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*East Lansing
Police
Chaplain's
Program*

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SUMMARY

Funding for the East Lansing Police Department's Chaplain Program was received from the National Institute of Justice in July of 1998 to start up our program. The Chaplain's program was set up as an approach to reduce and manage police and correctional employee's stress. The primary program goals included identifying stress issues, program development, implementation, and finally, evaluation of the program. Two police Clergy were recruited, interviewed, and hired to target and provide service to police and correctional officers and their families by using counseling, training, and reduction of organizational barriers, or other means which would assist in the reduction of stress. Besides the hired clergy, a Program Director and two team members were chosen to develop and oversee the program (see body of report for objectives of clergy, program director, and team members). Policy was then developed that would explain the assets and boundaries of the program.

Program objectives were set up to determine if the Police Chaplain's program would have an impact on the police/correctional employee's level of stress. Certain indicators were chosen (Goolkasian, Geddes, & DeJong, 1985) that could assess a program's impact on individual clients. The chosen indicators were: # of grievances, # of complaints against police/correctional employees, # of sick hours used, and # of worker compensation claims. Statistics were gathered and compared to the year prior to the grant period. However even though there was a reduction in some of the categories, the findings were not significant and meaningful. The design used was a one-group design, looking at outcome measures taken for the program participants both before and after treatment. The weakness in this design was that there was no comparison group. Many events took place during the "treatment" phase that were unrelated to the initiation of the Chaplain's program. Some of the events included: change of administrators, changes in departmental makeup (many younger officers), change of policies, all which viably contributed to data differences. Without a control group, differences between grant year and the prior year cannot be attributed to treatment (i.e. Chaplain's program).

Specific objectives for the Program Director, Team Members, and the Chaplains were developed. These objectives were specific and included: job duties, identification of job stressors, program development and monitoring, training issues, dissemination of information, record keeping on number of clients served, and confidentiality issues (See Program Director, Team Member and Chaplain objectives in full report). With little exception, these objectives were fulfilled for each component of the Chaplain team.

Finally, a "in-house" survey-evaluation tool was used. The survey was given to the one hundred police/correctional employees with a 51% return rate. This survey was designed to measure client satisfaction with the Chaplain's program. Survey results concluded that over 90% of the responding employees did have contact with a Chaplain. From those that had contact, 86% of those employees felt the contacts were positive. 90% of the employees, when asked, felt that the Chaplain's program should be continued. The final question dealt with need and use of the program. Over 82% of the employees surveyed stated that if they had a need they would seek out the

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services of the Chaplain. This survey did assess some important issues for the department, including the quality of delivered services to the client and a gauge to determine how much the services would be used. The instrument also provided a "fill-in" area asking for additional comments regarding services the program could offer and an area for the respondent to explain their reasons for their answers if they should desire to do so.

Results from the survey, as well as identification of stressors that are categorized (promotions and internal investigations), were then discussed with the Chief of Police as an attempt to inform the Chief about the presence of stressors and as an issue to changing the work environment to make it inherently less stressful.

Thus, although the chosen indicators did not provide meaningful statistical data about the program, the survey instrument and specific Chaplains, Program Director, and Team Member objectives did provide valuable information that the Chaplain's program is contributing to the well-being of the client, i.e. the police and correctional officers and their families. The implications for Law Enforcement is that there are a variety of methods to reducing law enforcement stress. Hurrell and Kroes (1975) separates these methods into three categories: 1) Eliminating the stressors; 2) Increasing the officer's stress coping ability; and 3) Providing counseling for the stressed officer.

What is unique about the approach the East Lansing Police Department chose is that most stress management programs only attempt to teach the employee how to cope with the stressors present in the work environment, an inoculation approach (Ganster, Mayes, Sime, and Tharp, 1982). This type of program would only treat the effect while ignoring the cause. Our program encompasses all three categories at reducing law enforcement stress. One way is eliminating the stressor. The officer on the street by his or her experience on the street is aware of many of the organizational and work stressors. However, due to rank and status much of this information is held between the officers. Our approach with our Chaplain's program is to identify stressors from the information gained by the officers (with attention to confidentiality issues that in no way would identify the employee). Then, the most frequently heard stressors are categorized and generically presented to the administration. For example, our Chaplains stated that the most frequently heard stressors were in the areas of promotion and internal investigation. Once the major stressors are known, ideas are explored that will reduce the stressor. In this example, the length of time involved in the internal investigation created severe anxiety for the officer. The officer may not be interviewed on the Citizen Complaint for up to a year. The Chief and Captain looked at this problem and now are looking on how to modify the Internal Investigation procedure to reduce the length of waiting time in the investigation. This is an example of how an organization was willing to take action to reduce or eliminate stressors that were presented by the Chaplain's program. Secondly, increasing the officer's stress coping ability - our Chaplain's program intends to initiate training in (Ayres, 1990) areas that address what effect such factors as personality, motivations, cognition, emotion, fear, etc. have on human behavior. This approach focuses on increasing the individual officer's stress awareness and training officers in how to improve their interpersonal skills

in dealing with daily conflict situations. Finally, our program provides counseling for the individual police and correctional employee and their families. While our community provides many professional counseling opportunities, we believe that our officers will be more likely to respond to a police Chaplain whom they have become acquainted with then seeking out a mental health consultant whom they may not trust or know. Goolksasian, Geddes, and DeJong (1985) state that the acceptance of a stress program by rank and file officers is probably the most important determinant of it's effectiveness. Obviously, the officers cannot benefit from the program if they are unwilling to use it. The results of the survey demonstrate the acceptance of this program.

FINAL PROGRAM REPORT

PROJECT DESCRIPTION

The Chaplain's program will be an approach to reduce and manage police officer stress in the East Lansing Police Department. It is designed to establish resources with the identification of stress, following with program development, implementation, and evaluation of the program. Project participants will provide two to five police clergy to target and provide service to police/correctional officers and their families by using counseling, training, reduction of organizational barriers, or any means which will assist in the reduction of stress. A Program Director will be responsible for team supervision, coordination of resources and reporting. Team members will be responsible for providing department personnel knowledge of available resources, and program benefits, and assisting in program development and evaluation. These positions will be incorporated within the East Lansing Police Department to support quality of life issues and maintain quality police services through the administration of the Police Chaplain's program.

SCOPE

The East Lansing Police Department is a department with approximately one hundred members. Prior to implementing the Chaplain's program, we evaluated our current programs that were designed to reduce stress (i.e., C.A.R.E.S, employee assistance program offered to city employees), and determined from a survey we administered to our police/correctional employees that we were not meeting their needs due to many of the employees being unaware of the C.A.R.E.S. program, their lack of trust in the program if they were aware of it, and their perception that it couldn't meet their needs since they felt law enforcement needs were "different" (Nowak, 1985). The East Lansing Police Department has experienced problems similar to those of larger departments that include police officer death - as a result of an on-duty shooting incident, officers involved in shooting incidents causing injury, officers involved in critical incidents resulting in serious injury, and most recent - civil disorders (May 1, 1998, Oct. '98, March 21, 1999, & March 27, 1999). All of the above incidents are stressful without adding various types and degrees of the organizational stress that precede/follow these types of incidents, create the need for our organization to look toward an approach that will assist in the reduction and management of stress. Based on our resources, officer surveys, and current research, we believed that a Chaplain's program would meet many of our needs in reducing officer stress. The Chaplain's services targeted the police officer, correctional officer, police employees, and their families.

PROGRAM OBJECTIVE

The objectives set up were to concentrate on the following:

1. To reduce the overall total number of police employee grievances by a minimum of 30%.
2. To reduce the overall total number of citizen complaints due to officer mistreatment of citizens by 30%.
3. To decrease the overall total number of hours of sick time used by police/correctional employees by 30%.
4. To reduce the overall total number of worker's compensation claims by a minimum of 30%.

To accomplish the above objectives, a comprehensive approach involving all targeted group's participation were utilized.

PROGRAM OBJECTIVE RESULTS

1. The actual number of police employee grievances did not reduce by 30%, actually increased from "8" to 16", an increase of 100%. According to one Administrator of the police department, many of the grievances dealt with time-use issues. For example, in the last fiscal year, a Vacation Policy was initiated that restricted time off, including the number of vacations the employee was able to take. Union official(s) believe that change of personnel, including administrators that have retired, may have contributed to this increase due to difference in their views of reading the contract. One retired administrator had been actively involved as a previous Union President which may have made a difference in his decision making versus current administrator(s) and their views being perceived as more management oriented.
2. Reported citizen complaints of officer mistreatment of citizens went down from "45" to "43", a reduction of 1%. * The police department's Internal Affairs Specialist Lt. Ouellette advised that the majority of complaints against officers, occur with greater frequency to the younger, more inexperienced officer. This may be because the officer has not fully developed their communication skills. Our police department hired "8" new officers in the period of July 1, 1998 - June 30, 1999.
3. Sick time hours - due to the unavailability of sick time records for six months in July, '97 through Jan '98, I decided to look at a "trend" type of study. The department has a sick time policy that has a strict reporting procedure. Any time an employee calls in sick and that sick day is connected to pass days it is recorded. If an employee has three instances of this occurring within a calendar year, a letter is sent to the employee's supervisor indicating that they should sit down with the employee and discuss time management issues.

In the 1997 time period there were ten (10) letters sent to the employee's supervisors. In the 1998 time period there were four (4) letters sent to the employee's supervisors. This substantial decrease of 60% unfortunately cannot be solely attributed to the Chaplain's program. The decrease is more than likely due to strict Sick Time Use policy and reporting that the police department has gone to rather than the use of Police Chaplains.

4. Worker compensation Claims were reported as "18" in July 1, '97 through June 30, 1998 (fourteen Patrol Officers, two Parking Officers, and two Dispatchers). Worker Compensation Claims were reported as "18" from July 1, '98 through June 30, '99 (Twelve Patrol Officers, two Parking Officers, two personnel from the Records Bureau, and two Dispatchers). Therefore, Worker Compensation claims were unchanged between the two fiscal years.

PROGRAM DIRECTOR

One police sergeant was assigned to establish a board which worked in conjunction with administrators, mid-level managers, union officials, line and correction officers, and family members of personnel to identify and intercede with officers facing emotional difficulty due to stress factors.

Objectives for the Program Director included:

1. Provide effective services consistent with the identified needs of the individual officers and their families.
2. Monitor progress of program development.
3. Prepare and review prospective Chaplain's applications.
4. Set up informational meetings with other board members.
5. Work in partnerships with other agencies, Universities, and community resources to provide comprehensive training for the Police Chaplains and board members.
6. Evaluate Chaplaincy program in meeting goals.

7. Prepare evaluation reports and other documentation describing task accomplishments relating to the Departmental goals and objectives.

8. Report accomplishments of the program to the law enforcement field, disseminate program results to Michigan State University, and to the International Conference of Police Chiefs.

PROGRAM DIRECTOR OBJECTIVE RESULTS

1. To provide effective services consistent with the needs of the officers and their families, the Chaplaincy Committee initially put out a proposal for the Chaplaincy Program which included duties and responsibilities, and what one could expect from a Chaplain. This dissemination was to give the officers and families a broad idea of what the program could offer. Next, a policy was developed that further clarified the Chaplain's role. Many individuals from the department were included in the Policy formation to promote greater acceptance. To determine individual needs of the officers and their families, listening techniques were employed at briefings, counseling sessions, and at informal gatherings. Lastly, a questionnaire was distributed asking for input on their needs and additional Chaplain services. The information gathered was anonymously discussed at monthly Chaplain meetings and action plans set.

2. The progress of program development was monitored not by one individual. Chaplain's meetings were held where committee members, the Chief of Police and/or his representative, other officers, individuals from outside agencies and Universities (Michigan State University - School of Social Work), were present to examine, comment, and critique our progress.

3. Currently, our Chaplaincy Committee is using an application procedure designed for city wide personnel. Our Committee has plans in the near future to further develop our application procedure specific for our needs.

4. Informational meetings with board members were set up on a monthly basis or more frequently depending on need.

5. Our Chaplaincy Program has sought outside resources to assist in training for our Chaplains. The program Director worked with a representative from Michigan State University in locating multiple resources that police/correctional officers and their families could be referred to, depending on their needs. The Program Director contacted many of these resources either by phone and/or on-site visit to determine if the agency could meet the needs of our employees. A list was developed and disseminated to the Police Chaplains of these resources. Coordinators from different social service agencies spoke at monthly meetings to discuss their programs and their value to

the police department.

Secondly, East Lansing Police Department, Lansing Police and Fire Department, Michigan State Police, and Ingham County Sheriff Department, have developed a regional Chaplain's Committee that focuses on training issues. East Lansing Police Department's Corp. Commander Pastor Whelan is in charge of this committee. As a result of discussions within the regional Committee, The Michigan State Police has offered a three-day training (fall of '99) that was specifically for the Chaplains from the Michigan State Police, and generously offered it to regional committee Chaplains.

Next, the International Conference of Police Chaplains (ICPC) offered a week long annual training seminar which occurred in Columbus, Ohio (July 19 - 23, 1999). The Program Director, our two current Police Chaplains, and a prospective Chaplain, received extensive training. As a result of this training, all received the "basic certification" from ICPC. This certification requires the Chaplain and Liaison Officer to take twelve core courses totaling 3.5 ceu's. The course concentrates on the following areas: Officer Injury and Death; Ethics; Sensitivity and Diversity; Post Traumatic Death; Critical Incident Crisis Response; Stress Management; Law Enforcement Burnout; Making Death Notifications; Law Enforcement Family; Suicide; Substance Abuse; and Liability and Confidentiality. Time permitting, other courses were offered in a variety of areas.

6. The evaluation tool our Chaplain's Committee decided on was a "satisfaction" type of survey. (See attached: East Lansing Police Chaplains Department Survey - "A"). The questions consisted of determining how many police/correctional personnel had contact with our Chaplains and the type of contact; whether the contact was positive or not; whether the need exists for the Chaplaincy program to continue; and a fill-in for employees to suggest additional services we should add or comments they would like to make. The questionnaire was put in all police/correctional employee mailboxes which came to 100 individuals, minus committee member Officer Niemela and the Program Director. The survey was anonymous and voluntary. If the individual wanted to fill out the survey, they were given a cover letter that advised them to put the finished survey in a predetermined location at the police department by July 27, 1999. The rate of return of the survey was 51% (51 out of 100). The general results of the survey (See attached - Data and Graph "B") is that 90% of the employees had contact with the Police Chaplains. The next question dealt with whether the contact was positive, 86% of the employees stated it was positive. Let it be noted that 12% of the employees did not answer the question. That is understandable due to 10% of the employees had not had any contact with the Police Chaplain thus would be unable to answer the question. The third question asked if there was a need to continue the Chaplaincy program, 90% of the employees surveyed felt there was a need to continue the program. The next question dealt with whether the employee surveyed would seek out the services of the Police Chaplain; 82% of the employees stated they would. Based on the survey results, this program appears to have met its general goals of providing support and attempting to reduce stress to its police/correctional employees and their

families.

7. A report was produced and disseminated on a monthly basis to departmental personnel, including the Chief of Police. This report included summaries of meetings and documentation regarding task accomplishments that related to the departments' goals and objectives and mission statement.

8. Accomplishments of our Chaplaincy Program were reported in a variety of ways. The Program Director worked with a representative from Michigan State University School of Social Work, on a weekly basis in the time period (Sept, '98 - May, '99). Goals and accomplishments were discussed relating to Department goals, National Institute of Justice Goals, Employee goals, and Academic goals. Accomplishments of our program were also reported to our regional Chaplain's committee on a quarterly basis. Locally the Chief of Police assisted the Chaplain's Committee by promoting them at the Kiwanis meeting, to community members, and to the City Council members. Publicity was important part in promoting our Chaplain's Program. The "city paper" (the Dialog), the employee paper (the Inside Story) and the Lansing State Journal wrote about our program, the Chaplain's, and their duties. An article will be written for the "Police Chief" magazine in the near future, highlighting our accomplishments.

TEAM MEMBERS

Two board members were assigned to the team who worked in conjunction with other team members to assist in identifying and interceding with officers facing emotional difficulty due to stress factors. Objectives for the team members included:

1. Provide effective services consistent with the identified needs of the individual officers and their families.
2. Attend regular meetings, maintaining notes, and disseminating information to other board members including the Chief of Police.
3. Assist in the documentation of time sheets, including number of people served.
4. Attend training relating to stress reduction, to then be able to train other employees in the material learned.
5. Maintain records in a confidential manner.
6. Assist in monitoring the program regarding evaluation output.

7. Collaborate with other police agencies to determine if they have input that will be valuable to our own program, and cross train with neighboring departments.

TEAM MEMBER OBJECTIVE RESULTS

1. The team members' objective in providing effective services consistent with the identified needs of the individual officers and families has been covered under the "Program Director Objective Results #1, with one exception. It is believed that the team members will be in a better position than the Program Director to reach their peers that are in the non-supervisory roles, since "rank" will not interfere in officer relationships. Thus, the team members will bring a unique perspective from peer officers on their needs and their family's needs. The team member will share his or her findings in an anonymous manner at monthly meetings so we can ensure our services are consistent with identified needs.
2. The team member(s) attended monthly meetings, maintained notes, and disseminated information to other board members, including the Chief of Police.
3. The team member(s) assisted in the collection of time sheets, tallying # description of Chaplain Activity, # of instances, time involved, and employees and/or families served. (See attached East Lansing Police Chaplains' Corps Yearly Report of Chaplains Activity - "C").
4. Team member, Officer Niemela went to the 1998 Law Enforcement Family Support Meeting, held by the National Institute of Justice, in Washington, D.C. where grantee presentations were given. Many ideas were gained by hearing multi-variable approaches to combating stress in the police employee and family.
5. The team member(s) job of maintaining records was turned over to the Program Director, who held all records in a confidential manner.
6. The team member(s) assisted the Corp. Commander and the Program Director in the final evaluation component, including the satisfaction survey.
7. The information in regards to collaboration with other police agencies and cross-training was discussed under the Program Direction Objective Results (See # 5).

CHAPLAINS

The primary goal of this position is to assist all members of the police department and their families in dealing with stress. Objectives for the Chaplains included:

1. Attend monthly meetings.
2. Be a state certified pastor and pass the basic certification course sponsored by the International Conference of Police Chaplains.
3. Counsel law enforcement officers, including correctional officers, employees, and their families
4. Visit sick or injured officers and departmental personnel in home or at a medical facility.
5. Make death notifications.
6. Provide assistance to victims.
7. Teach police and correctional employees in areas such as Stress Management and other related courses.
8. Serve as part of the Tri-County Capitol Area Critical Incident Stress Management Team.
9. Assist at suicide incidents.
10. Serve as liaison with other clergy in the community.
11. Furnish spiritual guidance.
12. Offer prayers at special occasions such as recruit graduations, retirement ceremonies, swearing-in ceremonies, and funerals.
13. Making referrals to other mental health agencies.

14. Organizing and conducting events designed to enhance the morale and well-being of department members and their families.
15. Attend training seminars regarding crisis intervention.

CHAPLAIN OBJECTIVE RESULTS

1. The two current Police Chaplains, Father Karl Pung and Pastor Steve Whelan attended monthly meetings and corresponded informally throughout the month.
2. Both Father Pung and Pastor Whelan are state certified/licensed pastors. Both Chaplains have passed the basic certification course sponsored by the International Conference of Police Chaplains which they completed on July 23, 1999.
3. Father Pung and Pastor Whelan have counseled nine police/correctional employees during the grant period (See Yearly Report - "C") with 15 hours spent in this activity. The informal counseling is done as a way of life, in the patrol car, the hall, or in the parking lot. The informal counseling is viewed as less threatening and sometimes more effective. The areas the Chaplains have counseled in are: issues of marriage, parenting, stress management (i.e. of specific work related issues - internal investigations and promotions), interpersonal relationships, grief, death, and dying.
4. The Chaplains made two visits to the hospital or home to police/correctional employees (See Yearly Report - "C") with 2.5 hours spent in official care. Other contact with ill officers and/or their families were made at their residence, by mail, and by telephone.
5. The Chaplains made death notifications to assist departmental personnel and ministered to families of the deceased (See Yearly Report - "C"). There were five incidents that the Chaplain's provided assistance to departmental personnel and/or to the community members. The Chaplain's were called to inform a son of his mother's death, then to assist the patrol division by traveling with the son to the hospital to identify her body. Secondly, the Chaplains were called to contact a college student to make a death notification of his father who had committed suicide. Third, a death notification was made by our Chaplain who requested a Priest and needed immediate emotional support. Next, the Chaplains assisted the department and the families of the deceased of conducting a funeral for a widely-published death of a college student who had drowned. Finally, the Chaplains were contacted to assist the uniform division by making a death notification to a son that his mother had perished in a fire. The Chaplains debriefed with participating Officer(s) after each of these notifications.

6. The Chaplains provided assistance to victims of domestic abuse (specifically women and children, and one male subject) The Chaplains have also assisted homeless adults, a distraught student, the roommates of a student who had died in an accident, individuals who attempted suicide, and other suicidal individuals.
7. The Chaplains have not yet made their goal to formally teach police and correctional employees in areas such as Stress Management and related courses, due to their recent certification. Plans for this type of education will occur in the near future. However, informally, there have been one-on-one opportunities to breach the uniqueness of police stress during normal shift contact. At times, this can prove to be more effective than group instruction.
8. The Chaplains are not yet part of the Tri-County Capitol Area Critical Incident Stress Management Team due to conflict of training times. Plans for this also will occur in the near future, The Chaplains will be exploring additional theoretical backgrounds of other models besides the "Jeffery Mitchell" model.
9. The Chaplains have assisted at suicide incidents. They assisted at one attempted suicide and counseled a suicidal student.
10. The Chaplains have served as a liaison with other clergy in the community by inviting clergy to an interdenominational prayer breakfast with the Chief of Police. The breakfast serves a dual role; first by giving the clergy and their parishioners a connection with our police department, and secondly, as a means to recruit new Chaplains.
11. The Chaplains have furnished spiritual guidance by their mere presence at the police department, in the car, or on the street. The Chaplain's ministry is most effective when they are slow to speak and quick to listen.
12. The Chaplain's have met their goal of offering prayers at special occasions. Prayers have been offered at a retirement, the police academy, a county wide briefing (Eve of Civil Disorder), and many smaller, less formal events.
13. The Chaplains are aware of and are able to make necessary referrals to mental health professionals whenever necessary. Specifics will be avoided with this objective due to confidentiality issues.
14. The Chaplain's organized and conducted events designed to enhance the morale and well-being of department members and their families. The Chaplains planned a memorial for a student who drowned and was missing for three months as a thank you to all officers and citizens involved in his search. Secondly, the Chaplains are planning an East Lansing Police appreciation day for the Spring of

2000. Next, the Chaplains are looking to do a Memorial for departmental members, their families, and retirees to honor East Lansing Police Officer James Johnson who was killed in the line of duty fifteen years ago.

15. The Chaplains have received training on crisis intervention from a variety of sources. The Program Director has provided training on crisis intervention, supplemented with articles and recommended reading. The Chaplains have received formal in-service training in areas of Death Notification and Basic Self-Defense. The Chaplains have recently been certified in the basic program offered by International Conference of Police Chaplains, which emphasized crisis intervention. This fall, the Chaplains will continue their crisis intervention training in the upcoming program offered by the Michigan State Police. The Chaplains have also been invited and have participated in departmental training in a variety of topics, including our "F.A.T.S." program (Firearms Training Simulator). This assisted our Pastors in perceiving what an officer goes through while the officer encounters decision making situations that may or may not escalate into deadly force.

ANALYSIS & CONCLUSION

Although our chosen indicators did not provide meaningful statistical data about the program, the survey instrument and specific objectives from the Program Director, Team Members and Chaplains did provide valuable information that the Chaplain's program is contributing to the well-being of the client, i.e., the police and correctional officers and their families. The implication for Law Enforcement is that one should choose not one, but a multi-approach when instituting any stress program. Too many programs aimed at reducing stress have been looking only at the individual as the client system. To be successful I think it is important to look at the environment and target some of the organizational causes of stress. Hurrell and Kroes (1975) separate these methods into three categories: 1) eliminating the stressors; 2) increasing the officer's stress coping ability; and 3) providing counseling for the stressed officer.

What is unique about the approach the East Lansing Police Department chose, is that many stress management programs only attempt to teach the employee how to cope with the stressors present in the work environment, an inoculation approach (Ganster, Mayes, Sime, and Tharp, 192). This type of program would only treat the effect while ignoring the cause. Our program encompasses all three methods at reducing law enforcement stress. One, eliminating the stressor - the officer on the street by his or her experience is aware of many of the organizational and work stressors. However, due to rank and status much of this information is held between the officers. Our approach with our Chaplain's program is to identify stressors from the information gained from the officers (with strict attention to

confidentiality issues that would not identify the employee). Then, the most frequently discussed stressors would be categorized. For example, our Chaplains advised the Chaplain Team that the two main topics that caused stress to the officer were issues regarding Internal Investigation and Promotion. Upon further exploration, some of the specific issues involved in regards to Internal Affairs investigations were regarding length of time it took to investigate the internal investigation where the officer was the "suspect." Officers felt they could not recall the events clearly when investigations took up to a year before they were interviewed. Officers felt anxiety due to the prolonging time of the investigation and not knowing the outcome for up to a year.

Secondly, our program will be incorporating means to increase the officer's stress coping ability. Our Chaplain's program intends to initiate training on areas that addresses what effect such factors such as personality, motivations, cognition, emotion, fears, etc., have on human behavior (Ayres, 1990). This approach focuses on increasing the officer's stress awareness and training officers in how to improve their interpersonal skills dealing with daily conflict situations. This type of training may not only aid in the officer's coping skills but also aid in the reduction of complaints by citizens, due to increasing interpersonal skills.

Lastly, our program provides counseling opportunities, we believe that our officers will be more likely to respond to a police Chaplain whom they have become acquainted with, then seeking out a mental health consultant whom they do not know and may not trust. Ayres (1990) believe that either an acute situational crisis or a slow build-up of job-related strain to a chronic and dangerous level can cause a law enforcement officer to need professional help.

Our program is a multifaceted approach that is both preventive and reactive. Our program is not individual focused but is a "systems" approach in reducing stress. We look at how various systems interact with the individual in the environment and the stress that result from the interactions of the systems. One system that was identified as causing stress was in the area of internal investigations. Factors, such as time delay of the investigation leads to officer anxiety. The officers complain of poor recall and the length of time until the investigation is resolved. These issues were brought by the Chaplain's team to the Chief of Police, Captain, and the Lt. Of Internal Affairs. As a result, the Chief and Captain are aggressively exploring ways to modify the procedure so that the time delay in these investigations can be significantly reduced. This is one example of how programs aimed at reducing Officer stress should not focus on just "fixing" the Officer, but "fixing" the organization and the systems that affect the Officer. According to Kaufman (1985), more emphasis should be placed upon addressing organizational stressors rather than person-centered programs by psychologists and police administrators.

To summarize, our program did not prove effective if one examines only the indicators that were chosen and the statistical analysis. However, as many programs can testify to, one cannot always measure success of a program by quantitative means. Goolkasian, Geddes, and DeJong (1985) state that acceptance of a stress program by rank and file officers is probably the *most* important determinant of its effectiveness. Obviously, the officers cannot benefit from the program if they are unwilling to make use of it. The results of the officer's survey (See Attached Graph B) demonstrate the high number of officers who felt that there was a need for this program and also their willingness to use it.

The value of this program lies in the hearts of the officers who use it. There are many intangible circumstances where the Chaplain may benefit an officer, that cannot be weighted. How much weight should one put on the Officer who was helped in his or her own marriage difficulty? How can we measure the effectiveness of simply "feeling better"? I can report on some of the positive comments that were made by the police and correctional employees when they filled out the survey:

"Chaplains, keep up the good work"; "They have been so supportive of me"; "They are approachable"; "It is a good program . . ."; "I like it"; "I've always been given great advice with a smile"; "I think both Chaplains are great assets to our department"; "They are positive and have a great repertoire with everyone"; "The Chaplain was there for us even if it wasn't work related"; "I really enjoyed the time we were together"; "It is nice to know that their services are available and that they are personally involved with us"; "I think the ride-a-longs are a good part of the program"; "Things are great now"; "I am a member of a church but don't know the minister at my church as well as I know the Chaplain. I have not yet had a need but I would talk to the Chaplain if I needed to"; "I have been able to talk to Chaplains several times in casual settings and it has been very positive. I feel that I can talk to them without repercussions"; "They are very comfortable to ride with"; "I would use them for my needs."

You the readers decide whether the East Lansing Police Department has succeeded in reducing stress in the lives of their employees. We are committed to the program and look forward to improving it's future.

"A"

East Lansing Police Chaplains Department Survey

The Chaplain Corps is designed to provide an avenue of support to the East Lansing Police Department. Their mission is to provide ethical, moral, and spiritual support. It is the Chaplain's desire to be an encouragement to you, your families, and the community in a departmental effort to reduce stress. Please give your feedback on the effectiveness of this program in the past year.

1 Have you had any personal contact with one of our chaplains?

Yes (what type?, check all that apply)
 Ride-a-long Shared a meal Counseled other

No

2. Have your contacts been positive/helpful?

Yes, comment if you like: _____

No, please explain reasons: _____

3. Do you see a need to continue a Police Chaplaincy program at ELPD?

Yes

No

4. If you had a need would you ever seek out the services of our Chaplains?

Yes (comment if you like) _____

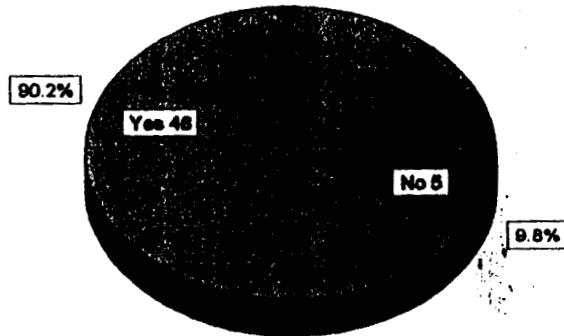
No, I would not seek their help because ... _____

5. Are there services that the Chaplaincy program should add or are there comments you would like to make?

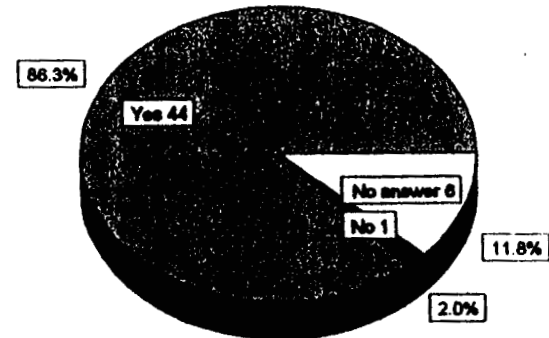
Exhibit "B"

RESULTS OF CHAPLAIN'S SURVEY

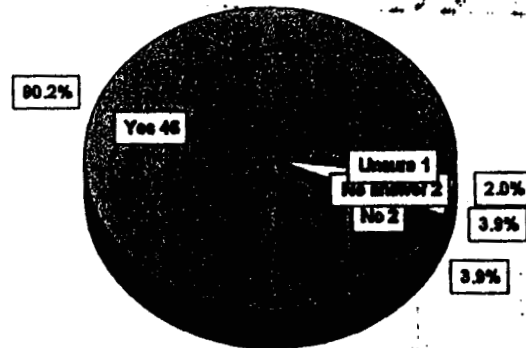
Contact with Chaplain



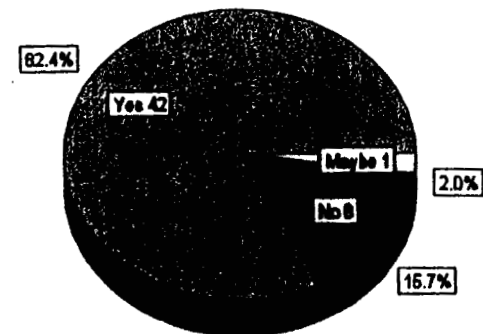
Positive Contact with Chaplains



Need to Continue Program



Seek out Services



EAST LANSING POLICE CHAPLAINS' CORPS QUARTERLY REPORT OF CHAPLAINS' ACTIVITIES

This report is intended to measure the collective activities of our Chaplains' Corp. and will be useful in describing the many benefits provided by our chaplains. All activities should be counted in the categories below. More than one "instance" can result from one apparent action.

Example: Where a Chaplain visits the department and rides on patrol with a officer, count one instance for #6. "Visits to East Lansing Police Facilities", and one instance for #7. "Accompanying Officer(s) on Duty".

Name EAST LANSING POLICE CHAPLAIN'S YEARLY REPORT
 Report For: (Months and Year) JULY 1998 through JUNE 30 1999

DESCRIPTION OF ACTIVITY	NUMBER OF INSTANCES	(HRS/MIN) TIME INVOLVED	PERSONS DIRECTLY ASSISTED	TOTAL MILES
1. Pastoral Counseling	9	15 hrs	9	
2. Visits to Sick or Injured (home, hosp, etc).	2	2.5 hrs	2	
3. Minister to Families of Deceased	3	4 hrs	3	
4. Conduct or Attend Department Funerals	5	24.5 hrs.	Multiple	
5. Other Official Pastoral Functions *Use narrative below	7	11 hrs.	Multiple	
6. Visit to East Lansing Police Facilities	79	62 hrs.	Multiple	
7. Accompany Officer(s) On Duty	26	139.5 hrs	Multiple	
8. Assist at Scene of Accident		--	---	
9. Attend Police Meetings, Seminars, or other Official Events	33	49.5 hrs	Multiple	
10. Other Contacts w/Personnel (Business, Familiarization, Coordination, Etc.)	13	32.5 hrs	Multiple	

* NARRATIVE

REFERENCES

Ayres, R. M. (1990). *Preventing law enforcement stress: The organization's role*. U. S. Department of Justice. Washington, D.C.: U.S. Government Printing Office.

Goolkasian, G. A., Geddes, R.W., & Dejong, W. (1985). *Coping with police stress*. U.S. Department of Justice. Washington, D.C.: U.S. Government Printing Office.

Hurrell, J. J., and Kroes, W.H. (1975). *Stress awareness*. In *Job Stress and the Police Officer*, 234-245.

Kaufman, Gary. *Law enforcement organizational health consultation*. Unpublished paper presented at the Consultation with Police: Problems and Consideration Symposium, American Psychological Association 93rd Annual Convention, Los Angeles, California, August 23-27, 1985.

Nowak, P. E. (1985). [Psychological assistance programs]. Unpublished raw data.

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