15.1%	4 14.8%	N/A
6 Agree	2 6.5%	3 13.6%	5 9.4%	1 3.7%	N/A
7 Strongly Agree	1 3.2%	3 13.6%	4 7.5%	3 11.1%	N/A
Total	31	22	53	27	N/A

*Question does not appear on post-test

Responses to the following 15 items followed the question: *During the past six months, how often have you experienced:*

An ability to deal effectively with the problems of clients

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	0 0.0%	1 4.8%	1 1.9%	0 0.0%	0 0.0%
2 Very Rarely	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3 Rarely	2 6.5%	0 0.0%	2 3.8%	1 3.8%	1 3.7%
4 Now and Then	1 3.2%	1 4.8%	2 3.8%	1 3.8%	4 14.8%
5 Often	10 32.3%	7 33.3%	17 32.7%	9 34.6%	11 40.7%
6 Very Often	18 58.1%	7 33.3%	25 48.1%	14 53.8%	11 40.7%
7 All the Time	0 0.0%	5 23.8%	5 9.6%	1 3.8%	0 0.0%
Total	31	21	52	26	27

A feeling that you are positively influencing other people's lives through your work.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	1 3.2%	1 4.8%	2 3.8%	0 0.0%	0 0.0%
2 Very Rarely	1 3.2%	0 0.0%	1 1.9%	0 0.0%	1 3.7%
3 Rarely	3 9.7%	1 4.8%	4 7.7%	1 3.8%	1 3.7%
4 Now and Then	6 19.4%	2 9.5%	8 15.4%	6 23.1%	5 18.5%
5 Often	13 41.9%	8 38.1%	21 40.4%	9 34.6%	13 48.1%
6 Very Often	6 19.4%	7 33.3%	13 25.0%	9 34.6%	6 22.2%
7 All the Time	1 3.2%	2 9.5%	3 5.8%	1 3.8%	1 3.7%
Total	31	21	52	26	27

A feeling that you've become more harsh toward people since you took this job.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	3 9.7%	4 19.0%	7 13.5%	4 15.4%	4 15.4%
2 Very Rarely	3 9.7%	2 9.5%	5 9.6%	3 11.5%	5 19.2%
3 Rarely	10 32.3%	5 23.8%	15 28.8%	10 38.5%	9 34.6%
4 Now and Then	12 38.7%	5 23.8%	17 32.7%	7 26.9%	7 26.9%
5 Often	1 3.2%	2 9.5%	3 5.8%	0 0.0%	1 3.8%
6 Very Often	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%
7 All the Time	2 6.5%	3 14.3%	5 9.6%	0 0.0%	0 0.0%
Total	31	21	52	26	26

A feeling of worry that this job is hardening you emotionally.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	3 10.0%	4 19.0%	7 13.7%	4 16.0%	3 11.5%
2 Very Rarely	2 6.7%	1 4.8%	3 5.9%	2 8.0%	6 23.1%
3 Rarely	9 30.0%	4 19.0%	13 25.5%	9 36.0%	9 34.6%
4 Now and Then	9 30.0%	4 19.0%	13 25.5%	2 8.0%	6 23.1%
5 Often	4 13.3%	4 19.0%	8 15.7%	3 12.0%	2 7.7%
6 Very Often	2 6.7%	4 19.0%	6 11.8%	4 16.0%	0 0.0%
7 All the Time	1 3.3%	0 0.0%	1 2.0%	1 4.0%	0 0.0%
Total	30	21	51	25	26

A feeling of accomplishment after working closely with clients.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	1 3.2%	1 4.8%	2 3.8%	0 0.0%	0 0.0%
2 Very Rarely	2 6.5%	1 4.8%	3 5.8%	1 3.8%	1 3.8%
3 Rarely	6 19.4%	1 4.8%	7 13.5%	5 19.2%	2 7.7%
4 Now and Then	7 22.6%	5 23.8%	12 23.1%	7 26.9%	8 30.8%
5 Often	7 22.6%	4 19.0%	11 21.2%	5 19.2%	10 38.5%
6 Very Often	6 19.4%	6 28.6%	12 23.1%	7 26.9%	5 19.2%
7 All the Time	2 6.5%	3 14.3%	5 9.6%	1 3.8%	0 0.0%
Total	31	21	52	26	26

A feeling that you are working too hard on your job.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	0 0.0%	3 15.0%	3 5.9%	0 0.0%	1 4.0%
2 Very Rarely	3 9.7%	2 10.0%	5 9.8%	5 20.0%	2 8.0%
3 Rarely	6 19.4%	4 20.0%	10 19.6%	5 20.0%	4 16.0%
4 Now and Then	8 25.8%	4 20.0%	12 23.5%	5 20.0%	9 36.0%
5 Often	3 9.7%	3 15.0%	6 11.8%	3 12.0%	6 24.0%
6 Very Often	8 25.8%	2 10.0%	10 19.6%	4 16.0%	3 12.0%
7 All the Time	3 9.7%	2 10.0%	5 9.8%	3 12.0%	0 0.0%
Total	31	20	51	25	25

A feeling that you can easily create a relaxed atmosphere with clients.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	0 0.0%	1 4.8%	1 1.9%	0 0.0%	0 0.0%
2 Very Rarely	1 3.2%	1 4.8%	2 3.8%	1 3.8%	0 0.0%
3 Rarely	1 3.2%	2 9.5%	3 5.8%	2 7.7%	2 8.0%
4 Now and Then	6 19.4%	3 14.3%	9 17.3%	6 23.1%	5 20.0%
5 Often	12 38.7%	5 23.8%	17 32.7%	9 34.6%	7 28.0%
6 Very Often	11 35.5%	6 28.6%	17 32.7%	8 30.8%	10 40.0%
7 All the Time	0 0.0%	3 14.3%	3 5.8%	0 0.0%	1 4.0%
Total	31	21	52	26	25

A feeling of being emotionally drained at end of the workday.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Never	0 0.0%	1 4.8%	1 1.9%	0 0.0%	N/A
2 Very Rarely	1 3.2%	1 4.8%	2 3.8%	1 3.8%	N/A
3 Rarely	3 9.7%	2 9.5%	5 9.6%	2 7.7%	N/A
4 Now and Then	9 29.0%	9 42.9%	18 34.6%	11 42.3%	N/A
5 Often	9 29.0%	3 14.3%	12 23.1%	4 15.4%	N/A
6 Very Often	5 16.1%	2 9.5%	7 13.5%	4 15.4%	N/A
7 All the Time	4 12.9%	3 14.3%	7 13.5%	4 15.4%	N/A
Total	31	21	52	26	N/A

*Question does not appear on post-test

A feeling that you treat clients as if they were impersonal objects.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	11 35.5%	7 33.3%	18 34.6%	10 38.5%	11 42.3%
2 Very Rarely	8 25.8%	2 9.5%	10 19.2%	3 11.5%	4 15.4%
3 Rarely	6 19.4%	5 23.8%	11 21.2%	4 15.4%	4 15.4%
4 Now and Then	5 16.1%	4 19.0%	9 17.3%	8 30.8%	5 19.2%
5 Often	1 3.2%	2 9.5%	3 5.8%	1 3.8%	1 3.8%
6 Very Often	0 0.0%	1 4.8%	1 1.9%	0 0.0%	1 3.8%
7 All the Time	31 11	21 7	52 18	0 0.0%	0 0.0%
Total	35.5%	33.3%	34.6%	26	26

A feeling that working with people all day is a strain for you.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	8 26.7%	2 10.0%	10 20.0%	7 26.9%	8 30.8%
2 Very Rarely	6 20.0%	6 30.0%	12 24.0%	7 26.9%	6 23.1%
3 Rarely	8 26.7%	4 20.0%	12 24.0%	3 11.5%	4 15.4%
4 Now and Then	5 16.7%	4 20.0%	9 18.0%	4 15.4%	5 19.2%
5 Often	1 3.3%	3 15.0%	4 8.0%	3 11.5%	1 3.8%
6 Very Often	2 6.7%	0 0.0%	2 4.0%	2 7.7%	2 7.7%
7 All the Time	0 0.0%	1 5.0%	1 2.0%	0 0.0%	0 0.0%
Total	30	20	50	26	26

A feeling of being fatigued in the morning and have to face another day on the job.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	4 12.9%	2 9.5%	6 11.5%	4 15.4%	3 11.5%
2 Very Rarely	3 9.7%	5 23.8%	8 15.4%	3 11.5%	5 19.2%
3 Rarely	8 25.8%	3 14.3%	11 21.2%	4 15.4%	4 15.4%
4 Now and Then	11 35.5%	5 23.8%	16 30.8%	8 30.8%	9 34.6%
5 Often	2 6.5%	2 9.5%	4 7.7%	3 11.5%	3 11.5%
6 Very Often	0 0.0%	3 14.3%	3 5.8%	2 7.7%	1 3.8%
7 All the Time	3 9.7%	1 4.8%	4 7.7%	2 7.7%	1 3.8%
Total	31	21	52	26	26

A feeling that your work-related ideas and opinions are valued by others.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	3 10.0%	2 9.5%	5 9.8%	4 16.0%	3 11.5%
2 Very Rarely	3 10.0%	2 9.5%	5 9.8%	4 16.0%	1 3.8%
3 Rarely	5 16.7%	1 4.8%	6 11.8%	3 12.0%	3 11.5%
4 Now and Then	12 40.0%	5 23.8%	17 33.3%	7 28.0%	7 26.9%
5 Often	3 10.0%	6 28.6%	9 17.6%	3 12.0%	7 26.9%
6 Very Often	4 13.3%	3 14.3%	7 13.7%	3 12.0%	4 15.4%
7 All the Time	0 0.0%	2 9.5%	2 3.9%	1 4.0%	1 3.8%
Total	30	21	51	25	26

A feeling that your ideas and feelings are misunderstood.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	2 6.7%	2 9.5%	4 7.8%	2 7.7%	0 0.0%
2 Very Rarely	3 10.0%	2 9.5%	5 9.8%	3 11.5%	3 11.5%
3 Rarely	8 26.7%	4 19.0%	12 23.5%	4 15.4%	12 46.2%
4 Now and Then	11 36.7%	7 33.3%	18 35.3%	12 46.2%	5 19.2%
5 Often	3 10.0%	4 19.0%	7 13.7%	2 7.7%	5 19.2%
6 Very Often	2 6.7%	2 9.5%	4 7.8%	3 11.5%	0 0.0%
7 All the Time	1 3.3%	0 0.0%	1 2.0%	0 0.0%	1 3.8%
Total	30	21	51	26	26

A feeling that you work well with co-workers.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2 Very Rarely	0 0.0%	1 4.8%	1 1.9%	1 3.8%	1 3.8%
3 Rarely	0 0.0%	1 4.8%	1 1.9%	1 3.8%	1 3.8%
4 Now and Then	4 12.9%	1 4.8%	5 9.6%	3 11.5%	4 15.4%
5 Often	11 35.5%	5 23.8%	16 30.8%	9 34.6%	7 26.9%
6 Very Often	10 32.3%	6 28.6%	16 30.8%	10 38.5%	9 34.6%
7 All the Time	6 19.4%	7 33.3%	13 25.0%	2 7.7%	4 15.4%
Total	31	21	52	26	26

A feeling that you can communicate effectively with your co-workers.

	ALL RESPONDENTS			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	0 0.0%	1 4.8%	1 1.9%	0 0.0%	0 0.0%
2 Very Rarely	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
3 Rarely	0 0.0%	2 9.5%	2 3.8%	2 7.7%	1 3.8%
4 Now and Then	3 9.7%	1 4.8%	4 7.7%	2 7.7%	2 7.7%
5 Often	10 32.3%	5 23.8%	15 28.8%	9 34.6%	8 30.8%
6 Very Often	12 38.7%	5 23.8%	17 32.7%	11 42.3%	11 42.3%
7 All the Time	6 19.4%	7 33.3%	13 25.0%	2 7.7%	3 11.5%
Total	31	21	52	26	26

**APPENDIX D:
Symptoms of Stress**

For the following set of questions, individuals were asked to rate how often during the past 6 months they have experienced:

Recurring Headaches

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	6 18.8%	3 12.5%	9 16.1%	4 14.3%	10 37.0%
2 A Few Times	8 25.0%	7 29.2%	15 26.8%	9 32.1%	10 37.0%
3 Once a Month	3 9.4%	5 20.8%	8 14.3%	4 14.3%	4 14.8%
4 A Few Times a Month	11 34.4%	2 8.3%	13 23.2%	5 17.9%	2 7.4%
5 Once a Week	1 3.1%	2 8.3%	3 5.4%	3 10.7%	1 3.7%
6 A Few Times a Week	3 9.4%	5 20.8%	8 14.3%	3 10.7%	0 0.0%
7 Every Day	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total	32	24	56	28	27

A poor appetite

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	16 48.5%	7 30.4%	23 41.1%	15 51.7%	14 53.8%
2 A Few Times	7 21.2%	8 34.8%	15 26.8%	8 27.6%	9 34.6%
3 Once a Month	0 0.0%	1 4.3%	1 1.8%	0 0.0%	0 0.0%
4 A Few Times a Month	4 12.1%	3 13.0%	7 12.5%	2 6.9%	2 7.7%
5 Once a Week	1 3.0%	0 0.0%	1 1.8%	1 3.4%	1 3.8%
6 A Few Times a Week	4 12.1%	3 13.0%	7 12.5%	2 6.9%	0 0.0%
7 Every Day	1 3.0%	1 4.3%	2 3.6%	1 3.4%	0 0.0%
Total	33	23	56	29	26

Please note: Due to an error on the post-test survey, only the first 5 rather than all 7 response categories were available to respondents. As a result, the pre-test responses of "6" and "7" were recoded as "5" for statistical comparison. See text of report for effect.

A disturbed or restless sleep.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	2 6.1%	2 9.1%	4 7.3%	3 10.3%	3 11.1%
2 A Few Times	9 27.3%	5 22.7%	14 25.5%	5 17.2%	10 37.0%
3 Once a Month	1 3.0%	1 4.5%	2 3.6%	1 3.4%	7 25.9%
4 A Few Times a Month	9 27.3%	6 27.3%	15 27.3%	9 31.0%	6 22.2%
5 Once a Week	0 0.0%	2 9.1%	2 3.6%	1 3.4%	1 3.7%
6 A Few Times a Week	7 21.2%	4 18.2%	11 20.0%	6 20.7%	0 0.0%
7 Every Day	5 15.2%	2 9.1%	7 12.7%	4 13.8%	0 0.0%
Total	33	22	55	29	27

A concern that something is wrong with your body.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	8 25.0%	8 36.4%	16 29.6%	6 21.4%	6 22.2%
2 A Few Times	14 43.8%	8 36.4%	22 40.7%	15 53.6%	15 55.6%
3 Once a Month	2 6.3%	0 0.0%	2 3.7%	1 3.6%	4 14.8%
4 A Few Times a Month	3 9.4%	0 0.0%	3 5.6%	2 7.1%	2 7.4%
5 Once a Week	1 3.1%	3 13.6%	4 7.4%	0 0.0%	0 0.0%
6 A Few Times a Week	4 12.5%	3 13.6%	7 13.0%	2 7.1%	0 0.0%
7 Every Day	32 8	22 8	54 16	2 7.1%	0 0.0%
Total	25.0%	36.4%	29.6%	28	27

A feeling of tenseness or anxiety.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	3 9.1%	3 13.6%	6 10.9%	2 6.9%	3 11.1%
2 A Few Times	10 30.3%	6 27.3%	16 29.1%	10 34.5%	16 59.3%
3 Once a Month	1 3.0%	1 4.5%	2 3.6%	0 0.0%	3 11.1%
4 A Few Times a Month	8 24.2%	3 13.6%	11 20.0%	7 24.1%	4 14.8%
5 Once a Week	3 9.1%	2 9.1%	5 9.1%	3 10.3%	1 3.7%
6 A Few Times a Week	7 21.2%	4 18.2%	11 20.0%	6 20.7%	0 0.0%
7 Every Day	1 3.0%	3 13.6%	4 7.3%	1 3.4%	0 0.0%
Total	33	22	55	29	27

A feeling of hopelessness.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	17 51.5%	11 47.8%	28 50.0%	15 51.7%	18 66.7%
2 A Few Times	7 21.2%	4 17.4%	11 19.6%	7 24.1%	4 14.8%
3 Once a Month	1 3.0%	1 4.3%	2 3.6%	1 3.4%	3 11.1%
4 A Few Times a Month	3 9.1%	2 8.7%	5 8.9%	2 6.9%	2 7.4%
5 Once a Week	3 9.1%	1 4.3%	4 7.1%	2 6.9%	0 0.0%
6 A Few Times a Week	1 3.0%	3 13.0%	4 7.1%	1 3.4%	0 0.0%
7 Every Day	1 3.0%	1 4.3%	2 3.6%	1 3.4%	0 0.0%
Total	33	23	56	29	27

A difficulty in concentrating.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	6 18.8%	5 21.7%	11 20.0%	5 17.2%	8 29.6%
2 A Few Times	16 50.0%	4 17.4%	20 36.4%	13 44.8%	13 48.1%
3 Once a Month	2 6.3%	2 8.7%	4 7.3%	3 10.3%	4 14.8%
4 A Few Times a Month	6 18.8%	5 21.7%	11 20.0%	4 13.8%	2 7.4%
5 Once a Week	0 0.0%	2 8.7%	2 3.6%	2 6.9%	0 0.0%
6 A Few Times a Week	1 3.1%	4 17.4%	5 9.1%	1 3.4%	0 0.0%
7 Every Day	1 3.1%	1 4.3%	2 3.6%	1 3.4%	0 0.0%
Total	32	23	55	29	27

A feeling of worthlessness.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	23 74.2%	16 69.6%	39 72.2%	20 74.1%	20 74.1%
2 A Few Times	3 9.7%	2 8.7%	5 9.3%	3 11.1%	5 18.5%
3 Once a Month	3 9.7%	2 8.7%	5 9.3%	2 7.4%	2 7.4%
4 A Few Times a Month	0 0.0%	1 4.3%	1 1.9%	0 0.0%	0 0.0%
5 Once a Week	0 0.0%	1 4.3%	1 1.9%	1 3.7%	0 0.0%
6 A Few Times a Week	2 6.5%	0 0.0%	2 3.7%	0 0.0%	0 0.0%
7 Every Day	0 0.0%	1 4.3%	1 1.9%	1 3.7%	0 0.0%
Total	31	23	54	27	27

A stomach problem related to digestion.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	18 54.5%	10 43.5%	28 50.0%	17 58.6%	16 59.3%
2 A Few Times	8 24.2%	4 17.4%	12 21.4%	5 17.2%	5 18.5%
3 Once a Month	2 6.1%	3 13.0%	5 8.9%	2 6.9%	5 18.5%
4 A Few Times a Month	2 6.1%	0 0.0%	2 3.6%	0 0.0%	1 3.7%
5 Once a Week	0 0.0%	1 4.3%	1 1.8%	1 3.4%	0 0.0%
6 A Few Times a Week	2 6.1%	3 13.0%	5 8.9%	2 6.9%	0 0.0%
7 Every Day	1 3.0%	2 8.7%	3 5.4%	2 6.9%	0 0.0%
Total	33	23	56	29	27

Muscle aches.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	9 27.3%	4 17.4%	13 23.2%	6 20.7%	12 44.4%
2 A Few Times	8 24.2%	4 17.4%	12 21.4%	4 13.8%	7 25.9%
3 Once a Month	2 6.1%	1 4.3%	3 5.4%	2 6.9%	4 14.8%
4 A Few Times a Month	6 18.2%	7 30.4%	13 23.2%	7 24.1%	4 14.8%
5 Once a Week	3 9.1%	0 0.0%	3 5.4%	3 10.3%	0 0.0%
6 A Few Times a Week	4 12.1%	4 17.4%	8 14.3%	6 20.7%	0 0.0%
7 Every Day	1 3.0%	3 13.0%	4 7.1%	1 3.4%	0 0.0%
Total	33	23	56	29	27

Back problems (for example, lower back pain, muscle spasms).

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	8 24.2%	6 26.1%	14 25.0%	6 20.7%	7 25.9%
2 A Few Times	7 21.2%	3 13.0%	10 17.9%	6 20.7%	8 29.6%
3 Once a Month	2 6.1%	2 8.7%	4 7.1%	2 6.9%	5 18.5%
4 A Few Times a Month	5 15.2%	4 17.4%	9 16.1%	4 13.8%	6 22.2%
5 Once a Week	1 3.0%	2 8.7%	3 5.4%	3 10.3%	1 3.7%
6 A Few Times a Week	7 21.2%	4 17.4%	11 19.6%	7 24.1%	0 0.0%
7 Every Day	3 9.1%	2 8.7%	5 8.9%	1 3.4%	0 0.0%
Total	33	23	56	29	27

A feeling of depression.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	12 36.4%	6 27.3%	18 32.7%	9 31.0%	10 37.0%
2 A Few Times	10 30.3%	6 27.3%	16 29.1%	10 34.5%	9 33.3%
3 Once a Month	2 6.1%	2 9.1%	4 7.3%	2 6.9%	5 18.5%
4 A Few Times a Month	3 9.1%	4 18.2%	7 12.7%	4 13.8%	1 3.7%
5 Once a Week	1 3.0%	0 0.0%	1 1.8%	1 3.4%	2 7.4%
6 A Few Times a Week	4 12.1%	1 4.5%	5 9.1%	1 3.4%	0 0.0%
7 Every Day	1 3.0%	3 13.6%	4 7.3%	2 6.9%	0 0.0%
Total	33	22	55	29	27

A feeling that you are worrying too much.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	9 27.3%	6 26.1%	15 26.8%	8 27.6%	3 11.1%
2 A Few Times	6 18.2%	5 21.7%	11 19.6%	5 17.2%	16 59.3%
3 Once a Month	0 0.0%	0 0.0%	0 0.0%	5 17.2%	4 14.8%
4 A Few Times a Month	5 15.2%	3 13.0%	8 14.3%	0 0.0%	3 11.1%
5 Once a Week	8 24.2%	1 4.3%	9 16.1%	5 17.2%	1 3.7%
6 A Few Times a Week	4 12.1%	4 17.4%	8 14.3%	4 13.8%	0 0.0%
7 Every Day	1 3.0%	4 17.4%	5 8.9%	2 6.9%	0 0.0%
Total	33	23	56	29	27

A feeling of being weak all over.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	21 63.6%	12 54.5%	33 60.0%	18 62.1%	17 63.0%
2 A Few Times	9 27.3%	3 13.6%	12 21.8%	6 20.7%	9 33.3%
3 Once a Month	0 0.0%	1 4.5%	1 1.8%	1 3.4%	1 3.7%
4 A Few Times a Month	2 6.1%	0 0.0%	2 3.6%	2 6.9%	0 0.0%
5 Once a Week	0 0.0%	3 13.6%	3 5.5%	1 3.4%	0 0.0%
6 A Few Times a Week	1 3.0%	2 9.1%	3 5.5%	0 0.0%	0 0.0%
7 Every Day	0 0.0%	1 4.5%	1 1.8%	1 3.4%	0 0.0%
Total	33	22	55	29	27

A feeling that nothing turns out right for you.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	16 48.5%	5 22.7%	21 38.2%	13 44.8%	13 50.0%
2 A Few Times	8 24.2%	6 27.3%	14 25.5%	8 27.6%	8 30.8%
3 Once a Month	3 9.1%	3 13.6%	6 10.9%	3 10.3%	3 11.5%
4 A Few Times a Month	1 3.0%	1 4.5%	2 3.6%	2 6.9%	2 7.7%
5 Once a Week	3 9.1%	3 13.6%	6 10.9%	1 3.4%	0 0.0%
6 A Few Times a Week	2 6.1%	3 13.6%	5 9.1%	1 3.4%	0 0.0%
7 Every Day	0 0.0%	1 4.5%	1 1.8%	1 3.4%	0 0.0%
Total	33	22	55	29	26

Personal worries that bothered you.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	1 3.0%	1 4.5%	2 3.6%	1 3.4%	4 14.8%
2 A Few Times	16 48.5%	5 22.7%	21 38.2%	11 37.9%	16 59.3%
3 Once a Month	2 6.1%	2 9.1%	4 7.3%	3 10.3%	4 14.8%
4 A Few Times a Month	6 18.2%	4 18.2%	10 18.2%	5 17.2%	2 7.4%
5 Once a Week	1 3.0%	1 4.5%	2 3.6%	1 3.4%	1 3.7%
6 A Few Times a Week	2 6.1%	5 22.7%	7 12.7%	4 13.8%	0 0.0%
7 Every Day	5 15.2%	4 18.2%	9 16.4%	4 13.8%	0 0.0%
Total	33	22	55	29	27

A wondering if anything is worthwhile.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	20 60.6%	9 40.9%	29 52.7%	16 55.2%	19 70.4%
2 A Few Times	5 15.2%	5 22.7%	10 18.2%	5 17.2%	5 18.5%
3 Once a Month	5 15.2%	2 9.1%	7 12.7%	4 13.8%	1 3.7%
4 A Few Times a Month	1 3.0%	2 9.1%	3 5.5%	2 6.9%	1 3.7%
5 Once a Week	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%
6 A Few Times a Week	1 3.0%	1 4.5%	2 3.6%	0 0.0%	0 0.0%
7 Every Day	1 3.0%	3 13.6%	4 7.3%	2 6.9%	0 0.0%
Total	33	22	55	29	27

A feeling of being frustrated by your job.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	4 12.5%	4 18.2%	8 14.8%	5 17.2%	4 14.8%
2 A Few Times	7 21.9%	4 18.2%	11 20.4%	6 20.7%	8 29.6%
3 Once a Month	3 9.4%	4 18.2%	7 13.0%	3 10.3%	6 22.2%
4 A Few Times a Month	6 18.8%	2 9.1%	8 14.8%	3 10.3%	4 14.8%
5 Once a Week	4 12.5%	2 9.1%	6 11.1%	3 10.3%	5 18.5%
6 A Few Times a Week	2 6.3%	3 13.6%	5 9.3%	4 13.8%	0 0.0%
7 Every Day	6 18.8%	3 13.6%	9 16.7%	5 17.2%	0 0.0%
Total	32	22	54	29	27

A feeling that everything is going wrong.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	14 42.4%	9 42.9%	23 42.6%	10 34.5%	12 44.4%
2 A Few Times	12 36.4%	5 23.8%	17 31.5%	13 44.8%	10 37.0%
3 Once a Month	1 3.0%	1 4.8%	2 3.7%	2 6.9%	3 11.1%
4 A Few Times a Month	1 3.0%	0 0.0%	1 1.9%	1 3.4%	2 7.4%
5 Once a Week	4 12.1%	3 14.3%	7 13.0%	2 6.9%	0 0.0%
6 A Few Times a Week	1 3.0%	2 9.5%	3 5.6%	0 0.0%	0 0.0%
7 Every Day	0 0.0%	1 4.8%	1 1.9%	1 3.4%	0 0.0%
Total	33	21	54	29	27

A feeling of worry about your family.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	8 24.2%	3 13.6%	11 20.0%	5 17.2%	3 11.1%
2 A Few Times	15 45.5%	3 13.6%	18 32.7%	9 31.0%	17 63.0%
3 Once a Month	0 0.0%	6 27.3%	6 10.9%	3 10.3%	2 7.4%
4 A Few Times a Month	2 6.1%	4 18.2%	6 10.9%	4 13.8%	3 11.1%
5 Once a Week	2 6.1%	2 9.1%	4 7.3%	3 10.3%	2 7.4%
6 A Few Times a Week	2 6.1%	2 9.1%	4 7.3%	1 3.4%	0 0.0%
7 Every Day	4 12.1%	2 9.1%	6 10.9%	4 13.8%	0 0.0%
Total	33	22	55	29	27

A feeling of worry about money problems.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	2 6.3%	2 8.7%	4 7.3%	3 10.7%	5 18.5%
2 A Few Times	8 25.0%	4 17.4%	12 21.8%	8 28.6%	10 37.0%
3 Once a Month	3 9.4%	3 13.0%	6 10.9%	4 14.3%	6 22.2%
4 A Few Times a Month	7 21.9%	2 8.7%	9 16.4%	2 7.1%	4 14.8%
5 Once a Week	4 12.5%	2 8.7%	6 10.9%	4 14.3%	2 7.4%
6 A Few Times a Week	4 12.5%	5 21.7%	9 16.4%	3 10.7%	0 0.0%
7 Every Day	4 12.5%	5 21.7%	9 16.4%	4 14.3%	0 0.0%
Total	32	23	55	28	27

A feeling of being very angry.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	11 33.3%	4 18.2%	15 27.3%	10 34.5%	7 25.9%
2 A Few Times	15 45.5%	7 31.8%	22 40.0%	10 34.5%	14 51.9%
3 Once a Month	0 0.0%	4 18.2%	4 7.3%	2 6.9%	5 18.5%
4 A Few times a Month	6 18.2%	1 4.5%	7 12.7%	3 10.3%	1 3.7%
5 Once a Week	0 0.0%	2 9.1%	2 3.6%	1 3.4%	0 0.0%
6 A Few Times a Week	1 3.0%	3 13.6%	4 7.3%	2 6.9%	0 0.0%
7 Every Day	0 0.0%	1 4.5%	1 1.8%	1 3.4%	0 0.0%
Total	33	22	55	29	27

A feeling of being very annoyed or irritated.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	2 6.1%	1 4.2%	3 5.3%	2 6.9%	2 7.7%
2 A Few Times	13 39.4%	4 16.7%	17 29.8%	10 34.5%	16 61.5%
3 Once a Month	3 9.1%	5 20.8%	8 14.0%	3 10.3%	4 15.4%
4 A Few Times a Month	6 18.2%	4 16.7%	10 17.5%	6 20.7%	1 3.8%
5 Once a Week	4 12.1%	1 4.2%	5 8.8%	4 13.8%	3 11.5%
6 A Few Times a Week	5 15.2%	7 29.2%	12 21.1%	4 13.8%	0 0.0%
7 Every Day	0 0.0%	2 8.3%	2 3.5%	0 0.0%	0 0.0%
Total	33	24	57	29	26

A tendency to be impatient.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	1 3.0%	4 16.7%	5 8.8%	3 10.3%	7 25.9%
2 A Few Times	14 42.4%	5 20.8%	19 33.3%	11 37.9%	14 51.9%
3 Once a Month	6 18.2%	4 16.7%	10 17.5%	7 24.1%	3 11.1%
4 A Few Times a Month	4 12.1%	3 12.5%	7 12.3%	2 6.9%	2 7.4%
5 Once a Week	2 6.1%	2 8.3%	4 7.0%	2 6.9%	1 3.7%
6 A Few Times a Week	5 15.2%	3 12.5%	8 14.0%	2 6.9%	0 0.0%
7 Every Day	1 3.0%	3 12.5%	4 7.0%	2 6.9%	0 0.0%
Total	33	24	57	29	27

Pains or pounding in your heart or chest.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	25 80.6%	14 60.9%	39 72.2%	21 75.0%	19 70.4%
2 A Few Times	3 9.7%	2 8.7%	5 9.3%	2 7.1%	7 25.9%
3 Once a Month	0 0.0%	2 8.7%	2 3.7%	1 3.6%	1 3.7%
4 A Few Times a Month	1 3.2%	1 4.3%	2 3.7%	1 3.6%	0 0.0%
5 Once a Week	2 6.5%	4 17.4%	6 11.1%	0 0.0%	0 0.0%
6 A Few Times a Week	25 80.6%	14 60.9%	39 72.2%	3 10.7%	0 0.0%
7 Every Day	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total	31	23	54	28	27

Feelings of faintness or dizziness.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	26 81.3%	12 50.0%	38 67.9%	18 62.1%	16 59.3%
2 A Few Times	3 9.4%	5 20.8%	8 14.3%	6 20.7%	10 37.0%
3 Once a Month	2 6.3%	1 4.2%	3 5.4%	3 10.3%	0 0.0%
4 A Few times a Month	0 0.0%	3 12.5%	3 5.4%	1 3.4%	1 3.7%
5 Once a Week	1 3.1%	3 12.5%	4 7.1%	0 0.0%	0 0.0%
6 A Few Times a Week	26 81.3%	12 50.0%	38 67.9%	1 3.4%	0 0.0%
7 Everyday	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total	32	24	56	29	27

A loss of sexual interest or pleasure.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	18 56.3%	12 50.0%	30 53.6%	17 58.6%	17 63.0%
2 A Few Times	3 9.4%	2 8.3%	5 8.9%	2 6.9%	7 25.9%
3 Once a Month	1 3.1%	1 4.2%	2 3.6%	0 0.0%	1 3.7%
4 A Few times a Month	4 12.5%	6 25.0%	10 17.9%	4 13.8%	1 3.7%
5 Once a Week	1 3.1%	0 0.0%	1 1.8%	1 3.4%	1 3.7%
6 A Few Times a Week	3 9.4%	1 4.2%	4 7.1%	2 6.9%	0 0.0%
7 Every Day	2 6.3%	2 8.3%	4 7.1%	3 10.3%	0 0.0%
Total	32	24	56	29	27

Feelings of low energy or feeling slowed down.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	6 18.2%	7 29.2%	13 22.8%	3 10.3%	9 33.3%
2 A Few Times	10 30.3%	6 25.0%	16 28.1%	11 37.9%	10 37.0%
3 Once a Month	5 15.2%	2 8.3%	7 12.3%	5 17.2%	4 14.8%
4 A Few times a Month	6 18.2%	3 12.5%	9 15.8%	5 17.2%	3 11.1%
5 Once a Week	2 6.1%	1 4.2%	3 5.3%	2 6.9%	1 3.7%
6 A Few Times a Week	3 9.1%	4 16.7%	7 12.3%	2 6.9%	0 0.0%
7 Every Day	1 3.0%	1 4.2%	2 3.5%	1 3.4%	0 0.0%
Total	33	24	57	29	27

Thoughts of ending your life.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	31 93.9%	20 87.0%	51 91.1%	27 93.1%	25 92.6%
2 A Few Times	1 3.0%	0 0.0%	1 1.8%	1 3.4%	2 7.4%
3 Once a Month	0 0.0%	1 4.3%	1 1.8%	0 0.0%	0 0.0%
4 A Few times a Month	1 3.0%	0 0.0%	1 1.8%	0 0.0%	0 0.0%
5 Once a Week	0 0.0%	1 4.3%	1 1.8%	1 3.4%	0 0.0%
6 A Few Times a Week	0 0.0%	1 4.3%	1 1.8%	0 0.0%	0 0.0%
7 Every Day	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total	33	23	56	29	27

Feelings of being trapped or caught.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	23 69.7%	12 50.0%	35 61.4%	21 72.4%	17 63.0%
2 A Few Times	7 21.2%	5 20.8%	12 21.1%	6 20.7%	8 29.6%
3 Once a Month	0 0.0%	2 8.3%	2 3.5%	1 3.4%	2 7.4%
4 A Few times a Month	3 9.1%	2 8.3%	5 8.8%	0 0.0%	0 0.0%
5 Once a Week	0 0.0%	1 4.2%	1 1.8%	0 0.0%	0 0.0%
6 A Few Times a Week	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7 Every Day	0 0.0%	2 8.3%	2 3.5%	1 3.4%	0 0.0%
Total	33	24	57	29	27

A loss of interest in things.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	22 66.7%	8 34.8%	30 53.6%	18 62.1%	19 70.4%
2 A Few Times	7 21.2%	6 26.1%	13 23.2%	7 24.1%	6 22.2%
3 Once a Month	0 0.0%	1 4.3%	1 1.8%	1 3.4%	2 7.4%
4 A Few times a Month	3 9.1%	5 21.7%	8 14.3%	2 6.9%	0 0.0%
5 Once a Week	0 0.0%	1 4.3%	1 1.8%	0 0.0%	0 0.0%
6 A Few Times a Week	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7 Every Day	1 3.0%	2 8.7%	3 5.4%	1 3.4%	0 0.0%
Total	33	23	56	29	27

A feeling of being so restless you couldn't sit still.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Never	16 48.5%	10 41.7%	26 45.6%	15 51.7%	17 63.0%
2 A Few Times	10 30.3%	4 16.7%	14 24.6%	8 27.6%	6 22.2%
3 Once a Month	2 6.1%	2 8.3%	4 7.0%	0 0.0%	4 14.8%
4 A Few times a Month	0 0.0%	3 12.5%	3 5.3%	0 0.0%	0 0.0%
5 Once a Week	3 9.1%	2 8.3%	5 8.8%	3 10.3%	0 0.0%
6 A Few Times a Week	2 6.1%	0 0.0%	2 3.5%	2 6.9%	0 0.0%
7 Every Day	0 0.0%	3 12.5%	3 5.3%	1 3.4%	0 0.0%
Total	33	24	57	29	27

During the past six months, has your consumption of tobacco:

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
2 Decreased a Great Deal	1 12.5%	0 0.0%	1 6.7%	1 20.0%	4 80.0%
3 Decreased Slightly	1 12.5%	0 0.0%	1 6.7%	0 0.0%	2 20.0%
4 Stayed the Same	4 50.0%	4 57.1%	8 53.3%	3 60.0%	0 0.0%
5 Increased Slightly	1 12.5%	3 42.9%	4 26.7%	1 20.0%	0 0.0%
6 Increased a Great Deal	1 12.5%	0 0.0%	1 6.7%	0 0.0%	0 0.0%
Total*	8	7	15	5	5
1 Not Applicable	25	17	42	24	22

*Percentages based only on cases for which an increase/decrease in tobacco consumption is applicable. There were 25 (75.8% of all Probation respondents) and 17 (70.8% of all Detention respondents) for whom this question did not apply (i.e., they were non-smokers).

During the past six months, has your consumption of Alcohol:

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
2 Decreased a Great Deal	6 25.0%	6 42.9%	12 31.6%	7 36.8%	12 70.6%
3 Decreased Slightly	0 0.0%	3 21.4%	3 7.9%	1 5.3%	2 11.8%
4 Stayed the Same	15 62.5%	5 35.7%	20 52.6%	10 52.6%	3 17.6%
5 Increased Slightly	1 4.2%	0 0.0%	1 2.6%	1 5.3%	0 0.0%
6 Increased a Great Deal	2 8.3%	0 0.0%	2 5.3%	0 0.0%	0 0.0%
Total	24	14	38	19	17
1 Not Applicable	9	9	18	10	10

*Percentages and means based only on cases for which an increase/decrease in alcohol consumption is applicable. There were 9 (39.1% of all Probation respondents) and 9 (64.3% of all Detention respondents) for whom this question did not apply (i.e., they did not drink alcohol).

Coping Assets

I have one or more friends with whom I can share job-related matters

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	0 0.0%	5 20.8%	5 9.1%	2 7.4%	1 3.7%
2 Disagree	1 3.2%	0 0.0%	1 1.8%	1 3.7%	0 0.0%
3 Somewhat Disagree	2 6.5%	0 0.0%	2 3.6%	1 3.7%	0 0.0%
4 Undecided	0 0.0%	1 4.2%	1 1.8%	0 0.0%	0 0.0%
5 Somewhat Agree	4 12.9%	3 12.5%	7 12.7%	2 7.4%	7 25.9%
6 Agree	8 25.8%	9 37.5%	17 30.9%	9 33.3%	7 25.9%
7 Strongly Agree	16 51.6%	6 25.0%	22 40.0%	12 44.4%	12 44.4%
Total	31	24	55	27	27

I belong to social activity group meets regularly (other than my family).

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	8 25.8%	6 25.0%	14 25.5%	6 22.2%	0 0.0%
2 Disagree	3 9.7%	6 25.0%	9 16.4%	6 22.2%	8 29.6%
3 Somewhat Disagree	2 6.5%	0 0.0%	2 3.6%	1 3.7%	1 3.7%
4 Undecided	1 3.2%	2 8.3%	3 5.5%	1 3.7%	2 7.4%
5 Somewhat Agree	2 6.5%	5 20.8%	7 12.7%	4 14.8%	8 29.6%
6 Agree	10 32.3%	1 4.2%	11 20.0%	6 22.2%	6 22.2%
7 Strongly Agree	5 16.1%	4 16.7%	9 16.4%	3 11.1%	2 7.4%
Total	31	24	55	27	27

I get strength from spiritual beliefs.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	2 6.5%	1 4.3%	3 5.6%	2 7.4%	0 0.0%
2 Disagree	1 3.2%	1 4.3%	2 3.7%	0 0.0%	1 3.7%
3 Somewhat Disagree	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%
4 Undecided	4 12.9%	2 8.7%	6 11.1%	3 11.1%	4 14.8%
5 Somewhat Agree	4 12.9%	3 13.0%	7 13.0%	6 22.2%	6 22.2%
6 Agree	9 29.0%	4 17.4%	13 24.1%	8 29.6%	2 7.4%
7 Strongly Agree	11 35.5%	12 52.2%	23 42.6%	8 29.6%	13 48.1%
Total	31	23	54	27	27

I have adequate income to meet my basic expenses.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	2 6.7%	5 22.7%	7 13.5%	5 18.5%	2 7.4%
2 Disagree	5 16.7%	2 9.1%	7 13.5%	3 11.1%	2 7.4%
3 Somewhat Disagree	3 10.0%	1 4.5%	4 7.7%	2 7.4%	6 22.2%
4 Undecided	0 0.0%	1 4.5%	1 1.9%	0 0.0%	3 11.1%
5 Somewhat Agree	9 30.0%	4 18.2%	13 25.0%	7 25.9%	6 22.2%
6 Agree	7 23.3%	6 27.3%	13 25.0%	6 22.2%	5 18.5%
7 Strongly Agree	4 13.3%	3 13.6%	7 13.5%	4 14.8%	3 11.1%
Total	30	22	52	27	27

I exercise to the point of perspiration at least twice a week.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	7 22.6%	1 4.3%	8 14.8%	4 14.8%	2 7.4%
2 Disagree	8 25.8%	2 8.7%	10 18.5%	5 18.5%	5 18.5%
3 Somewhat Disagree	2 6.5%	2 8.7%	4 7.4%	1 3.7%	3 11.1%
4 Undecided	0 0.0%	2 8.7%	2 3.7%	0 0.0%	0 0.0%
5 Somewhat Agree	8 25.8%	3 13.0%	11 20.4%	7 25.9%	8 29.6%
6 Agree	3 9.7%	5 21.7%	8 14.8%	6 22.2%	7 25.9%
7 Strongly Agree	3 9.7%	8 34.8%	11 20.4%	4 14.8%	2 7.4%
Total	31	23	54	27	27

I actively pursue hobby.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	5 16.1%	3 13.0%	8 14.8%	5 18.5%	4 14.8%
2 Disagree	3 9.7%	4 17.4%	7 13.0%	2 7.4%	3 11.1%
3 Somewhat Disagree	3 9.7%	2 8.7%	5 9.3%	1 3.7%	1 3.7%
4 Undecided	3 9.7%	1 4.3%	4 7.4%	4 14.8%	2 7.4%
5 Somewhat Agree	5 16.1%	3 13.0%	8 14.8%	3 11.1%	9 33.3%
6 Agree	7 22.6%	2 8.7%	9 16.7%	4 14.8%	6 22.2%
7 Strongly Agree	5 16.1%	8 34.8%	13 24.1%	8 29.6%	2 7.4%
Total	31	23	54	27	27

I do something just for me during the course of an average week.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	3 9.7%	3 13.0%	6 11.1%	2 7.4%	1 3.7%
2 Disagree	4 12.9%	3 13.0%	7 13.0%	6 22.2%	3 11.1%
3 Somewhat Disagree	1 3.2%	0 0.0%	1 1.9%	0 0.0%	0 0.0%
4 Undecided	1 3.2%	0 0.0%	1 1.9%	1 3.7%	1 3.7%
5 Somewhat Agree	11 35.5%	4 17.4%	15 27.8%	6 22.2%	9 33.3%
6 Agree	8 25.8%	3 13.0%	11 20.4%	6 22.2%	10 37.0%
7 Strongly Agree	3 9.7%	10 43.5%	13 24.1%	6 22.2%	3 11.1%
Total	31	23	54	27	27

There is a place in my environment where I can go to relax and/or be by myself.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	0 0.0%	3 13.6%	3 5.7%	0 0.0%	1 3.7%
2 Disagree	2 6.5%	1 4.5%	3 5.7%	3 11.5%	0 0.0%
3 Somewhat Disagree	2 6.5%	0 0.0%	2 3.8%	1 3.8%	1 3.7%
4 Undecided	0 0.0%	1 4.5%	1 1.9%	1 3.8%	1 3.7%
5 Somewhat Agree	6 19.4%	1 4.5%	7 13.2%	2 7.7%	11 40.7%
6 Agree	12 38.7%	9 40.9%	21 39.6%	8 30.8%	6 22.2%
7 Strongly Agree	9 29.0%	7 31.8%	16 30.2%	11 42.3%	7 25.9%
Total	31	22	53	26	27

I am in good health (including eyesight, hearing, teeth)

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	2 6.5%	1 4.3%	3 5.6%	1 3.7%	1 3.7%
2 Disagree	1 3.2%	1 4.3%	2 3.7%	1 3.7%	0 0.0%
3 Somewhat Disagree	5 16.1%	2 8.7%	7 13.0%	4 14.8%	3 11.1%
4 Undecided	2 6.5%	1 4.3%	3 5.6%	1 3.7%	3 11.1%
5 Somewhat Agree	8 25.8%	4 17.4%	12 22.2%	5 18.5%	8 29.6%
6 Agree	7 22.6%	8 34.8%	15 27.8%	9 33.3%	5 18.5%
7 Strongly Agree	6 19.4%	6 26.1%	12 22.2%	6 22.2%	7 25.9%
Total	31	23	54	27	27

I choose foods that are low in fat, sugar and salt.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	1 3.2%	2 8.7%	3 5.6%	2 7.4%	1 3.7%
2 Disagree	9 29.0%	5 21.7%	14 25.9%	7 25.9%	4 14.8%
3 Somewhat Disagree	4 12.9%	3 13.0%	7 13.0%	1 3.7%	5 18.5%
4 Undecided	2 6.5%	0 0.0%	2 3.7%	2 7.4%	2 7.4%
5 Somewhat Agree	8 25.8%	6 26.1%	14 25.9%	7 25.9%	8 29.6%
6 Agree	5 16.1%	2 8.7%	7 13.0%	4 14.8%	2 7.4%
7 Strongly Agree	2 6.5%	5 21.7%	7 13.0%	4 14.8%	5 18.5%
Total	31	23	54	27	27

I use medication or chemical substances (including alcohol) to help me sleep.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	23 74.2%	14 60.9%	37 68.5%	20 74.1%	N/A
2 Disagree	5 16.1%	3 13.0%	8 14.8%	6 22.2%	N/A
3 Somewhat Disagree	2 6.5%	1 4.3%	3 5.6%	0 0.0%	N/A
4 Undecided	0 0.0%	1 4.3%	1 1.9%	1 3.7%	N/A
5 Somewhat Agree	0 0.0%	2 8.7%	2 3.7%	0 0.0%	N/A
6 Agree	1 3.2%	0 0.0%	1 1.9%	0 0.0%	N/A
7 Strongly Agree	0 0.0%	2 8.7%	2 3.7%	0 0.0%	N/A
Total	31	23	54	27	N/A

*Question not included in Post-test

I use medication or chemical substances (including alcohol) to reduce my anxiety or just to calm me down.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post*
1 Strongly Disagree	23 74.2%	13 56.5%	36 66.7%	20 74.1%	N/A
2 Disagree	6 19.4%	6 26.1%	12 22.2%	6 22.2%	N/A
3 Somewhat Disagree	0 0.0%	1 4.3%	1 1.9%	0 0.0%	N/A
4 Undecided	1 3.2%	1 4.3%	2 3.7%	1 3.7%	N/A
5 Somewhat Agree	0 0.0%	1 4.3%	1 1.9%	0 0.0%	N/A
6 Agree	1 3.2%	0 0.0%	1 1.9%	0 0.0%	N/A
7 Strongly Agree	0 0.0%	1 4.3%	1 1.9%	0 0.0%	N/A
Total	31	23	54	27	N/A

*Question not included in Post-test

It is easier to discuss problems with people outside the family than with other family members.

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	7 22.6%	6 26.1%	13 24.1%	7 25.9%	7 25.9%
2 Disagree	5 16.1%	7 30.4%	12 22.2%	5 18.5%	4 14.8%
3 Somewhat Disagree	3 9.7%	0 0.0%	3 5.6%	3 11.1%	4 14.8%
4 Undecided	5 16.1%	4 17.4%	9 16.7%	4 14.8%	3 11.1%
5 Somewhat Agree	5 16.1%	3 13.0%	8 14.8%	4 14.8%	7 25.9%
6 Agree	2 6.5%	1 4.3%	3 5.6%	2 7.4%	1 3.7%
7 Strongly Agree	4 12.9%	2 8.7%	6 11.1%	2 7.4%	1 3.7%
Total	31	23	54	27	27

I have a supportive family

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	3 9.7%	0 0.0%	3 5.6%	0 0.0%	1 3.7%
2 Disagree	0 0.0%	1 4.3%	1 1.9%	0 0.0%	0 0.0%
3 Somewhat Disagree	2 6.5%	2 8.7%	4 7.4%	2 7.4%	0 0.0%
4 Undecided	0 0.0%	2 8.7%	2 3.7%	1 3.7%	2 7.4%
5 Somewhat Agree	3 9.7%	5 21.7%	8 14.8%	5 18.5%	9 33.3%
6 Agree	8 25.8%	4 17.4%	12 22.2%	5 18.5%	1 3.7%
7 Strongly Agree	15 48.4%	9 39.1%	24 44.4%	14 51.9%	14 51.9%
Total	31	23	54	27	27

Interacting w/ family & friends is enjoyable

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	1 3.2%	1 4.5%	2 3.8%	1 3.7%	1 3.7%
2 Disagree	1 3.2%	1 4.5%	2 3.8%	0 0.0%	0 0.0%
3 Somewhat Disagree	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4 Undecided	1 3.2%	4 18.2%	5 9.4%	2 7.4%	2 7.4%
5 Somewhat Agree	2 6.5%	1 4.5%	3 5.7%	0 0.0%	7 25.9%
6 Agree	10 32.3%	7 31.8%	17 32.1%	12 44.4%	5 18.5%
7 Strongly Agree	16 51.6%	8 36.4%	24 45.3%	12 44.4%	12 44.4%
Total	31	22	53	27	27

Our family tried new ways of dealing w/ problems

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	4 12.9%	3 14.3%	7 13.5%	4 14.8%	1 3.7%
2 Disagree	4 12.9%	2 9.5%	6 11.5%	4 14.8%	3 11.1%
3 Somewhat Disagree	2 6.5%	1 4.8%	3 5.8%	0 0.0%	3 11.1%
4 Undecided	9 29.0%	4 19.0%	13 25.0%	8 29.6%	5 18.5%
5 Somewhat Agree	8 25.8%	3 14.3%	11 21.2%	5 18.5%	8 29.6%
6 Agree	4 12.9%	3 14.3%	7 13.5%	5 18.5%	3 11.1%
7 Strongly Agree	0 0.0%	5 23.8%	5 9.6%	1 3.7%	4 14.8%
Total	31	21	52	27	27

I am able to speak openly about everything with my family

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	2 6.5%	5 22.7%	7 13.2%	3 11.1%	2 7.4%
2 Disagree	4 12.9%	1 4.5%	5 9.4%	3 11.1%	1 3.7%
3 Somewhat Disagree	4 12.9%	2 9.1%	6 11.3%	1 3.7%	2 7.4%
4 Undecided	1 3.2%	2 9.1%	3 5.7%	1 3.7%	2 7.4%
5 Somewhat Agree	8 25.8%	1 4.5%	9 17.0%	4 14.8%	8 29.6%
6 Agree	5 16.1%	6 27.3%	11 20.8%	8 29.6%	2 7.4%
7 Strongly Agree	7 22.6%	5 22.7%	12 22.6%	7 25.9%	10 37.0%
Total	31	22	53	27	27

When I am down, I always know that I can turn to my family and get the support I need to feel better

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	2 6.5%	3 13.6%	5 9.4%	2 7.4%	N/A
2 Disagree	2 6.5%	2 9.1%	4 7.5%	2 7.4%	N/A
3 Somewhat Disagree	2 6.5%	1 4.5%	3 5.7%	1 3.7%	N/A
4 Undecided	2 6.5%	1 4.5%	3 5.7%	2 7.4%	N/A
5 Somewhat Agree	3 9.7%	2 9.1%	5 9.4%	2 7.4%	N/A
6 Agree	10 32.3%	5 22.7%	15 28.3%	7 25.9%	N/A
7 Strongly Agree	10 32.3%	8 36.4%	18 34.0%	11 40.7%	N/A
Total	31	22	53	27	N/A

It's a good thing that I have my spouse (or girlfriend/boyfriend) around when things aren't going well, she/he can really understand me and make me feel better

	ALL RESPONDENTS PRE-TEST			PRE/POST CASES	
	Probation	Detention	TOTAL	Pre	Post
1 Strongly Disagree	5 17.2%	3 15.0%	8 16.3%	6 22.2%	N/A
2 Disagree	1 3.4%	0 0.0%	1 2.0%	1 3.7%	N/A
3 Somewhat Disagree	2 6.9%	1 5.0%	3 6.1%	2 7.4%	N/A
4 Undecided	4 13.8%	4 20.0%	8 16.3%	5 18.5%	N/A
5 Somewhat Agree	6 20.7%	3 15.0%	9 18.4%	2 7.4%	N/A
6 Agree	7 24.1%	4 20.0%	11 22.4%	6 22.2%	N/A
7 Strongly Agree	4 13.8%	5 25.0%	9 18.4%	5 18.5%	N/A
Total	29	20	49	27	N/A

APPENDIX B

OVERALL IMPRESSIONS OF THE JUVENILE COURT WELLNESS PROGRAM

Report Date: 1-31-02

**Author: Jan Nedin, MS, CCDC, CEAP
Independent Consultant with EASE Corporate Services**

Author's Role in the Program:

I was involved with this program from the receipt of the RFP. I consulted with the author, Patrick Boyle, to discuss topics that could be specific to wellness for employees at a correctional facility.

I assisted Mr. Boyle in his presentation to the steering committee prior to EASE's receipt of the reward for the program. I then assisted the EASE overall manager of the program, Janet Schiavoni (who replaced Mr. Boyle.) Part of the program was to end it with 30 minute coaching sessions for each participant. The goal of these coaching sessions was originally to assist participants in confirming goals and action plans for their personal wellness program

We added two other issues to that, which were:

- 1) asking participant's overall impressions of the program and their suggestions to make it work better if we were to offer it again, and
- 2) asking them a few questions about their experience with stress and support while working at Juvenile Court.

INDEX of Report Topics

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I. **PARTICIPANT'S OVERALL INITIAL STATED IMPRESSION OF THE PROGRAM:**

I thought it might be interesting to provide direct quotes of participants regarding the first phrase or two that they said in response to my first interview question.

Question:

What were your true feelings, positive or negative, about the program?

(The following are direct quotes.)

Very enlightening, enriching experience. One of the greatest things the court could have offered people.

I really did enjoy the sessions.

I enjoyed it. It was excellent.

Overall – pretty good.

I was very impressed with the program, especially llinda.

The philosophy behind it was a good one, especially in this field.

Sessions were too broad – like teaching geometry to a fourth grader...somebody talking about dandelions when we deal with murderers.

I enjoyed it. It came just in time, because I was stressed out and ready to leave. It helped me a lot.

Great.

It was good to be off site. I loved the site.

Pretty good.

I didn't care for it too much. It was mandatory for me, which I thought was unfair.

There were good things and terrible things. Program was too structured and too early. Too many topics, needed focused more. Make it more specific to us.

I enjoyed it. It was nice to relax and reflect upon what I do.

The program helped people to network with each other and to accept each other better (PO's vs. DO's.)

I wish they would have a continuing program. I would go again.

A coworker signed us up, so I blocked the information. I was resentful about being there.

Overall good. Linda was excellent. Great information for anyone. But I was volunteered by a coworker, so I was resentful about this.

I enjoyed it all.

I was told I had to go. I was resentful because I was very busy.

Enjoyable. I liked having the day off.

I enjoyed it so much.

It was great. You got out of it what you put in.

It's all about me! I loved it!

It was good. The administration should have been there.

Lots of sessions were duplicates. They need to be condensed.

The yoga sessions were too many – not reality based. The financial management was the best.

Build in some type of follow up for those who are busy and just leave there and don't think about it.

The only sessions that were helpful were the financial management ones. The rest of the stuff I learned in college.

Fantastic. I would like to go to the next one.

This was the most useful information we could get for stress management.

I've seen it help a lot of people.

A good start.

Very good. It should be offered to all.

Roger's stuff needed to be condensed, and we needed more time with relationships and anger management.

It was different. It needed to deal with roadblocks administratively specific to the court.

Having a mix of the PO's and Detention was very helpful to build relationships.

It was highly dependent on the quality of each presenter. The management session was the best because it taught me something I didn't know.

The sessions were repetitive. I already knew most of this stuff.

I enjoyed the relaxation and nutrition with Roger, but with the communications stuff, I thought – not this again!

1. Summary of Initial Comments:

So as you can see from the initial comments, they were varied. However, overall, the reaction was positive.

Positive: 66%

Neutral: 13%

Finance Only Needed: 6%

Negative: 6%

Negative Because Forced to Go: 9%

II. TYPES OF STRESSORS (JOB -RELATED)

Question:

Participants were asked if the Court was more or less stressful a place to work in comparison to other jobs they had had.

More Stressful: 75%

Because of working with kids and parents: 13%

Because of difficulties with the system: 62%

To better assist those reading this report at the understanding of this, I am going to list verbatim comments following this percentage breakdown.

Less Stressful: 7%

Same as Others: 8%

No Other Jobs to Which to Compare: 8%

"No Comment": 2%

COMMENTS FROM "MORE STRESSFUL":

Comments from those who found it more stressful due to working with kids and parents. (The following are direct quotes.)

Being responsible for someone's safety.

No matter how serene, it's possible it could blow up at any moment.

Because you know you are in charge of someone. I have a lot of decisions I need to make. I am accountable to my supervisor AND to the judge. I worry about my safety in people's homes.

Frustrating – no cooperation and follow through from the parents. They don't know how to parent and set limits.

Because you are working with kids with problems.

That's a hard question. I have always worked with kids, but since these kids are delinquent, I find myself becoming cynical. I have to always remember that these are not all bad kids.

Comments from those who found it more stressful due to dealing with the system. (Direct quotes.)

The administration keeps people on edge. They think it keeps people on their toes to always more people around, but it is very stressful to have to keep adjusting.

A lot of politics.

Lack of communication about what is going on. Even the court web page has the annual report from 1998. We hear about people's deaths, but never about their accomplishments.

Precedence of political considerations over anything else in making decisions without being attuned to how it impacts others.

I feel the administrators are apathetic about what the line workers are trying to do.

Lack of trust. Lack of respect and support. Lack of ability to grow.. Lack of professionalism. Severe micromanagement.

So much politics. Hard for good workers to get ahead. Administrators are on such a different level than staff – don't understand front line needs. Feel front line staff has no input to administration, so poor decisions are made. Line staff are totally not respected at all.

Everything at the court is about race. Black is beautiful and white is screwed. Court needs to address reverse racism.

People make decisions who don't do the front line work. As a boss: "What I say goes."

Administration and politics. No one is on the same page regarding expectations and accomplishments.

I feel that I cannot contribute my knowledge, because it is not wanted.

Some departments are more stressful than others due to the nature of their work. Administrative changes occur almost yearly – changes with the judge, which is difficult.

Not enough information is shared about decisions – makes it stressful.

There is no communication between administration and PO's. It's "do it or be fired." There is no compromise.

I'm a probation officer, but at times I feel that I am on probation. I don't feel our input is really considered.

The management style does not support effort from others. It supports just putting in time to get a paycheck and then go home.

Of all the places I have worked, this place has total disregard for line staff. The whole place operates on who knows who, not on how good a job one does.

Managers make decisions that we on the front lines are capable of making.

This company has the most unhappy people I have ever seen in my life. This is a very sad place – everyone is always complaining.

They require a lot as far as things they want a PO to do to perform, as compared to other juvenile systems.

Lack of communication between employees and administrations. Not giving praises, doesn't acknowledge employees for their hard work.

Court doesn't provide the services you need to work with kids. It is run like a plantation – Black and Caucasian inequities.

III. POSITIVE GAINS FROM THE PROGRAM:

Those who voiced significant positive changes in their handling of stress from the program: 88%

88% of the participants were able to voice significant changes in their behaviors provided by techniques learned in the program, or changes in the way that they thought.

Those who did not voice gains from the program: 12%

Of these 12%, 70% of them were forced to go to the program (i.e., “volunteered”/signed up by a coworker and then could not get out of it.)

Summary of positive reported changes follow:

The majority of the changes could be broken down into a few main categories:

1. 55% realized that their stress comes from within themselves, i.e. stress that they allow to bother them, regardless of the events that lead to the stress.
 - 27% felt it came from work.
 - 13% were not able to identify stressors on which they could work.
 - 5% felt their stress came from home.
 - Examples of stress from home follow:
 - A. When asked where does her stress come from, one woman replied: “Would you like to know how to spell my husband’s name?” She and her husband got into marriage counseling as a result of the program.
 - B. Others indicated it came from problems in relationships with extended family members and the usual problems with kids. Learning how to take time for themselves, put themselves first and to deep breath before reacting are ways they dealt with this. None of the participants indicated that stress at home affected their jobs. Actually, most participants were adept at separating home and work issues.
2. Use of breathing and meditation to relax more and “let go” of issues. Find ways to relax: walking, exercise, close my door, breathe, etc.
3. “Think before I act.”

The realization that people are different and think and act differently based on their personality types. Therefore, one needs to stop and think about who they are talking to, and evaluate how to best approach that person so that they will hear their concerns. This approach helped people to better control their anger and their approach to problematic situations.
4. We all always have three choices only:
 - To be happy
 - To be unhappy, and try and do something about it
 - To be unhappy and leave.

This realization helped people to make decisions about problems and to take action on them, or to decide to leave them alone and stop complaining.

5. Need to take time for oneself.

Summary of most significant techniques learned from the program:

1. Stop and think. Do breathing and evaluation of the other person before just reacting to problems.
2. Use breathing, yoga, exercise and good nutrition to take care of myself.
3. Think of myself and my needs. Address them.
4. If I am unhappy, and do nothing about it, it is my choice.
5. More financial knowledge is helpful.

IV. HOW THE COURT CAN ASSIST IN ALLEVIATING STRESS:

Personal Stress

1. **It is good that the Court has an EAP, but most do not know about it, or know very little, and therefore mistrust it. The EAP should be better advertised to its employees.** Knowledge of the EAP should be a part of orientation. Perhaps a video could be made that could be shown to all employees and supervisors to make them aware of the services offered, and to explain the confidentiality of the program.
2. **Most feel that the Court and most of the supervisors really do support workers** in dealing with family/personal problems by allowing them consideration and time off.

Work Stress

1. **Many participants stated that the administration/supervisors should attend these sessions.** They said they now have the knowledge and “language” of how to better communicate, but it will continue to be difficult unless the administration learns how to better communicate as well.
2. It may be helpful for **teams of workers to go through some team building type of training together.** One supervisor took this program along with four of her employees, and she and the employees found it very helpful in improving their overall communication.
3. The Court needs to find a way to **empower the front line workers and involved them in some decision making.** These are people with degrees, and they feel as though they must just do what they are told, and have no input into decisions at all.
4. **Political appointees are an ongoing stress for many workers.** They feel these appointees often don’t know their jobs, yet they are bosses.

They also feel demoralized that there appears to be no way for the worker to be rewarded for good work.

5. **“Psychological paychecks,”** as they are called, go a long way. The Court needs to find some way, perhaps on the web page, or by group email, to congratulate workers when they stand out. Perhaps some type of award ceremonies could be held. Perhaps some type of succession planning could be instituted to allow workers to see that if they work hard, and go to training, this can be rewarded in some way.
6. There needs to be some **more consistent ways of communicating with the workers** about what is happening and what is coming up. Again, email is a fine way to do this, or to use the Court home page as a way of putting on daily updates to keep people abreast of happenings and changes.
7. **IMPORTANT** - Numerous participants asked if they would receive feedback on the program, given the pre- and post-tests and my interviews. They wondered if this was going to be like their perception of the rest of the things that the Court does, i.e., that a report is written and then no attention is ever paid to it.

For this reason, as a symbolic move, **I would STRONGLY recommend that some version of the results be emailed or mailed or given in an in-person briefing to the participants.** This should be done before too much time has passed. I would be happy to assist in this, with the guidance of the Court staff.

V. **PROGRAM CONCLUSIONS –**
RECOMMENDATIONS FOR PROGRAM CHANGES
(based on overall comments received from participants)

1. **Develop a marketing campaign** for the program by putting out the topics to be covered along with comments from previous participants. It appears to bear true from the comments that the program is most likely not going to work very well if people are forced to go, which happened because a coworker signed up several staff without their knowledge. It must be voluntary.
2. **Make the first presenter in the program be a very dynamic speaker.** Many participants were lost, reportedly through the low-keyed presentation style of the initial presenter, though he was quite a valued presenter. The program needs to begin with a bang to get that initial engagement from participants. The program needs to then be designed being very mindful of this.

3. **If the funding permits, have a facilitator that would be present throughout the program to provide continuity and goal-setting.** This would be a facilitator who would get to know the participants well, and through this relationship, would assist in the connection of all the topics and in skill-building for the participants.
4. **It may be helpful to somehow integrate the administrators into part of a session.** Perhaps a VERY controlled, structured session that allows some give and take discussion would assist the workers in feeling more empowered within the system, as well as give the administration some insight into their input and concerns.
5. **Expand the financial portion of the programming to two or three sessions.** Include a representative, perhaps from Consumer Credit Counseling, to discuss budgeting and how to work one's way out of debt. Also have a presenter from PERS to explain the retirement system. Build in a way for participants to schedule some individual consultation as needed regarding the debt side of finances.
6. **Add a session with more concrete information.** Perhaps in conjunction with the PERS presenter noted above, add the following:
 - A) Explanation of difference between social drinking, problem drinking and addictive drinking. Also, effects of alcohol on mind and body.
 - B) EAP presentation that explains the benefits of the program and the confidentiality.
 - C) Some tips on Time Management and Organizational Skills.
7. **Review the content and order of the sessions to adjust to remove repetitiveness,** and to design for optimal attention and retention. Possibly reduce the 3 session presenters to 2 sessions.
8. **Do fewer topics (within each presenter's time) and do each in more depth.**

Overall, the program received positive reviews. Some adjustments could be made, though many felt it was fine the way it was. Most liked the site very much, as they enjoyed the serenity it offered and the exposure to the lake.

When asking participants about what one presenter or piece of knowledge assisted them in the changes they made, just about all replied that it was NOT one thing or one presenter, but a combination of all of them that led to their changes in thinking and behavior.

OFFER:

This author is very interested in following up with the administration and the participants in any way permissible to advance the changes indicated in the above report.

Respectfully Submitted,

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Dear Juvenile Court Employees:

Some months ago, the Cuyahoga County Juvenile Court was awarded a grant from the National Institute of Justice, Office of Justice Programs, to develop a program designed to alleviate stress among detention and probation officers and their families.

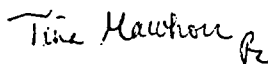
The following questionnaire was developed to help assess the effectiveness of the program being implemented. Topics covered in the questionnaire concern your perceptions of your life and surroundings in general, your general sense of well-being (recent experiences), social support, personal safety and security, and demographics and work history.

Your participation is **voluntary**. If you feel uncomfortable answering any of the questions, please leave them blank. However, we do urge you to take this opportunity to express your concerns through your completion of this questionnaire. **Your answers will be kept completely confidential**. To insure your confidentiality, completed questionnaires will only be handled by the independent researcher, Dr. Tina L. Mawhorr, or the wellness provider, who will return the forms in a sealed envelop to Dr. Mawhorr. Furthermore, results will be summarized so that no individual respondent can be identified. A follow-up survey will be administered in **September 2001**. We greatly appreciate your continued input. Your participation is essential to the success of our understanding of the impact that the wellness program has on the well-being of Juvenile Court personnel.

The questionnaire should take about 20-30 minutes to complete. Please complete the questionnaire and return it to the individual administering the survey.

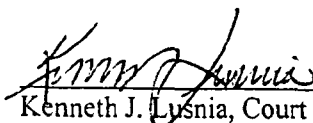
Please print and sign your name below to acknowledge your receipt of the survey and acceptance of participating in this study. Thank you in advance for your time and cooperation.

Sincerely,




Tina Mawhorr

Print Your Name


Kenneth J. Lusnia, Court Administrator

Signature

Date


Renee Edel, Project Manager

Cuyahoga County Juvenile Court Comprehensive Wellness Program

Probation Officers

*The National Institute of Justice, Office of Justice Programs
Corrections and Law Enforcement Family Support (C.L.E.F.S.) Project*

This project is supported by Grant No. 2000-FS-VX-K001 Awarded by the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice. Points of view in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

PROBATION SURVEY SECTION A. The purpose of this section is to obtain information about how you feel about your life and your surroundings in general. Below is a list of statements. Please read each statement carefully and consider yourself as you typically behave or feel. Circle the number that best describes how much the statement is "like you."

	Very Much Like Me = 5				
	Like Me = 4				
	Somewhat Like Me = 3				
	Not Like Me = 2				
	Not at All Like Me = 1				
1. I rarely lose my temper, no matter what the reason.....	1	2	3	4	5
2. It seems like I am always in a hurry.....	1	2	3	4	5
3. I often use humor to cut through difficult situations.....	1	2	3	4	5
4. In any competition I play to win, but if I lose it usually does not bother me.....	1	2	3	4	5
5. I have many unfinished projects at home.....	1	2	3	4	5
6. If I want something done right, I usually have to do it myself.....	1	2	3	4	5
7. When I am frustrated, I try to hide my feelings from others.....	1	2	3	4	5
8. The poor driving habits of other people make me angry when I am on the road.....	1	2	3	4	5
9. I am not happy unless I am doing something constructive.....	1	2	3	4	5
10. My sense of humor makes it hard for people to stay mad at me.....	1	2	3	4	5
11. I tend to put things off until later (procrastinate).....	1	2	3	4	5
12. I am not very good at asking other people for help.....	1	2	3	4	5
13. I enjoy competition but I still consider myself successful even if I don't win.....	1	2	3	4	5
14. In general, it is difficult for me to unwind after work.....	1	2	3	4	5
15. I prefer routine to surprise.....	1	2	3	4	5
16. I accept my mistakes and learn from them.....	1	2	3	4	5
17. I find it very difficult to say "No" to the requests of friends.....	1	2	3	4	5
18. It is difficult to forget about my problems and worries, and just have fun.....	1	2	3	4	5
19. If someone makes me angry, I let him/her know how I feel.....	1	2	3	4	5
20. I hate to be late.....	1	2	3	4	5
21. For me success is doing better than everyone I am up against.....	1	2	3	4	5
22. I feel I have many responsibilities that I must meet.....	1	2	3	4	5
23. I can laugh at my own mistakes.....	1	2	3	4	5
24. I tend to lose my temper easily.....	1	2	3	4	5
25. I try to avoid relying on others.....	1	2	3	4	5
26. I look at work as a paycheck rather than a career.....	1	2	3	4	5

Section A (cont.)

	Very Much Like Me				
	Like Me				
	Somewhat Like Me				
	Not Like Me				
	Not at All Like Me				
27. In general, I consider myself to be a competitive person (or others have told me so).....	1	2	3	4	5
28. My sense of humor helps me keep my perspective.....	1	2	3	4	5
29. I rarely have much time to spend in activities I most enjoy.....	1	2	3	4	5
30. When something goes wrong, I usually blame myself.....	1	2	3	4	5
31. I try to maintain a good balance between family and work activities.....	1	2	3	4	5
32. I get angry when I am kept waiting.....	1	2	3	4	5
33. I am more easily irritated or annoyed than most other people.....	1	2	3	4	5
34. When I fail, I am devastated.....	1	2	3	4	5
35. I am generally satisfied with what I have.....	1	2	3	4	5
36. It is important to me that I accomplish meaningful work in my job.....	1	2	3	4	5
37. When I have meetings and appointments, I always try to leave early to make sure that I arrive on time.....	1	2	3	4	5
38. It makes me angry when someone with the same qualifications is promoted over me.....	1	2	3	4	5
39. If I get stuck in line at a store I don't get upset; getting angry won't move the line along any faster.....	1	2	3	4	5
40. I tend to be very critical of myself.....	1	2	3	4	5
41. I feel that anything worth doing is worth doing well.....	1	2	3	4	5
42. I like finding out about new things.....	1	2	3	4	5
43. I am likely to tell a person off when they offend me.....	1	2	3	4	5
44. I have enough time to do the things that I want.....	1	2	3	4	5
45. I am easily discouraged.....	1	2	3	4	5
46. It makes me angry when I am negatively affected by other people's mistakes.....	1	2	3	4	5
47. I feel that success often comes at the expense of family and a personal life.....	1	2	3	4	5
48. I enjoy being active and busy.....	1	2	3	4	5
49. It's not whether you win or lose but how you play the game that counts.....	1	2	3	4	5
50. I am the kind of person who does not get upset when things go wrong.....	1	2	3	4	5
51. When the situation changes, I simply adjust my plans.....	1	2	3	4	5
52. I have a hard time getting started on things I need to do.....	1	2	3	4	5
53. I believe there is a way out of every situation.....	1	2	3	4	5

SECTION B. PERSONAL WELL-BEING: The purpose of this section is to obtain information about your health over the past six (6) months. Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

	Never = 1	A Few Times = 2	Once a Month = 3	A Few Times a Month = 4	Once a Week = 5	A Few Times a Week = 6	Every Day = 7
<i>During the past 6 months, how often have you had:</i>							
1. Recurring headaches?.....	1	2	3	4	5	6	7
2. A poor appetite?.....	1	2	3	4	5	6	7
3. A disturbed or restless sleep?.....	1	2	3	4	5	6	7
4. A concern that something is wrong with your body?.....	1	2	3	4	5	6	7
5. A feeling of tenseness or anxiety?.....	1	2	3	4	5	6	7
6. A feeling of hopelessness?.....	1	2	3	4	5	6	7
7. A difficulty in concentrating?.....	1	2	3	4	5	6	7
8. A feeling of worthlessness?.....	1	2	3	4	5	6	7
9. A stomach problem related to digestion?.....	1	2	3	4	5	6	7
10. Muscle aches?.....	1	2	3	4	5	6	7
11. Back problems (for example, lower back pain, muscle spasms)?.....	1	2	3	4	5	6	7
12. A feeling of depression?.....	1	2	3	4	5	6	7
13. A feeling that you are worrying too much?.....	1	2	3	4	5	6	7
14. A feeling of being weak all over?.....	1	2	3	4	5	6	7
15. A feeling that nothing turns out right for you?.....	1	2	3	4	5	6	7
16. Personal worries that bothered you?.....	1	2	3	4	5	6	7
17. A wondering if anything is worthwhile?.....	1	2	3	4	5	6	7
18. A feeling of being frustrated by your job?.....	1	2	3	4	5	6	7
19. A feeling that everything is going wrong?.....	1	2	3	4	5	6	7
20. A feeling of worry about your family?.....	1	2	3	4	5	6	7
21. A feeling of worry about money problems?.....	1	2	3	4	5	6	7
22. A feeling of being very angry?.....	1	2	3	4	5	6	7

SECTION B (cont.)

	Every Day = 7	A Few Times a Week = 6	Once a Week = 5	A Few Times a Month = 4	Once a Month = 3	A Few Times = 2	Never = 1
<i>During the past 6 months, how often have you had:</i>							
23. A feeling of being very annoyed or irritated?.....	1	2	3	4	5	6	7
24. A tendency to be impatient?.....	1	2	3	4	5	6	7
25. Pains or pounding in your heart or chest?.....	1	2	3	4	5	6	7
26. Feelings of faintness or dizziness?.....	1	2	3	4	5	6	7
27. A loss of sexual interest or pleasure?.....	1	2	3	4	5	6	7
28. Feelings of low energy or being slowed down?.....	1	2	3	4	5	6	7
29. Thoughts of ending your life?.....	1	2	3	4	5	6	7
30. Feelings of being trapped or caught?.....	1	2	3	4	5	6	7
31. A loss of interest in things?.....	1	2	3	4	5	6	7
32. A feeling of being so restless you couldn't sit still?.....	1	2	3	4	5	6	7

SECTION B (cont.): Please read each statement and circle the response that most closely reflects the types of changes you have experienced in the following in the past six months:

	Increased a Great Deal = 6	Increased Slightly = 5	Stayed the Same = 4	Decreased Slightly = 3	Decreased a Great Deal = 2	Not Applicable = 1
<i>During the past six months:</i>						
33. Has your consumption of tobacco:.....	1	2	3	4	5	6
34. Has your consumption of alcohol:.....	1	2	3	4	5	6

Section C: The purpose of this section is to obtain information about the ways in which staff manage the trials and tribulations of everyday life. Below are strategies some people may use to help them manage their everyday ups and downs. Please read each statement and circle the response that most closely reflects the extent to which you agree or disagree with the statement.

	Strongly Agree = 7						
	Agree = 6						
	Somewhat Agree = 5						
	Undecided = 4						
	Somewhat Disagree = 3						
	Disagree = 2						
	Strongly Disagree = 1						
1. I have one or more friends with whom I can share job-related matters.....	1	2	3	4	5	6	7
2. I belong to a social activity group that meets regularly (other than my family).....	1	2	3	4	5	6	7
3. I get strength from my spiritual beliefs.....	1	2	3	4	5	6	7
4. I have adequate income to meet my basic expenses.....	1	2	3	4	5	6	7
5. I exercise to the point of perspiration at least twice a week.....	1	2	3	4	5	6	7
6. I actively pursue a hobby.....	1	2	3	4	5	6	7
7. I do something I really enjoy which is 'just for me' during the course of an average week.....	1	2	3	4	5	6	7
8. There is a place in my environment where I can go relax and/or be by myself.....	1	2	3	4	5	6	7
9. I am in good health (including eyesight, hearing, teeth).....	1	2	3	4	5	6	7
10. I choose foods that are low in fat, sugar, and salt.....	1	2	3	4	5	6	7
11. I use medication or chemical substances (including alcohol) to help me sleep.....	1	2	3	4	5	6	7
12. I use medication or chemical substances (including alcohol) to reduce my anxiety or just to calm me down.....	1	2	3	4	5	6	7
13. It is easier to discuss problems with people outside the family than with other family members	1	2	3	4	5	6	7
14. I have a supportive family.....	1	2	3	4	5	6	7
15. Interacting with family and friends is a great source of enjoyment for me.....	1	2	3	4	5	6	7
16. Our family tries new ways of dealing with problems	1	2	3	4	5	6	7
17. I am able to speak openly about everything with my family.....	1	2	3	4	5	6	7
18. When I am down, I always know that I can turn to my family and get the support I need to feel better.....	1	2	3	4	5	6	7
19. It's a good thing that I have my spouse (or girlfriend/boyfriend) around when things aren't going well, she/he can really understand me and make me feel better	1	2	3	4	5	6	7

SECTION D. PERSONAL SAFETY AND SECURITY: The purpose of this section is to ask for your impression of the safety of the working conditions under which you work. Please read each question carefully. Remember, there are no right or wrong answers, only your opinions. We have included a category of "No Knowledge" for those staff members who might not be familiar with certain aspects addressed. If you have any knowledge on which to base your answer, no matter how limited it may be, please try to answer the question. Otherwise, mark the "No Knowledge" option.

1. How likely do you think it is that a client would assault you while you are on the job?

- Not at all likely Somewhat Likely Likely Very Likely

2. How often do you think the clients have weapons on them or in their home?

- No Knowledge Now and Then
 Never Often
 Very Rarely Very Often
 Rarely All the Time

3. How safe or dangerous do you think your job is for male staff members who have a lot of contact with clients (dangerous in the sense of being seriously injured or worse in an assault)?

- Very Safe Somewhat Dangerous
 Safe Dangerous
 Somewhat Safe Very Dangerous

4. How safe or dangerous do you think your job is for female staff members who have a lot of contact with clients (dangerous in the sense of being seriously injured or worse in an assault)?

- Very Safe Somewhat Dangerous
 Safe Dangerous
 Somewhat Safe Very Dangerous

5. In your opinion, what percentage of your clients do you think are:

(Note: please make sure percentages total 100 percent)

- _____ Extremely Dangerous
 _____ Dangerous, but not extremely dangerous
 _____ Not Dangerous
 = 100%

	Very High = 7	High = 6	Moderate = 5	Low = 4	Very Low = 3	None = 2	Don't Know = 1
6. What do you think the odds are of acquiring the following infectious diseases from a client?							
a. HIV.....	1	2	3	4	5	6	7
b. Contagious Tuberculosis.....	1	2	3	4	5	6	7
b. Hepatitis A.....	1	2	3	4	5	6	7
c. Hepatitis B.....	1	2	3	4	5	6	7
d. Hepatitis C.....	1	2	3	4	5	6	7

SECTION E. WORK ENVIRONMENT: The purpose of this section is to find out how you feel about your work over the past six (6) months. Please read each statement and circle the response that most closely reflects the extent to which you agree or disagree with the statement.

Strongly Agree = 7

Agree = 6

Somewhat Agree = 5

Undecided = 4

Somewhat Disagree = 3

Disagree = 2

Strongly Disagree = 1

During the past six months, I believed that:

1. I have a good opinion of Cuyahoga County Juvenile Court most of the time.....	1	2	3	4	5	6	7
2. Most of the time, things at my job run very smoothly.....	1	2	3	4	5	6	7
3. I am usually satisfied with my job.....	1	2	3	4	5	6	7
4. If I continue to work with juvenile offenders, I would prefer to remain in Cuyahoga County.....	1	2	3	4	5	6	7
5. I would rather be stationed here than any other juvenile court I know about.....	1	2	3	4	5	6	7
6. I would like to continue working at my present job.....	1	2	3	4	5	6	7
7. I would be more satisfied with some other job than I am with my present job.....	1	2	3	4	5	6	7
8. My job is usually interesting to me.....	1	2	3	4	5	6	7
9. My job suits me very well.....	1	2	3	4	5	6	7
10. My job is usually worthwhile.....	1	2	3	4	5	6	7
11. If I have a chance, I will change to some other job at the same rate of pay here.....	1	2	3	4	5	6	7
12. I am currently looking for or considering another job outside of juvenile justice.....	1	2	3	4	5	6	7
13. There are job advancement opportunities for me here.....	1	2	3	4	5	6	7
14. My supervisor demonstrates sensitivity to such personal needs as shift and leave requests by fairly balancing them with the needs of the facility/clients.....	1	2	3	4	5	6	7
15. I receive the kind of training that I need to perform my work well.....	1	2	3	4	5	6	7
16. Training provided for this job has improved my job skills.....	1	2	3	4	5	6	7
17. My training has helped me to work effectively with clients.....	1	2	3	4	5	6	7
18. The training programs offered do not prepare me or help me to deal with situations that arise on the job.....	1	2	3	4	5	6	7
19. The institution's executive staff support training programs.....	1	2	3	4	5	6	7
20. The work load here is manageable.....	1	2	3	4	5	6	7
21. The staff here effectively manage the work load.....	1	2	3	4	5	6	7
22. The staff here cooperate to get the work done.....	1	2	3	4	5	6	7
23. There are enough staff here to get the work done.....	1	2	3	4	5	6	7

Section E (cont.): Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
<i>During the past six months, how often have you experienced:</i>							
24. An ability to deal very effectively with the problems of clients.....	1	2	3	4	5	6	7
25. A feeling that you are positively influencing other people's lives through your work.....	1	2	3	4	5	6	7
26. A feeling that you've become more harsh toward people since you took this job.....	1	2	3	4	5	6	7
27. A feeling of worry that this job is hardening you emotionally.....	1	2	3	4	5	6	7
28. A feeling of accomplishment after working closely with clients.....	1	2	3	4	5	6	7
29. A feeling that you are working too hard on your job.....	1	2	3	4	5	6	7
30. A feeling that you can easily create a relaxed atmosphere with clients.....	1	2	3	4	5	6	7
31. A feeling of being emotionally drained at the end of the workday.....	1	2	3	4	5	6	7
32. A feeling that you treat some clients as if they were impersonal objects.....	1	2	3	4	5	6	7
33. A feeling that working with people all day is really a strain for you.....	1	2	3	4	5	6	7
34. A feeling of being fatigued when you get up in the morning and have to face another day on the job.....	1	2	3	4	5	6	7
35. A feeling that your work-related ideas and opinions are valued by others.....	1	2	3	4	5	6	7
36. A feeling that your ideas and feelings are misunderstood.....	1	2	3	4	5	6	7
37. A feeling that you work well with your coworkers.....	1	2	3	4	5	6	7
38. A feeling that you can communicate effectively with your coworkers.....	1	2	3	4	5	6	7

Section E (cont.): Please read each of the following statements and tell us the extent to which each characteristic of your job *frustrates you*. The following set of questions will be exactly the same, but this time, please tell us the extent to which you believe this characteristic affects your life outside of work:

	1	2	3	4	5	6	7
	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
How often do the following FRUSTRATE you?							
1. Clients who are resistant to change.....	1	2	3	4	5	6	7
2. Limited training in treatment techniques for clients (e.g., counseling, substance abuse, etc.).....	1	2	3	4	5	6	7
3. Limited opportunities for promotion.....	1	2	3	4	5	6	7
4. Excessive paperwork.....	1	2	3	4	5	6	7
5. Courtroom Delays.....	1	2	3	4	5	6	7
6. Inconsistent and unclear rules and expectations of courts and/or administration.....	1	2	3	4	5	6	7
7. Politically-based rather than client-centered decisions regarding job requirements.....	1	2	3	4	5	6	7
8. Lack of available resources to assist clients and address client-needs.....	1	2	3	4	5	6	7
9. Lack of job security.....	1	2	3	4	5	6	7
10. Inconsistent job expectations (I.e., rehabilitation vs. punishment/law enforcement).....	1	2	3	4	5	6	7
11. Time pressures (due to increasing caseloads).....	1	2	3	4	5	6	7
12. The constant exposure to human suffering and the problems faced by many clients.....	1	2	3	4	5	6	7
13. Daily exposure to the risk of client allegations of staff abuse.....	1	2	3	4	5	6	7
14. Exposure to increased safety risks when working in the evenings.....	1	2	3	4	5	6	7
15. Your relationships with your supervisors.....	1	2	3	4	5	6	7
16. Lack of officer input in making decisions which directly or indirectly impacts the way you do your job.....	1	2	3	4	5	6	7
17. The level of cooperation and assistance you are likely to receive from co-workers in critical situations.....	1	2	3	4	5	6	7
<i>In the following spaces, please feel free to include other characteristics that you have found to be frustrating and rate the extent to which they have frustrated you:</i>							
18	1	2	3	4	5	6	7
19	1	2	3	4	5	6	7
20	1	2	3	4	5	6	7

Section E (cont.): The following set of questions are exactly the same as the previous 17. This time, however, please tell us the extent to which you believe each characteristic *affects your life* outside of work:

	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
How often do the following affect you and/or your family outside of work?							
21. Clients who are resistant to change.....	1	2	3	4	5	6	7
22. Limited training in treatment techniques for clients (e.g., counseling, substance abuse, etc.)....	1	2	3	4	5	6	7
23. Limited opportunities for promotion.....	1	2	3	4	5	6	7
24. Excessive paperwork.....	1	2	3	4	5	6	7
25. Courtroom Delays.....	1	2	3	4	5	6	7
26. Inconsistent and unclear rules and expectations of courts and/or administration.....	1	2	3	4	5	6	7
27. Politically-based rather than client-centered decisions regarding job requirements.....	1	2	3	4	5	6	7
28. Lack of available resources to assist clients and address client-needs.....	1	2	3	4	5	6	7
29. Lack of job security.....	1	2	3	4	5	6	7
30. Inconsistent job expectations (i.e., rehabilitation vs. punishment/law enforcement).....	1	2	3	4	5	6	7
31. Time pressures (due to increasing caseloads).....	1	2	3	4	5	6	7
32. The constant exposure to human suffering and the problems faced by many clients.....	1	2	3	4	5	6	7
33. Daily exposure to the risk of client allegations of staff abuse.....	1	2	3	4	5	6	7
34. Exposure to increased safety risks when working in the evenings.....	1	2	3	4	5	6	7
35. Your relationships with your supervisors.....	1	2	3	4	5	6	7
36. Lack of officer input in making decisions which directly or indirectly impacts the way you do your job.....	1	2	3	4	5	6	7
37. The level of cooperation and assistance you are likely to receive from co-workers in critical situations.....	1	2	3	4	5	6	7
In the following spaces, please rate the extent to which the items you identified above affect you and/or your family outside of work:							
38	1	2	3	4	5	6	7
39	1	2	3	4	5	6	7
30	1	2	3	4	5	6	7

SECTION F. DEMOGRAPHICS AND WORK HISTORY

1. Are you of Hispanic or Latino origin?

- No
- Yes

2. Are you: (Check all that apply)

- American Indian
- Asian
- Black or African American
- Native Hawaiian or other Pacific Islander
- White
- Other

3. What is your sex?

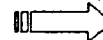
- Male
- Female

4. What is the highest level of education you have attained? (Mark only one.)

- Some high school (no degree)
- High school/GED (degree)
- Technical training
- Some college
- Bachelor's degree
- Some graduate work
- Master's degree
- Ph.D. degree
- Advanced professional degree (e.g., medical doctor, lawyer)

5. What is your age as of your last birthday?

(Please write in the numbers in the top two boxes and circle the corresponding column numbers)



Years

0	0
1	1
2	2
3	3
4	4
5	5
6	6
	7
	8
	9

6. What is your marital status?

- Single/Never Married
- Single/Divorced
- Married
- Widowed
- Other

7. How many dependent children do you currently have living with you? _____

8. Are you currently providing care for or substantial support to any individuals other than dependent children (e.g., elderly or disabled parents, grandparents, etc.)

- No
- Yes

Dear Juvenile Court Employees:

Some months ago, the Cuyahoga County Juvenile Court was awarded a grant from the National Institute of Justice, Office of Justice Programs, to develop a program designed to alleviate stress among detention and probation officers and their families.

The following questionnaire was developed to help assess the effectiveness of the program being implemented. Topics covered in the questionnaire concern your perceptions of your life and surroundings in general, your general sense of well-being (recent experiences), social support, personal safety and security, and demographics and work history.

Your participation is **voluntary**. If you feel uncomfortable answering any of the questions, please leave them blank. However, we do urge you to take this opportunity to express your concerns through your completion of this questionnaire. **Your answers will be kept completely confidential.** To insure your confidentiality, completed questionnaires will only be handled by the independent researcher, Dr. Tina L. Mawhorr, or the wellness provider, who will return the forms in a sealed envelop to Dr. Mawhorr. Furthermore, results will be summarized so that no individual respondent can be identified. A follow-up survey will be administered in *September 2001*. We greatly appreciate your continued input. Your participation is essential to the success of our understanding of the impact that the wellness program has on the well-being of Juvenile Court personnel.

The questionnaire should take about 20-30 minutes to complete. Please complete the questionnaire and return it to the individual administering the survey.

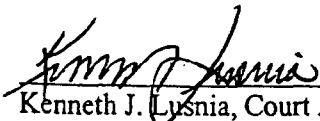
Please print and sign your name below to acknowledge your receipt of the survey and acceptance of participating in this study. Thank you in advance for your time and cooperation.

Sincerely,



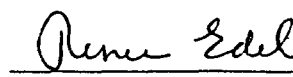
Tina Mawhorr

Print Your Name


Kenneth J. Lusnia, Court Administrator

Signature

Date


Renee Edel, Project Manager

Cuyahoga County Juvenile Court Comprehensive Wellness Program

Detention Officers

*The National Institute of Justice, Office of Justice Programs
Corrections and Law Enforcement Family Support (C.L.E.F.S.) Project*

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DETENTION SURVEY SECTION A. The purpose of this section is to obtain information about how you feel about your life and your surroundings in general. Below is a list of statements. Please read each statement carefully and consider yourself as you typically behave or feel. Circle the number that best describes how much the statement is "like you."

	Very Much Like Me = 5				
	Like Me = 4				
	Somewhat Like Me = 3				
	Not Like Me = 2				
	Not at All Like Me = 1				
1. I rarely lose my temper, no matter what the reason.....	1	2	3	4	5
2. It seems like I am always in a hurry.....	1	2	3	4	5
3. I often use humor to cut through difficult situations.....	1	2	3	4	5
4. In any competition I play to win, but if I lose it usually does not bother me.....	1	2	3	4	5
5. I have many unfinished projects at home.....	1	2	3	4	5
6. If I want something done right, I usually have to do it myself.....	1	2	3	4	5
7. When I am frustrated, I try to hide my feelings from others.....	1	2	3	4	5
8. The poor driving habits of other people make me angry when I am on the road.....	1	2	3	4	5
9. I am not happy unless I am doing something constructive.....	1	2	3	4	5
10. My sense of humor makes it hard for people to stay mad at me.....	1	2	3	4	5
11. I tend to put things off until later (procrastinate).....	1	2	3	4	5
12. I am not very good at asking other people for help.....	1	2	3	4	5
13. I enjoy competition but I still consider myself successful even if I don't win.....	1	2	3	4	5
14. In general, it is difficult for me to unwind after work.....	1	2	3	4	5
15. I prefer routine to surprise.....	1	2	3	4	5
16. I accept my mistakes and learn from them.....	1	2	3	4	5
17. I find it very difficult to say "No" to the requests of friends.....	1	2	3	4	5
18. It is difficult to forget about my problems and worries, and just have fun.....	1	2	3	4	5
19. If someone makes me angry, I let him/her know how I feel.....	1	2	3	4	5
20. I hate to be late.....	1	2	3	4	5
21. For me success is doing better than everyone I am up against.....	1	2	3	4	5
22. I feel I have many responsibilities that I must meet.....	1	2	3	4	5
23. I can laugh at my own mistakes.....	1	2	3	4	5
24. I tend to lose my temper easily.....	1	2	3	4	5
25. I try to avoid relying on others.....	1	2	3	4	5
26. I look at work as a paycheck rather than a career.....	1	2	3	4	5

Section A (cont.)

	Very Much Like Me				
	Like Me				
	Somewhat Like Me				
	Not Like Me				
	Not at All Like Me				
27. In general, I consider myself to be a competitive person (or others have told me so).....	1	2	3	4	5
28. My sense of humor helps me keep my perspective.....	1	2	3	4	5
29. I rarely have much time to spend in activities I most enjoy.....	1	2	3	4	5
30. When something goes wrong, I usually blame myself.....	1	2	3	4	5
31. I try to maintain a good balance between family and work activities.....	1	2	3	4	5
32. I get angry when I am kept waiting.....	1	2	3	4	5
33. I am more easily irritated or annoyed than most other people.....	1	2	3	4	5
34. When I fail, I am devastated.....	1	2	3	4	5
35. I am generally satisfied with what I have.....	1	2	3	4	5
36. It is important to me that I accomplish meaningful work in my job.....	1	2	3	4	5
37. When I have meetings and appointments, I always try to leave early to make sure that I arrive on time.....	1	2	3	4	5
38. It makes me angry when someone with the same qualifications is promoted over me.....	1	2	3	4	5
39. If I get stuck in line at a store I don't get upset; getting angry won't move the line along any faster.....	1	2	3	4	5
40. I tend to be very critical of myself.....	1	2	3	4	5
41. I feel that anything worth doing is worth doing well.....	1	2	3	4	5
42. I like finding out about new things.....	1	2	3	4	5
43. I am likely to tell a person off when they offend me.....	1	2	3	4	5
44. I have enough time to do the things that I want.....	1	2	3	4	5
45. I am easily discouraged.....	1	2	3	4	5
46. It makes me angry when I am negatively affected by other people's mistakes.....	1	2	3	4	5
47. I feel that success often comes at the expense of family and a personal life.....	1	2	3	4	5
48. I enjoy being active and busy.....	1	2	3	4	5
49. It's not whether you win or lose but how you play the game that counts.....	1	2	3	4	5
50. I am the kind of person who does not get upset when things go wrong.....	1	2	3	4	5
51. When the situation changes, I simply adjust my plans.....	1	2	3	4	5
52. I have a hard time getting started on things I need to do.....	1	2	3	4	5
53. I believe there is a way out of every situation.....	1	2	3	4	5

SECTION B. PERSONAL WELL-BEING: The purpose of this section is to obtain information about your health over the past six (6) months. Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

	Never = 1	A Few Times = 2	Once a Month = 3	A Few Times a Month = 4	Once a Week = 5	A Few Times a Week = 6	Every Day = 7
During the past 6 months, how often have you had:							
1. Recurring headaches?.....	1	2	3	4	5	6	7
2. A poor appetite?.....	1	2	3	4	5	6	7
3. A disturbed or restless sleep?.....	1	2	3	4	5	6	7
4. A concern that something is wrong with your body?.....	1	2	3	4	5	6	7
5. A feeling of tenseness or anxiety?.....	1	2	3	4	5	6	7
6. A feeling of hopelessness?.....	1	2	3	4	5	6	7
7. A difficulty in concentrating?.....	1	2	3	4	5	6	7
8. A feeling of worthlessness?.....	1	2	3	4	5	6	7
9. A stomach problem related to digestion?.....	1	2	3	4	5	6	7
10. Muscle aches?.....	1	2	3	4	5	6	7
11. Back problems (for example, lower back pain, muscle spasms)?.....	1	2	3	4	5	6	7
12. A feeling of depression?.....	1	2	3	4	5	6	7
13. A feeling that you are worrying too much?.....	1	2	3	4	5	6	7
14. A feeling of being weak all over?.....	1	2	3	4	5	6	7
15. A feeling that nothing turns out right for you?.....	1	2	3	4	5	6	7
16. Personal worries that bothered you?.....	1	2	3	4	5	6	7
17. A wondering if anything is worthwhile?.....	1	2	3	4	5	6	7
18. A feeling of being frustrated by your job?.....	1	2	3	4	5	6	7
19. A feeling that everything is going wrong?.....	1	2	3	4	5	6	7
20. A feeling of worry about your family?.....	1	2	3	4	5	6	7
21. A feeling of worry about money problems?.....	1	2	3	4	5	6	7
22. A feeling of being very angry?.....	1	2	3	4	5	6	7

SECTION B (cont.)

	Never = 1	A Few Times = 2	Once a Month = 3	A Few Times a Month = 4	Once a Week = 5	A Few Times a Week = 6	Every Day = 7
During the past 6 months, how often have you had:							
23. A feeling of being very annoyed or irritated?.....	1	2	3	4	5	6	7
24. A tendency to be impatient?.....	1	2	3	4	5	6	7
25. Pains or pounding in your heart or chest?.....	1	2	3	4	5	6	7
26. Feelings of faintness or dizziness?.....	1	2	3	4	5	6	7
27. A loss of sexual interest or pleasure?.....	1	2	3	4	5	6	7
28. Feelings of low energy or being slowed down?.....	1	2	3	4	5	6	7
29. Thoughts of ending your life?.....	1	2	3	4	5	6	7
30. Feelings of being trapped or caught?.....	1	2	3	4	5	6	7
31. A loss of interest in things?.....	1	2	3	4	5	6	7
32. A feeling of being so restless you couldn't sit still?.....	1	2	3	4	5	6	7

SECTION B (cont.): Please read each statement and circle the response that most closely reflects the types of changes you have experienced in the following in the past six months:

	Not Applicable = 1	Decreased a Great Deal = 2	Decreased Slightly = 3	Stayed the Same = 4	Increased Slightly = 5	Increased a Great Deal = 6
During the past six months:						
33. Has your consumption of tobacco:.....	1	2	3	4	5	6
34. Has your consumption of alcohol:.....	1	2	3	4	5	6

Section C: The purpose of this section is to obtain information about the ways in which staff manage the trials and tribulations of everyday life. Below are strategies some people may use to help them manage their everyday ups and downs. Please read each statement and circle the response that most closely reflects the extent to which you agree or disagree with the statement.

	Strongly Agree = 7						
	Agree = 6						
	Somewhat Agree = 5						
	Undecided = 4						
	Somewhat Disagree = 3						
	Disagree = 2						
	Strongly Disagree = 1						
1. I have one or more friends with whom I can share job-related matters.....	1	2	3	4	5	6	7
2. I belong to a social activity group that meets regularly (other than my family).....	1	2	3	4	5	6	7
3. I get strength from my spiritual beliefs.....	1	2	3	4	5	6	7
4. I have adequate income to meet my basic expenses.....	1	2	3	4	5	6	7
5. I exercise to the point of perspiration at least twice a week.....	1	2	3	4	5	6	7
6. I actively pursue a hobby.....	1	2	3	4	5	6	7
7. I do something I really enjoy which is 'just for me' during the course of an average week.....	1	2	3	4	5	6	7
8. There is a place in my environment where I can go relax and/or be by myself.....	1	2	3	4	5	6	7
9. I am in good health (including eyesight, hearing, teeth).....	1	2	3	4	5	6	7
10. I choose foods that are low in fat, sugar, and salt.....	1	2	3	4	5	6	7
11. I use medication or chemical substances (including alcohol) to help me sleep.....	1	2	3	4	5	6	7
12. I use medication or chemical substances (including alcohol) to reduce my anxiety or just to calm me down.....	1	2	3	4	5	6	7
13. It is easier to discuss problems with people outside the family than with other family members	1	2	3	4	5	6	7
14. I have a supportive family.....	1	2	3	4	5	6	7
15. Interacting with family and friends is a great source of enjoyment for me.....	1	2	3	4	5	6	7
16. Our family tries new ways of dealing with problems	1	2	3	4	5	6	7
17. I am able to speak openly about everything with my family.....	1	2	3	4	5	6	7
18. When I am down, I always know that I can turn to my family and get the support I need to feel better.....	1	2	3	4	5	6	7
19. It's a good thing that I have my spouse (or girlfriend/boyfriend) around when things aren't going well, she/he can really understand me and make me feel better	1	2	3	4	5	6	7

SECTION D. PERSONAL SAFETY AND SECURITY: The purpose of this section is to ask for your impression of the safety of the working conditions under which you work. Please read each question carefully. Remember, there are no right or wrong answers, only your opinions. We have included a category of "No Knowledge" for those staff members who might not be familiar with certain aspects addressed. If you have any knowledge on which to base your answer, no matter how limited it may be, please try to answer the question. Otherwise, mark the "No Knowledge" option.

	No Knowledge = 0	Never = 1	Very Rarely = 2	Rarely = 3	Now and Then = 4	Often = 5	Very Often = 6	All the Time = 7
1. How often would you say instances of the following will occur while you are on the job?								
a. Heated arguments among clients.....	0	1	2	3	4	5	6	7
b. Unarmed assaults among clients	0	1	2	3	4	5	6	7
c. Armed assaults among clients	0	1	2	3	4	5	6	7
d. Sexual assaults among clients	0	1	2	3	4	5	6	7

2. How likely do you think it is that a client would be assaulted by another client while you are on the job?

- Not at all likely Likely
 Somewhat likely Very Likely

3. How likely do you think it is that a client would assault you while you are on the job?

- Not at all likely Somewhat Likely Likely Very Likely

4. In what area do you think it is most likely that an assault would take place?

- Housing Units
 Work Areas
 Dining Area
 Recreation Areas
 Educational Areas
 Other (please specify) _____

5. How often do you think the clients have weapons on them?

- No Knowledge Now and Then
 Never Often
 Very Rarely Very Often
 Rarely All the Time

6. How safe or dangerous do you think your job is for male staff members who have a lot of contact with clients (dangerous in the sense of being seriously injured or worse in an assault)?

- Very Safe Somewhat Dangerous
 Safe Dangerous
 Somewhat Safe Very Dangerous

7. How safe or dangerous do you think your job is for female staff members who have a lot of contact with clients (dangerous in the sense of being seriously injured or worse in an assault)?

- Very Safe Somewhat Dangerous
 Safe Dangerous
 Somewhat Safe Very Dangerous

8. In your opinion, what percentage of your clients do you think are:

(Note: please make sure percentages total 100 percent)

- _____ Extremely Dangerous
 _____ Dangerous, but not extremely dangerous
 _____ Not Dangerous
 = 100%

9. How often do you think you will have contact with clients whom you know or suspect have the following infectious diseases?

- | | |
|---|---|
| HIV
<input type="checkbox"/> All the Time
<input type="checkbox"/> Very Often
<input type="checkbox"/> Often
<input type="checkbox"/> Now and Then
<input type="checkbox"/> Rarely
<input type="checkbox"/> Very Rarely
<input type="checkbox"/> Never
<input type="checkbox"/> No Knowledge | Contagious Tuberculosis
<input type="checkbox"/> All the Time
<input type="checkbox"/> Very Often
<input type="checkbox"/> Often
<input type="checkbox"/> Now and Then
<input type="checkbox"/> Rarely
<input type="checkbox"/> Very Rarely
<input type="checkbox"/> Never
<input type="checkbox"/> No Knowledge |
|---|---|

	Very High = 7
	High = 6
	Moderate = 5
	Low = 4
	Very Low = 3
	None = 2
	Don't Know = 1
10. What do you think the odds are of acquiring the following infectious diseases from a client?	
a. HIV.....	1 2 3 4 5 6 7
b. Contagious Tuberculosis.....	1 2 3 4 5 6 7
b. Hepatitis A.....	1 2 3 4 5 6 7
c. Hepatitis B.....	1 2 3 4 5 6 7
d. Hepatitis C.....	1 2 3 4 5 6 7

SECTION E. WORK ENVIRONMENT: The purpose of this section is to find out how you feel about your work over the **past six (6) months**. Please read each statement and circle the response that most closely reflects the extent to which you agree or disagree with the statement.

	Strongly Agree = 7						
	Agree = 6						
	Somewhat Agree = 5						
	Undecided = 4						
	Somewhat Disagree = 3						
	Disagree = 2						
	Strongly Disagree = 1						
During the past six months, I believed that:							
1. I have a good opinion of Cuyahoga County Juvenile Court most of the time.....	1	2	3	4	5	6	7
2. Most of the time, things at my job run very smoothly.....	1	2	3	4	5	6	7
3. I am usually satisfied with my job.....	1	2	3	4	5	6	7
4. If I continue to work with juvenile offenders, I would prefer to remain in Cuyahoga County.....	1	2	3	4	5	6	7
5. I would rather be stationed here than any other juvenile court I know about.....	1	2	3	4	5	6	7
6. I would like to continue working at my present job.....	1	2	3	4	5	6	7
7. I would be more satisfied with some other job than I am with my present job.....	1	2	3	4	5	6	7
8. My job is usually interesting to me.....	1	2	3	4	5	6	7
9. My job suits me very well.....	1	2	3	4	5	6	7
10. My job is usually worthwhile.....	1	2	3	4	5	6	7
11. If I have a chance, I will change to some other job at the same rate of pay here.....	1	2	3	4	5	6	7
12. I am currently looking for or considering another job outside of juvenile justice.....	1	2	3	4	5	6	7
13. There are job advancement opportunities for me here.....	1	2	3	4	5	6	7
14. My supervisor demonstrates sensitivity to such personal needs as shift and leave requests by fairly balancing them with the needs of the facility/clients.....	1	2	3	4	5	6	7
15. I receive the kind of training that I need to perform my work well.....	1	2	3	4	5	6	7
16. Training provided for this job has improved my job skills.....	1	2	3	4	5	6	7
17. My training has helped me to work effectively with clients.....	1	2	3	4	5	6	7
18. The training programs offered do not prepare me or help me to deal with situations that arise on the job.....	1	2	3	4	5	6	7
19. The institution's executive staff support training programs.....	1	2	3	4	5	6	7
20. The work load here is manageable.....	1	2	3	4	5	6	7
21. The staff here effectively manage the work load.....	1	2	3	4	5	6	7
22. The staff here cooperate to get the work done.....	1	2	3	4	5	6	7
23. There are enough staff here to get the work done.....	1	2	3	4	5	6	7

Section E (cont.): Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
During the past six months, how often have you experienced:							
24. An ability to deal very effectively with the problems of clients.....	1	2	3	4	5	6	7
25. A feeling that you are positively influencing other people's lives through your work.....	1	2	3	4	5	6	7
26. A feeling that you've become more harsh toward people since you took this job.....	1	2	3	4	5	6	7
27. A feeling of worry that this job is hardening you emotionally.....	1	2	3	4	5	6	7
28. A feeling of accomplishment after working closely with clients.....	1	2	3	4	5	6	7
29. A feeling that you are working too hard on your job.....	1	2	3	4	5	6	7
30. A feeling that you can easily create a relaxed atmosphere with clients.....	1	2	3	4	5	6	7
31. A feeling of being emotionally drained at the end of the workday.....	1	2	3	4	5	6	7
32. A feeling that you treat some clients as if they were impersonal objects.....	1	2	3	4	5	6	7
33. A feeling that working with people all day is really a strain for you.....	1	2	3	4	5	6	7
34. A feeling of being fatigued when you get up in the morning and have to face another day on the job.....	1	2	3	4	5	6	7
35. A feeling that your work-related ideas and opinions are valued by others.....	1	2	3	4	5	6	7
36. A feeling that your ideas and feelings are misunderstood.....	1	2	3	4	5	6	7
37. A feeling that you work well with your coworkers.....	1	2	3	4	5	6	7
38. A feeling that you can communicate effectively with your coworkers.....	1	2	3	4	5	6	7

Section E (cont.): Please read each of the following statements and tell us the extent to which each characteristic of your job *frustrates you*. [The following set of questions will be exactly the same, but this time, please tell us the extent to which you believe this characteristic affects your life outside of work]:

	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
How often do the following FRUSTRATE you?							
1. Clients who are resistant to change.....	1	2	3	4	5	6	7
2. Limited training in treatment techniques for clients (e.g., counseling, substance abuse, etc.).....	1	2	3	4	5	6	7
3. Limited opportunities for promotion.....	1	2	3	4	5	6	7
4. Excessive paperwork.....	1	2	3	4	5	6	7
5. Inconsistent and unclear rules and expectations of courts and/or administration.....	1	2	3	4	5	6	7
6. Politically-based rather than client-centered decisions regarding job requirements.....	1	2	3	4	5	6	7
7. Lack of available resources to assist clients and address client-needs.....	1	2	3	4	5	6	7
8. Lack of job security.....	1	2	3	4	5	6	7
9. Inconsistent job expectations (i.e., rehabilitation vs. punishment/law enforcement).....	1	2	3	4	5	6	7
10. Time pressures (due to overcrowding).....	1	2	3	4	5	6	7
11. The constant exposure to human suffering and the problems faced by many clients.....	1	2	3	4	5	6	7
12. Daily exposure to the risk of client allegations of staff abuse.....	1	2	3	4	5	6	7
13. Your relationships with your supervisors.....	1	2	3	4	5	6	7
14. Lack of officer input in making decisions which directly or indirectly impacts the way you do your job.....	1	2	3	4	5	6	7
15. The level of cooperation and assistance you are likely to receive from co-workers in critical situations.....	1	2	3	4	5	6	7
<i>In the following spaces, please feel free to include other characteristics that you have found to be frustrating and rate the extent to which they have frustrated you:</i>							
16	1	2	3	4	5	6	7
17	1	2	3	4	5	6	7
18	1	2	3	4	5	6	7

Section E (cont.): The following set of questions are exactly the same as the previous 17. This time, however, please tell us the extent to which you believe each characteristic *affects your life* outside of work:

	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
How often do the following affect you and/or your family outside of work?							
19. Clients who are resistant to change.....	1	2	3	4	5	6	7
20. Limited training in treatment techniques for clients (e.g., counseling, substance abuse, etc.)....	1	2	3	4	5	6	7
21. Limited opportunities for promotion.....	1	2	3	4	5	6	7
22. Excessive paperwork.....	1	2	3	4	5	6	7
23. Inconsistent and unclear rules and expectations of courts and/or administration.....	1	2	3	4	5	6	7
24. Politically-based rather than client-centered decisions regarding job requirements.....	1	2	3	4	5	6	7
25. Lack of available resources to assist clients and address client-needs.....	1	2	3	4	5	6	7
26. Lack of job security.....	1	2	3	4	5	6	7
27. Inconsistent job expectations (i.e., rehabilitation vs. punishment/law enforcement).....	1	2	3	4	5	6	7
28. Time pressures (due to overcrowding).....	1	2	3	4	5	6	7
29. The constant exposure to human suffering and the problems faced by many clients.....	1	2	3	4	5	6	7
30. Daily exposure to the risk of client allegations of staff abuse.....	1	2	3	4	5	6	7
31. Your relationships with your supervisors.....	1	2	3	4	5	6	7
32. Lack of officer input in making decisions which directly or indirectly impacts the way you do your job.....	1	2	3	4	5	6	7
33. The level of cooperation and assistance you are likely to receive from co-workers in critical situations.....	1	2	3	4	5	6	7
In the following spaces, please rate the extent to which the items you identified above affect you and/or your family outside of work:							
34	1	2	3	4	5	6	7
35	1	2	3	4	5	6	7
36	1	2	3	4	5	6	7

SECTION F. DEMOGRAPHICS AND WORK HISTORY

1. Are you of Hispanic or Latino origin?

- No
- Yes

2. Are you: (Check all that apply)

- American Indian
- Asian
- Black or African American
- Native Hawaiian or other Pacific Islander
- White
- Other

3. What is your sex?

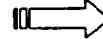
- Male
- Female

4. What is the highest level of education you have attained? (Mark only one.)

- Some high school (no degree)
- High school/GED (degree)
- Technical training
- Some college
- Bachelor's degree
- Some graduate work
- Master's degree
- Ph.D. degree
- Advanced professional degree (e.g., medical doctor, lawyer)

5. What is your age as of your last birthday?

(Please write in the numbers in the top two boxes and circle the corresponding column numbers)



Years	
0	0
1	1
2	2
3	3
4	4
5	5
6	6
	7
	8
	9

6. What is your marital status?

- Single/Never Married
- Single/Divorced
- Married
- Widowed
- Other

7. How many dependent children do you currently have living with you? _____

8. Are you currently providing care for or substantial support to any individuals other than dependent children (e.g., elderly or disabled parents, grandparents, etc.)

- No
- Yes

9. Have you ever worked for Cuyahoga County Juvenile Court before?

**CUYAHOGA COUNTY JUVENILE COURT
COMPREHENSIVE WELLNESS PROGRAM EVALUATION**

Dear Juvenile Court Employees:

Several months ago you participated in completing a wellness questionnaire (most of you completed the questionnaire in the Metzenbaum Children's Center and were offered pizza). As you recall, the questionnaire was administered prior to the implementation of the Cuyahoga County Juvenile Court Comprehensive Wellness program supported by a grant from National Institute of Justice, Office of Justice Programs. Some of you participated in the program and are considered members of the "treatment group." Those of you who agreed to complete the questionnaire but did *not* participate in the program are considered members of the "control (or no treatment) group." An evaluation of the program is being conducted to determine the extent to which the program offered by the court accomplished its goals. In order to compare the extent to which the program has been successful, a post-test (post-program questionnaire) is being administered. It is of the utmost importance that both members of the treatment and control groups complete the post-test so that we may compare post-program opinions and obtain some comparative assessments of our efforts.

Once again, your participation is **voluntary**. If you feel uncomfortable answering any of the questions, please leave them blank. However, we do urge you to take this opportunity to express your concerns through your completion of this questionnaire. **Your answers will be kept completely confidential.** To insure your confidentiality, completed questionnaires will only be handled by a Court appointed designee who will return the forms in a sealed envelop to the independent researcher, Dr. Tina Mawhorr, who has been contracted to interpret the results. As with the pre-test, the post-test results will be summarized so that no individual respondent can be identified. We greatly appreciate your continued input. Your participation is essential to the success of our understanding of the impact that the wellness program has on the well-being of Juvenile Court personnel.

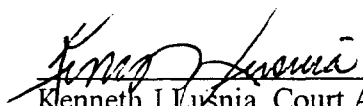
The questionnaire should take about 20-30 minutes to complete. Please complete the questionnaire and return it to the individual administering the survey.

Please print and sign your name below to acknowledge your receipt of the survey and acceptance of participating in this study. Thank you in advance for your time and cooperation.

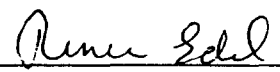
Print Your Name

Signature

Date



Kenneth J Lysnia, Court Administrator



Renee Edel, Program Manager

PERSONAL WELL-BEING: The purpose of this section is to obtain information about your health over the **past six (6) months**. Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

Once a Week = 5

A Few Times a Month = 4

Once a Month = 3

A Few Times = 2

Never = 1

During the past 6 months, how often have you had:

1. Recurring headaches?.....	1	2	3	4	5
2. A poor appetite?.....	1	2	3	4	5
3. A disturbed or restless sleep?.....	1	2	3	4	5
4. A concern that something is wrong with your body?.....	1	2	3	4	5
5. A feeling of tenseness or anxiety?.....	1	2	3	4	5
6. A feeling of hopelessness?.....	1	2	3	4	5
7. A difficulty in concentrating?.....	1	2	3	4	5
8. A feeling of worthlessness?.....	1	2	3	4	5
9. A stomach problem related to digestion?.....	1	2	3	4	5
10. Muscle aches?.....	1	2	3	4	5
11. Back problems (for example, lower back pain, muscle spasms)?.....	1	2	3	4	5
12. A feeling of depression?.....	1	2	3	4	5
13. A feeling that you are worrying too much?.....	1	2	3	4	5
14. A feeling of being weak all over?.....	1	2	3	4	5
15. A feeling that nothing turns out right for you?.....	1	2	3	4	5
16. Personal worries that bothered you?.....	1	2	3	4	5
17. A wondering if anything is worthwhile?.....	1	2	3	4	5
18. A feeling of being frustrated by your job?.....	1	2	3	4	5
19. A feeling that everything is going wrong?.....	1	2	3	4	5
20. A feeling of worry about your family?.....	1	2	3	4	5
21. A feeling of worry about money problems?.....	1	2	3	4	5
22. A feeling of being very angry?.....	1	2	3	4	5
23. A feeling of being very annoyed or irritated?.....	1	2	3	4	5
24. A tendency to be impatient?.....	1	2	3	4	5
25. Pains or pounding in your heart or chest?.....	1	2	3	4	5
26. Feelings of faintness or dizziness?.....	1	2	3	4	5
27. A loss of sexual interest or pleasure?.....	1	2	3	4	5
28. Feelings of low energy or being slowed down?.....	1	2	3	4	5
29. Thoughts of ending your life?.....	1	2	3	4	5
30. Feelings of being trapped or caught?.....	1	2	3	4	5
31. A loss of interest in things?.....	1	2	3	4	5
32. A feeling of being so restless you couldn't sit still?.....	1	2	3	4	5

Please read each statement and circle the response that most closely reflects the types of changes you have experienced in the following in the past six months:

	Increased Slightly = 5				
	Stayed the Same = 4				
	Decreased Slightly = 3				
	Decreased a Great Deal = 2				
	Not Applicable = 1				
During the past six months:					
33. Has your consumption of tobacco:.....	1	2	3	4	5
34. Has your consumption of alcohol:.....	1	2	3	4	5

COPING: The purpose of this section is to obtain information about the ways in which staff manage the trials and tribulations of everyday life. Below are strategies some people may use to help them manage their everyday ups and downs. Please read each statement and circle the response that most closely reflects the extent to which you agree or disagree with the statement.

	Every Day = 7						
	A Few Times a Week = 6						
	Somewhat Agree = 5						
	Undecided = 4						
	Somewhat Disagree = 3						
	Disagree = 2						
	Strongly Disagree = 1						
35. I have one or more friends with whom I can share job-related matters.....	1	2	3	4	5	6	7
36. I belong to a social activity group that meets regularly (other than my family).....	1	2	3	4	5	6	7
37. I get strength from my spiritual beliefs.....	1	2	3	4	5	6	7
38. I have adequate income to meet my basic expenses.....	1	2	3	4	5	6	7
39. I exercise to the point of perspiration at least twice a week.....	1	2	3	4	5	6	7
40. I actively pursue a hobby.....	1	2	3	4	5	6	7
41. I do something I really enjoy which is 'just for me' during the course of an average week.....	1	2	3	4	5	6	7
42. There is a place in my environment where I can go relax and/or be by myself.....	1	2	3	4	5	6	7
43. I am in good health (including eyesight, hearing, teeth).....	1	2	3	4	5	6	7
44. I choose foods that are low in fat, sugar, and salt.....	1	2	3	4	5	6	7
45. It is easier to discuss problems with people outside the family than with other family members	1	2	3	4	5	6	7
46. I have a supportive family.....	1	2	3	4	5	6	7
47. Interacting with family and friends is a great source of enjoyment for me.....	1	2	3	4	5	6	7
48. Our family tries new ways of dealing with problems	1	2	3	4	5	6	7
49. I am able to speak openly about everything with my family.....	1	2	3	4	5	6	7

Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

	All the Time = 7						
	Very Often = 6						
	Often = 5						
	Now and Then = 4						
	Rarely = 3						
	Very Rarely = 2						
	Never = 1						
During the past six months, how often have you experienced:							
50. An ability to deal very effectively with the problems of clients.....	1	2	3	4	5	6	7
51. A feeling that you are positively influencing other people's lives through your work.....	1	2	3	4	5	6	7
52. A feeling that you've become more harsh toward people since you took this job.....	1	2	3	4	5	6	7
53. A feeling of worry that this job is hardening you emotionally.....	1	2	3	4	5	6	7
54. A feeling of accomplishment after working closely with clients.....	1	2	3	4	5	6	7
55. A feeling that you are working too hard on your job.....	1	2	3	4	5	6	7
56. A feeling that you can easily create a relaxed atmosphere with clients.....	1	2	3	4	5	6	7
57. A feeling of being emotionally drained at the end of the workday.....	1	2	3	4	5	6	7
58. A feeling that your work-related ideas and opinions are valued by others.....	1	2	3	4	5	6	7

WORK ENVIRONMENT: The purpose of this section is to find out how you feel about your work over the past six (6) months. Please read each statement and circle the response that most closely reflects the extent to which you agree or disagree with the statement.

	Strongly Agree = 7						
	Agree = 6						
	Somewhat Agree = 5						
	Undecided = 4						
	Somewhat Disagree = 3						
	Disagree = 2						
	Strongly Disagree = 1						
During the past six months, I believed that:							
59. I have a good opinion of Cuyahoga County Juvenile Court most of the time.....	1	2	3	4	5	6	7
60. Most of the time, things at my job run very smoothly.....	1	2	3	4	5	6	7
61. I am usually satisfied with my job.....	1	2	3	4	5	6	7
62. If I continue to work with juvenile offenders, I would prefer to remain in Cuyahoga County.....	1	2	3	4	5	6	7
63. I would like to continue working at my present job.....	1	2	3	4	5	6	7
64. I would be more satisfied with some other job than I am with my present job.....	1	2	3	4	5	6	7
65. My job suits me very well.....	1	2	3	4	5	6	7
66. My job is usually worthwhile.....	1	2	3	4	5	6	7
67. I am currently looking for or considering another job outside of juvenile justice.....	1	2	3	4	5	6	7
68. There are job advancement opportunities for me here.....	1	2	3	4	5	6	7
69. My supervisor demonstrates sensitivity to such personal needs as shift and leave requests by fairly balancing them with the needs of the facility/clients.....	1	2	3	4	5	6	7
70. The work load here is manageable.....	1	2	3	4	5	6	7
71. The staff here cooperate to get the work done.....	1	2	3	4	5	6	7

Please read each statement and circle the response that most closely reflects the extent to which you have experienced the following in the past six months:

	Never = 1	Very Rarely = 2	Rarely = 3	Now and Then = 4	Often = 5	Very Often = 6	All the Time = 7
During the past six months, how often have you experienced:							
72. An ability to deal very effectively with the problems of clients.....	1	2	3	4	5	6	7
73. A feeling that you are positively influencing other people's lives through your work.....	1	2	3	4	5	6	7
74. A feeling that you've become more harsh toward people since you took this job.....	1	2	3	4	5	6	7
75. A feeling of worry that this job is hardening you emotionally.....	1	2	3	4	5	6	7
76. A feeling of accomplishment after working closely with clients.....	1	2	3	4	5	6	7
77. A feeling that you are working too hard on your job.....	1	2	3	4	5	6	7
78. A feeling that you can easily create a relaxed atmosphere with clients.....	1	2	3	4	5	6	7
79. A feeling that you treat some clients as if they were impersonal objects.....	1	2	3	4	5	6	7
80. A feeling that working with people all day is really a strain for you.....	1	2	3	4	5	6	7
81. A feeling of being fatigued when you get up in the morning and have to face another day on the job.....	1	2	3	4	5	6	7
82. A feeling that your work-related ideas and opinions are valued by others.....	1	2	3	4	5	6	7
83. A feeling that your ideas and feelings are misunderstood.....	1	2	3	4	5	6	7
84. A feeling that you work well with your coworkers.....	1	2	3	4	5	6	7
85. A feeling that you can communicate effectively with your coworkers.....	1	2	3	4	5	6	7

COMMENTS

We would appreciate any comments you have on topics covered in this survey, or any others you wish to leave for us.
(please use back of page if you need more space)

☆ **THANK YOU FOR YOUR PARTICIPATION** ☆

POST-PROGRAM SATISFACTION SURVEY - ALL PARTICIPANTS

The purpose of this survey is to inquire about your experience with the Cuyahoga County Comprehensive Wellness Program sponsored by the National Institute of Justice. Please take a few moments to answer the following questions as completely as you can.

The following set of questions pertains to your experiences with the Comprehensive Wellness program. Please circle the number that corresponds to the response you feel most accurately describes your experience with the program.

	Improved Greatly = 5	Improved Some = 4	Remained Unchanged = 3	Declined Some = 2	Declined Greatly = 1	Unable to Determine = 0
1. Attitudes towards work in general have	0	1	2	3	4	5
2. Your overall ability to cope with work-related stressors have	0	1	2	3	4	5
3. Your ability to separate home and family problems from job-related problems have	0	1	2	3	4	5
4. Your ability to identify possible solutions and solve problems has	0	1	2	3	4	5
5. Communication with other staff members has	0	1	2	3	4	5
6. Communication between you and your supervisors has	0	1	2	3	4	5

	Increased Greatly = 5	Increased Some = 4	Remained Unchanged = 3	Decreased Some = 2	Decreased Greatly = 1	Unable to Determine = 0
7. The amount of time you have had to take off work (i.e., sick leave, personal time, etc.) due to stress has	0	1	2	3	4	5
8. Your energy levels have	0	1	2	3	4	5
9. Your ability to use supervisors as resources has	0	1	2	3	4	5
10. Your ability to utilize supervisors as a resource has	0	1	2	3	4	5

12. Overall, what has been the most noticeable effect upon you as a participant in the Comprehensive Wellness program? Please circle the corresponding letter to only one response.

- a. My attitude toward work has improved
- b. My energy levels have increased
- c. My ability to use supervision constructively has been enhanced
- d. My problem-solving abilities have increased
- e. Other (please specify: _____)
- f. There has been no noticeable impact

16. Would you recommend the program to other employees?

- Yes No

17. Were there any lessons/techniques you learned that you feel will particularly helpful in dealing with personal stressors? (Please specify below)

18. Were there any lessons/techniques you learned that you feel will particularly helpful in dealing with work-related stress? (Please specify below)

19. To what extent have you applied the lessons learned from the Comprehensive Wellness program?

All the Time Now and Then Rarely Never

20. To what extent are you likely to apply the lessons learned from the Comprehensive Wellness program in the future?

All the Time Now and Then Rarely Never

21. Overall, how would you rate the information provided by the Comprehensive Wellness Program?

Very Helpful Somewhat Helpful Not Very Helpful Total Waste of Time

Finally, we would like to ask your opinion about ways in which you believe the Court can support you in dealing with stress in your life.

22. What type(s) of support from the Court do you believe would help you most when you are experiencing personal problems? (e.g., more flexible work schedules, referral services for Court employees, staff counselor, other?).

23. What type(s) of support from the Court do you believe would help you most when you are experiencing work-related problems? (e.g., more flexible work schedules, staff counselor, mediation services, other?).

24. To date, what type(s) of support has the Court delivered?

POST-PROGRAM SATISFACTION SURVEY - SUPERVISION

The purpose of this survey is to inquire about your experience, as a supervisor, with the Cuyahoga County Comprehensive Wellness Program sponsored by the National Institute of Justice. Please take a few moments to answer the following questions as completely as you can.

The following set of questions pertains to your observations of the effectiveness of the program upon staff you supervise. Please circle the number corresponding to the response that you feel most accurately describes your observations of your staff involved in the program.

Please tell us about the changes, if any, you have observed among employees who participated in the Comprehensive Wellness Program?

	Improved Greatly = 5	Improved Some = 4	Remained Unchanged = 3	Declined Some = 2	Declined Greatly = 1	Unable to Determine = 0
1. Attitudes towards work in general have	0	1	2	3	4	5
2. Staff's overall ability to cope with work-related stressors have	0	1	2	3	4	5
3. Staff's ability to separate home and family problems from job-related problems	0	1	2	3	4	5
4. Communication between staff members has	0	1	2	3	4	5
5. Communication between staff and administration has	0	1	2	3	4	5

	Increased Greatly = 5	Increased Some = 4	Remained Unchanged = 3	Decreased Some = 2	Decreased Greatly = 1	Unable to Determine = 0
6. Inappropriate or unproductive expressions of work-related stress have	0	1	2	3	4	5
7. Absences from work (i.e., sick leave, personal time and/or tardiness) due to stress have	0	1	2	3	4	5
8. Effective problem-solving behaviors have	0	1	2	3	4	5
9. The energy levels of staff who participated have	0	1	2	3	4	5
10. Conversations between staff members that are more positive in nature have	0	1	2	3	4	5
11. The ability of staff to utilize supervisors as a resource has	0	1	2	3	4	5

12. Overall, for employees who participated in the Comprehensive Wellness Program, what has been the most noticeable effect? Please circle the corresponding letter to only one response.

- a. Attitudes toward work have improved
- b. Energy levels have increased
- c. Staff ability to use supervision constructively has been enhanced
- d. Problem-solving abilities have increased
- e. Other (please specify: _____)

**COACHING SESSION QUESTIONNAIRE
AND OBSERVATION CHECKLIST**

1. Enthusiasm and motivation for continuing their wellness program

High

Moderate

Low

2. Any discernable reason(s) impairing employee's motivation to continue their program?

3. Activities most likely to be continued: _____

4. Activities employee would like to see provided if program were offered again:

5. Most significant lesson/techniques learned in the program:

6. Types of stressor(s) most troublesome for employee: What makes the Court more or less stressful than other jobs they have held?

7. Other Comments: What level of support do you receive/would you expect to receive from the Court when you are going through personal/work problems? What level of support has the Court delivered? What kinds of support would you like to see available?

Proposed Schedule of Workshops (Green Group)

Date	Time	Topic	Presenter
Thursday, April 26, 2001	8:30 a.m. – 4:30p.m.	Nourishment for Mind-Body	Roger Kravitz
Friday, May 18, 2001	*8:00 a.m. – 3:30p.m	The Road to Renewal	Roger Kravitz
Friday, May 18 ^{June 22} , 2001	*8:00 a.m. – 3:30p.m	Mind-Body Connection	Roger Kravitz
Friday, July 13, 2001 ✓	*8:00 a.m. – 3:30p.m	Relationship Strategies	Donna Frankoski
Monday, August 1 3 ² , 2001	*8:00 a.m. – 3:30p.m	Relationships	Nancy Anne
Friday, Sept. 7, 2001	*8:00 a.m. – 3:30p.m	Effective Communication Skills	Ilinda Reese
Friday, October 19, 2001	*8:00 a.m. – 3:30p.m	Anger/Conflict Management Basics	Ilinda Reese
Monday, November 5, 2001	*8:00 a.m. – 3:30p.m	Anger/Conflict Management at Work	Ilinda Reese
Friday, December 7, 2001	*8:00 a.m. – 3:30p.m	Financial Management	Charles Thomasson

** the revised times allow for 2-15 minute breaks and a half-hour lunch.*

Workshop Location

St. Joseph Christian Life Center

18485 Lake Shore Blvd.

Cleveland, Ohio 44119

(216) 531-7370

Proposed Schedule of Workshops (Blue Group)

Date	Time	Topic	Presenter
Friday, April 6, 2001	8:00 a.m. – 4:00p.m.	Nourishment for Mind-Body	Roger Kravitz
Friday, May 11, 2001	8:00 a.m. – 4:00p.m.	The Road to Renewal	Roger Kravit
Friday, May 25, 2001	8:00 a.m. – 4:00p.m.	Mind-Body Connection	Roger Kravit
Friday, June 8m 2001	8:00 a.m. – 4:00p.m.	Relationship Strategies	Donna Frankoski
Friday, July 6, 2001	8:00 a.m. – 4:00p.m.	Relationships	Nancy Anne
Friday, July 20, 2001	8:00 a.m. – 4:00p.m.	Effective Communication Skills	Ilinda Reese
Friday, August 24, 2001	8:00 a.m. – 4:00p.m.	Anger/Conflict Management Basics	Ilinda Reese
Friday, Sept. 7, 2001	8:00 a.m. – 4:00p.m.	Anger/Conflict Management at Work	Ilinda Reese
Friday, Sept. 21, 2001	8:00 a.m. – 4:00p.m.	Financial Management	Charles Thomasson

Workshop Location

St. Joseph Christian Life Center

18485 Lake Shore Blvd.

Cleveland, Ohio 44119

**PROBATION/ DETENTION OFFICER SATISFACTION SURVEY
FOR THE WELLNESS PROGRAM**

Topic: _____ (Blue Group/Green Group –please circle one))

SA= Strongly agree A=Agree N=Not Sure D=Disagree SD=Strongly Disagree

- 1. The program helps me to better understand how stress can be alleviated.
SA A N D SD

- 2. The topic is relevant to my personal/professional life.
SA A N D SD

- 3. The speaker understood and believed in the material presented.

SA A N D SD

- 4. My family/significant other will support me in applying these concepts to my life.

SA A N D SD

- 5. The speaker used participation exercises/involvement by participants to make the concepts come alive.

SA A N D SD

- 6. I understand how this topic addresses stress.

SA A N D SD

- 7. The surroundings and the food were pleasant and conducive to the wellness program.

SA A N D SD

- 8. I intend to use what I learned at today’s program in my life.

SA A N D SD

- 9. The speaker presented the material in a way that was easy to comprehend.
SA A N D SD

10. Please provide any further comments you have about the Wellness program.

1
Juen

RELATIONSHIPS

Pre test

Name _____

Date 8-22-01

- ✓1. The stress in our relationships has a direct effect on our health. True or false
- ✓2. Our moods are created by our thoughts. True or false
- ✓3. We can change other people. True or false
- ✓4. In order to have healthy relationships we have to know who we are.
That is how we think, what we feel, and what we believe
- ✓5. Fear is the undercurrent, the force, for much of what we call control.
That is control of others, ourselves, situations and circumstances.
- ✗6. In describing negative victim characteristics you could say that person
feels alone, thinks they deserve more (?) and blame other people
for their problems.
- ✗7. What is an important behavior to have when building trust in relationships.
Openness
- ✗8. List 3 behaviors that interfere with closeness in relationships
1) Self-absorption
2) not knowing who we are
3) not knowing what we want
- ✓9. What 3 functions do boundaries serve?
1) Self-protection
2) allow us to separate/distinguish ourselves from others
3) allow us to gain perspective on things
- ✓10. There are 7 levels in Maslow's hierarchy of needs. List 5 of them
Survival spiritual
physical contact/touch actualization
intellectual

RELATIONSHIPS

Post-test

Name _____

Date _____

1. The stress in our relationships has a direct effect on our health. True or false
2. Our moods are created by our thoughts. True or false
3. We can change other people. True or false
4. In order to have healthy relationships we have to know who we are.
That is how we communicate what we need, and what we want.
5. Fear is the undercurrent, the force, for much of what we call control.
That is control of others, ourselves, situations and circumstances.
6. In describing negative victim characteristics you could say that person would
feel angry, think they powerless and blame other people for
their problems.
7. What is an important behavior to have when building trust in relationships.
Honesty
8. List 3 behaviors that interfere with closeness in relationships
Not being honest
Anger
Fear
9. What 3 functions do boundaries serve?
Protection, Containment, Identity
10. There are 7 levels in Maslow's hierarchy of needs. List 5 of them
Safety _____ Self-Esteem
Survival _____ Achievement - Intellectual
Belonging _____
11. How do you intend to use these techniques presented today in both your work and
personal life?
Practice Techniques

