

## **EXECUTIVE SUMMARY**

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

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## EXECUTIVE SUMMARY

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### INTRODUCTION

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

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

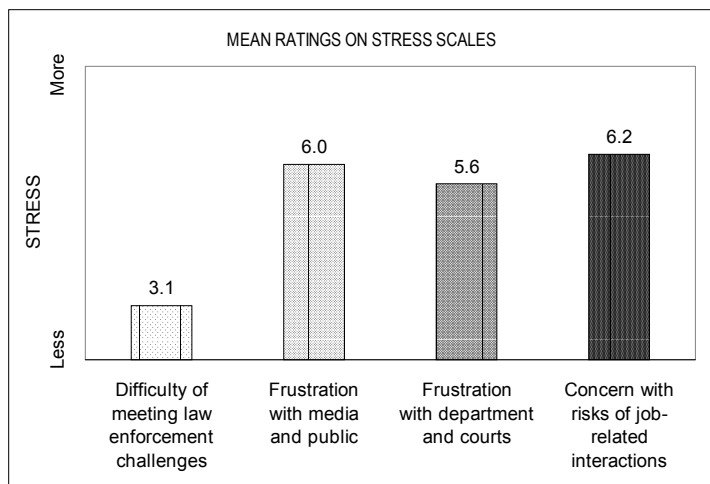
### METHODS

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

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

### MEASURES OF STRESS

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



to measure these sources of stress in law enforcement. The scale measuring the difficulty in meeting the challenges of law enforcement assesses the officer's perception of their own capability in handling the responsibilities associated with the job. Two other scales measured the officer's frustration with external forces, specifically with public perceptions of law enforcement and with department and court procedural restrictions and court sentences. The final measure provided an assessment of the officer's concerns about safety. Consistent with previous research, respondents

are more frustrated with public perceptions, the department and courts and more concerned with job-related risks than stressed by the challenges of the job. Means for individual items within the four scales can be found in Summary Table 1.

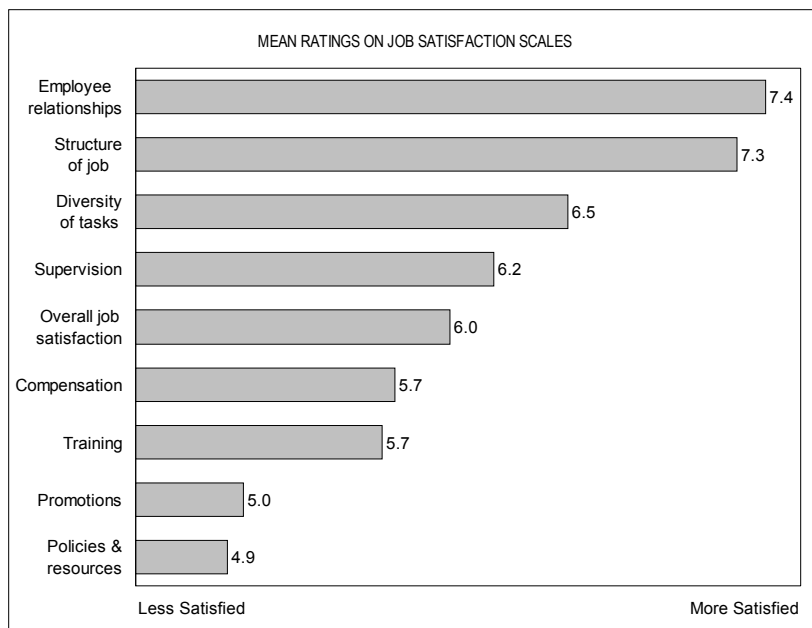
Job-related stress is costly for employers because it increases turnover and training costs, use of sick leave and overtime pay, and contributes to early and disability retirements. This study set out to explore several potential negative outcomes or indicators of job-related stress: the number of divisional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

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

#### MEASURES OF JOB SATISFACTION

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

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



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

except promotions and policies and resources. Even supervision and the diversity of tasks received mildly positive evaluations. Perhaps the strength of employee relationships mitigates some of the stress often associated with this occupation.

#### SAMPLE DESCRIPTION

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

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

#### COMPARISONS OF CORRECTIONS AND PATROL OFFICERS

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

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

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

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

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

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

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

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

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

## DIFFERENCES IN COMPLAINTS AND CLAIMS IN CORRECTIONS AND PATROL ASSIGNMENTS

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

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

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

## COMPARISON OF DETECTIVES WITH OTHER OFFICERS

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

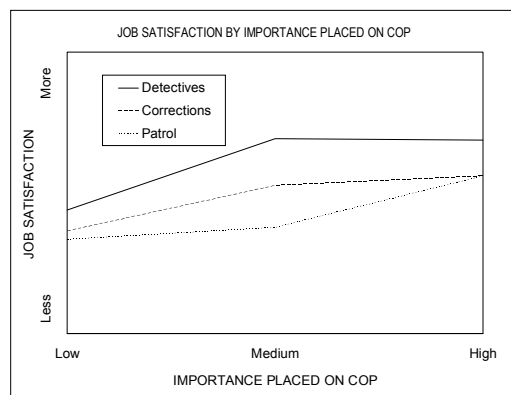
What detectives have in common with corrections and patrol officers is a high level of satisfaction with employee relationships. The level of frustration with public perceptions, the department and the courts, and a concern for job-related risks are other areas where detectives do not differ from other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

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

## THE IMPACT OF COMMUNITY-ORIENTED POLICING (COP)

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

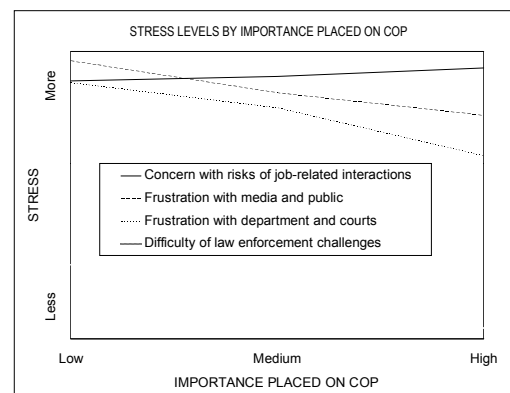
This study explored the role of COP in stress and job satisfaction using two separate measures: 1) involvement in community-oriented policing activities in one's current assignment; and 2) the importance attached to activities typically associated with COP. The "involvement" measure is more restrictive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



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

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

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



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

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

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

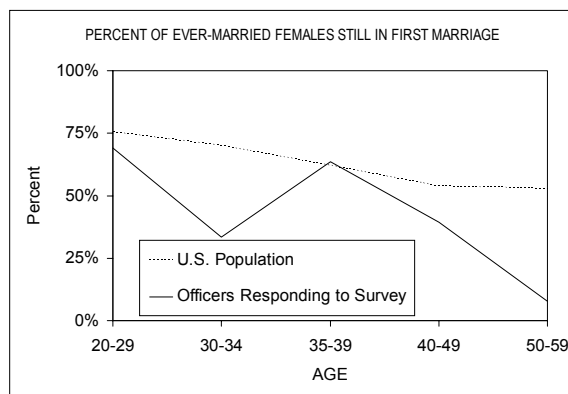
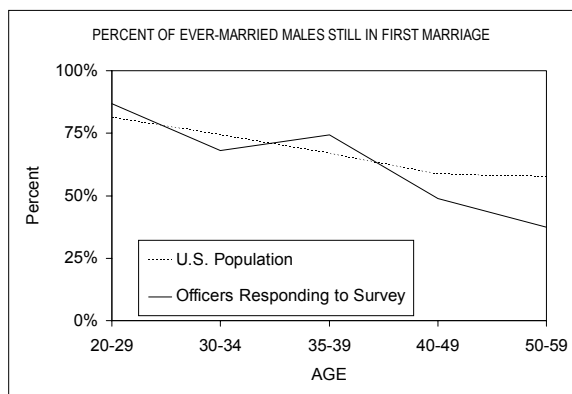
The combination of attitudes towards COP and education affects injury claim rates differently in corrections and patrol settings. In the patrol setting, neither education nor the importance of COP affects the injury claim rates of men, but both affect the claim rates for women. Higher education and de-emphasizing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

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

#### THE IMPACT OF FAMILY HISTORY AND RELATIONSHIP VARIABLES

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

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



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

#### FACTORS AFFECTING JOB SATISFACTION AND STRESS FOR ALL OFFICERS

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

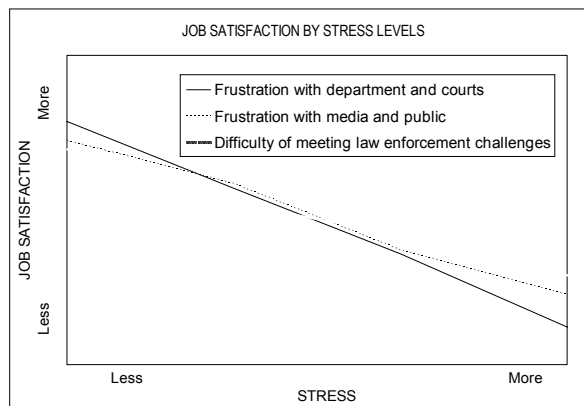
Previous studies examining the effect of years with the department, rank, gender and education on job satisfaction and stress have produced inconsistent findings. This study found that officers with more years in the department, sergeants and female officers are less satisfied and more stressed in some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

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

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

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

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



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

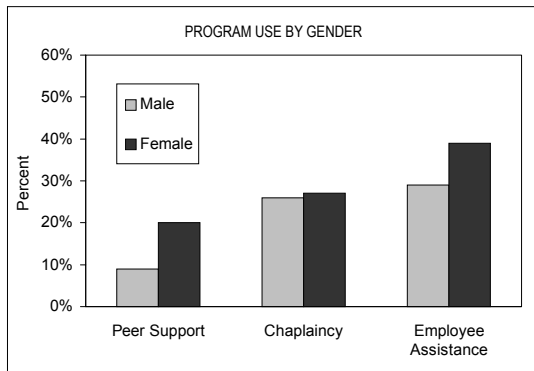
#### USE OF SUPPORT AND ASSISTANCE PROGRAMS

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

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

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

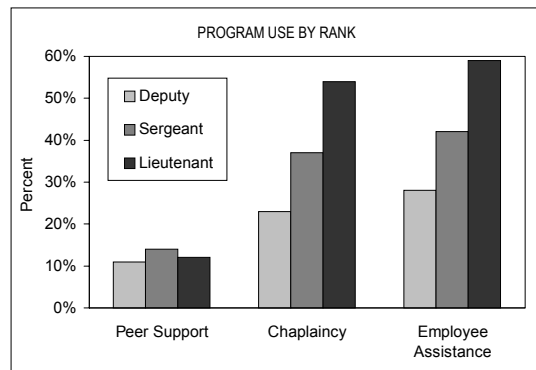
Nearly all of the officers who have not used the programs said that it was because they did not need the services. However, concerns with confidentiality and feeling uncomfortable prevented some officers from using the Peer Support Program, even though they had a need for its services. These concerns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



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

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

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



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

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

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

• SUMMARY TABLE 1. MEAN RATINGS ON STRESS SCALE COMPONENTS<sup>1</sup>

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

SUMMARY TABLE 2. MEAN COMPLAINTS AND CLAIM RATES

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

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

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

<b>STRUCTURE OF JOB</b>		<b>Mean</b>	<b>PROMOTIONS</b>		<b>Mean</b>
Shift work in general.....		7.4	Frequency of promotions .....		6.4
Current shift assignment .....		8.0	Clarity of criteria for promotion.....		5.2
Current job assignment .....		8.0	The testing process for promotions.....		4.8
How often your shift assignment changes .....		7.3	Importance given merit in promotions .....		4.3
The days you currently work.....		8.0	Importance given seniority in promotions.....		4.5
Degree to which my skills and abilities are utilized on the job...		6.8	Management discretion in determining who is promoted .....		3.8
Opportunities for specialty assignments .....		5.1	Consistency in use of criteria for promotion .....		3.9
Opportunities for job-related friendships.....		7.7	Opportunity for growth and professional development .....		6.0
<b>POLICIES AND RESOURCES</b>		<b>Mean</b>	<b>COMPENSATION</b>		<b>Mean</b>
Degree of input into departmental policies.....		4.5	Amount of time off during the year .....		6.9
Degree of input into departmental decisions.....		4.1	Medical and retirement benefits .....		5.8
Fairness of job assignment process .....		5.2	Current pay.....		5.3
Opportunities for contributing to community-oriented policing goals .....		5.7	Projected pay levels in the future .....		4.8
Degree of recognition for work well done .....		5.4	<b>DIVERSITY OF TASKS</b>		<b>Mean</b>
Amount of personnel to get the job done.....		3.9	Variety of tasks associated with your current assignment.....		6.9
Amount of equipment to get the job done.....		5.3	How often job assignments change .....		6.5
Amount of paperwork required to document job-related tasks .....		5.1	Range of opportunity for other assignments in my current rank .....		6.1
<b>SUPERVISION</b>		<b>Mean</b>	<b>TRAINING</b>		<b>Mean</b>
Degree of supervision exercised by my supervisor.....		7.5	Amount of training for new recruits .....		5.7
Consistency of discipline applied to departmental employees.....		4.9	Quality of training for new recruits.....		5.7
Timeliness of discipline .....		4.8	Amount of training for those assigned to new divisions.....		5.8
Authority to problem-solve.....		6.7	Quality of training for those assigned to new divisions.....		5.9
Consistency of supervisory support for my on-the-job decisions.....		7.1	Amount of training for those promoted to new responsibilities.....		5.5
Frequency of rotating managers and supervisors.....		5.9	Quality of training for those promoted to new responsibilities.....		5.6
<b>EMPLOYEE RELATIONSHIPS</b>		<b>Mean</b>	Amount of training for my current assignment.....		6.4
Quality of relationships with sworn co-workers .....		8.0	Quality of training for my current assignment.....		6.6
Quality of relationships with supervisors.....		7.5	Amount of training deputies receive about law enforcement's effect on family life.....		4.3
Quality of relationships with non-sworn co-workers.....		7.8	Quality of mandated annual training .....		5.1
Quality of relationships with volunteer staff.....		7.5			
The rewards of leadership.....		6.2			

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