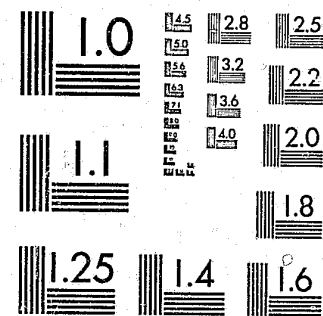


National Criminal Justice Reference Service

ncjrs

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

7-6-82

80993^a

NCJRS

DEC 4 1981

THE POLICE STRESS SURVEY ACQUISITIONS Sources of Stress in Law Enforcement

by
CHARLES D. SPIELBERGER
LYNNE G. WESTBERRY
KENNETH S. GRIER
GLORIA GREENFIELD



HUMAN RESOURCES INSTITUTE

Monograph Series Three: No. 6

COLLEGE OF SOCIAL AND
BEHAVIORAL SCIENCES
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA 33620

U.S. Department of Justice
National Institute of Justice

80993

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

Public Domain/LEAA

U.S. Dept. of Justice

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

Final Report Submitted To
Office of Criminal Justice Education Training
Law Enforcement Assistance Administration
United States Department of Justice

Florida State Lodge
Fraternal Order of Police

June 1981

ii

FOREWARD

The Human Resources Institute was founded in 1976 to support teaching, research and community service programs in the social and behavioral sciences at the University of South Florida. A major goal of the Institute is to stimulate and facilitate basic and applied research undertaken by the faculty and staff of the University's College of Social and Behavioral Sciences. Through the activities of its six Centers, the Institute assists the college in fulfilling its responsibilities to students, faculty and the general community.

The Institute sponsors a publications program of monographs and occasional papers for communicating new findings, techniques and practices to scholars in the social sciences and to the lay public. This monograph reports the results of a research and development program that investigated sources of stress in law enforcement carried out under the supervision of Professor Charles D. Spielberger, Director of the USF Center for Research in Community Psychology. Kenneth Grier and Lynne G. Westberry served as the principal research assistants and were responsible for collecting and analyzing the data during different phases of the project. Gloria Greenfield assisted with the data analyses, and she and Lynne Westberry contributed to the preparation of this Report.

The research reported in this monograph was supported in part by a grant awarded to the University of South Florida by the Office of Criminal Justice Education and Training (79 DF AX 0092) of the United States Department of Justice's Law

Enforcement Assistance Administration. The required local matching funds were provided by the Florida State Lodge of the Fraternal Order of Police and the University of South Florida. The present monograph was submitted to the granting agencies as the Final Report for this research.

This publication is the sixth in the general monograph series sponsored by the HRI Center for Community Psychology. The titles of the five monographs previously published in this series are:

Spielberger, C. D., Spaulding, H. C., & Ward, J. C., Jr. Selecting effective law enforcement officers. Human Resources Institute, Monograph Series Three: No. 1, University of South Florida, 1978.

Spielberger, C. D., Anton, W. D., & Barker, L. R. The effects of stress and anxiety on complex learning and performance for college students and Navy and Air Force Recruits. Human Resources Institute, Monograph Series Three: No. 2, University of South Florida, 1979.

Spielberger, C. D. (Ed.), Proceedings of the National Workshop on the Selection of Law Enforcement Officers. Human Resources Institute, Monograph Series Three: No. 3. University of South Florida, 1979.

Spielberger, C. D., Schulman, R. G., Spaulding, H. C., & Ward, J. C. Police selection and performance: A comprehensive bibliography. Human Resources Institute, Monograph Series Three: No. 4, University of South Florida, 1981.

Spielberger, C. D., Spaulding, H. C., & Vagg, P. R. Professional manual for the Florida Police Standards Psychological Test Battery. Human Resources Institute, Monograph Series Three: No. 5, University of South Florida, 1981.

The Human Resources Institute is pleased to distribute this report with the hope that it provides information that will prove useful to law enforcement agencies and administrators and researchers on police stress. The ideas expressed in the monograph are, of course, those of its authors, and do not

necessarily represent the viewpoints of the University or of the agencies that have made this project possible.

Travis J. Northcutt, Jr.
Dean, College of Social and
Behavioral Sciences
Acting Director, Human
Resources Institute

PREFACE

This monograph is the Final Report of a research and planning project concerned with "Training Police Officers to Cope with Stress". The general goal of the research was to identify job-related events and situations that are considered stressful by law enforcement officers in order to provide essential information to be used in the development of curricula for stress management training programs for police officers.

The report is divided into four major sections. The goals of the research and a brief review of the relevant literature on police stress are presented in Section I. The construction of a new instrument for assessing sources of stress in police work, The Police Stress Survey, is described in Section II. Research findings with this instrument based on a large-scale survey of Florida law enforcement officers are described in Section III. The final section presents observations and some preliminary findings obtained in monitoring two stress management training programs.

We are especially grateful to the Advisory Committee who worked closely with us in designing and conducting the research program. Members of the Advisory Committee and the organizations they represented when the project was initiated were: Mr. Joel M. Pate, Chief, Bureau of Training, Division of Police Standards and Training; Mr. Howard M. Rasmussen, Director, Southeast Florida Institute of Criminal Justice; Major James W. Reese, Chairman, Florida Police Standards and Training

Commission; and Mr. Charles A. Salerno, Executive Secretary, Florida State Lodge of the Fraternal Order of Police. Mr. Pate resigned in September, 1980, and was replaced by Mr. Daryl McLaughlin.

We would also like to acknowledge our sincere appreciation to the Fraternal Order of Police and the Police Benevolent Association for their assistance and support in developing the Police Stress Survey and in helping us to enlist the cooperation of the Florida law enforcement officers who responded to it. Finally, we would like to thank Diane L. Ludington and Peggy McPherson for their expert technical and clerical contributions to the management of the research project and for their assistance in the preparation of this report.

Charles D. Spielberger
Lynne G. Westberry
Kenneth S. Grier
Gloria Greenfield

THE POLICE STRESS SURVEY
Sources of Stress in Law Enforcement

TABLE OF CONTENTS

	<u>Page</u>
FOREWARD.....	ii
PREFACE.....	v
List of Tables.....	viii
THE POLICE STRESS SURVEY: SOURCES OF STRESS IN LAW ENFORCEMENT.....	1
I. GOALS OF THE FLORIDA POLICE STRESS PROJECT.....	5
II. THE POLICE STRESS SURVEY: CONSTRUCTION AND DEVELOPMENT.....	10
III. RESEARCH WITH THE POLICE STRESS SURVEY.....	16
Relationship of Officers' Rank to Stress Ratings.....	21
Effects of Age, Education and Marital Status on Stress Ratings.....	22
Relations Between Stress Ratings, Years of Experi- ence and Size and Location of Employing Agency.....	25
Factor Structure of the Police Stress Survey.....	29
IV. EVALUATION OF POLICE STRESS TRAINING PROGRAM.....	34
REFERENCES.....	40
APPENDICES	
Appendix A - Job Stress in Law Enforcement: A Brief Review of the Research Literature....	41
Appendix B - Police Stress Survey (Preliminary Form)....	50
Appendix C - Materials Mailed to Survey Participants....	57
Appendix D - Police Stress Survey.....	63

List of Tables

Table 1	Means, Standard Deviations, and Clarity Ratings for the Preliminary Form of the Police Stress Survey.....	13-14
Table 2	Means and Standard Deviations of the Police Stress Survey Items for the Mail Survey and Pilot Study.....	18-19
Table 3	Stress Ratings as a Function of Officers' Rank.....	22
Table 4	Stress Ratings as a Function of Officers' Age, Education and Marital Status.....	23
Table 5	Stress Ratings as a Function of Years of Experience and Size and Location of Department.....	27
Table 6	Factor Analysis of the Police Stress Survey Items.....	30
Table 7	Mean Stress Ratings for Experienced Officers and Recruits.....	36
Table 8	Mean Stress Ratings for Police Recruits (N=43) Before and After Completion of a Stress Training Program.....	37

THE POLICE STRESS SURVEY:
SOURCES OF STRESS IN LAW ENFORCEMENT

The highly stressful nature of police work and its impact on the lives of police officers and their families has been increasingly recognized by law enforcement administrators as an area of major concern. The police officer is constantly exposed to aggression, violence and cruelty, and must frequently intervene in high-pressure, human crisis situations. Thus, police work is one of the few occupations in which an employee is continually asked to face danger and to put his or her life on the line at any moment.

In addition to the inherent dangers of police work, law enforcement officers are influenced by a myriad of organizational stressors resulting from the administrative and professional requirements of the job. These include rigid departmental policies, inadequate equipment, frequent changes in work shifts, competition for advancement, ineffectiveness of the judicial system and court leniency, family pressures, and numerous other stressors. Police officers must also deal with feelings of fear and hatred from a non-supportive, often hostile public, and must respond to provocations with self-control, patience and compassion.

Clearly, on and off the job, law enforcement personnel are constantly confronted with unrelenting pressures. This intense and persistent stress that is placed on the police officer may often result in feelings of anger, anxiety, alienation and depression. Prohibited from expressing these feelings, which are normal

responses to frustration, many officers develop what has been called the "John Wayne Syndrome", characterized by emotional withdrawal, cynicism and authoritarianism (Reiser, 1974).

The home often becomes the only place for a police officer to release the tensions that build up on the job. The stress of police work may therefore disrupt family life, frequently resulting in separation or divorce. Consequently, it is not surprising that the incidence of emotional difficulties, psychosomatic illnesses, alcoholism and suicide is believed to be exceedingly high for police officers.

As interest in police stress has grown, a number of theoretical models have been posited by researchers and observers in the field. Perhaps the most parsimonious and useful of these models is the one proposed by Symonds (1970), which divides the sources of police stress into two broad categories: (1) the nature of police work; and (2) the nature of police organizations. In the first category of stressors, Symonds includes constant exposure to danger, facing the unknown, confronting hostility, and making judgments in rapidly changing, unpredictable situations. In his second category, Symonds includes the quasi-military structure of police organizations, competition for promotional opportunities, disagreeable job assignments, and varying tours of duty. The utility of Symonds' model as a framework for understanding police stress has been demonstrated in the work of William H. Kroes and his associates, which will be described later (Kroes & Gould, 1979; Kroes, Hurrell & Margolis, 1974; Kroes, Margolis & Hurrell, 1974).

The rapid growth of interest in police stress is also reflected in the formation of the International Law Enforcement Stress Association (ILESA) and the founding of a new professional journal, Police Stress, which is devoted entirely to this topic. Many departments and training academies have also established stress management and stress awareness programs to help prepare law enforcement officers to cope with the stress of police work, but empirical research demonstrating the effectiveness of these programs is lacking. In order for stress management training programs to be of maximum benefit for the individual officer, it is essential to determine the actual sources of stress that are encountered in police work, how much stress is associated with each source, and how often these stressors are experienced.

Over the past two years, the Florida Lodge of the Fraternal Order of Police (FOP), the Florida Division of Police Standards and Training, and researchers at the University of South Florida have been working on a research and development program designed to identify sources of stress in police work (Spielberger, Grier, & Pate, 1979, 1980). This effort has been supported by grants from the LEAA Office of Criminal Justice Education and Training, the Florida FOP and the University of South Florida. The studies that have been conducted will be referred to in the present report as the Florida Police Stress Project (FPSP).

The primary goal of the FPSP was to identify the specific job-related events and situations that were considered stressful by Florida law enforcement officers so that this knowledge could be utilized in stress management training programs. Throughout

all phases of the project, the research staff has consulted with staff members of the sponsoring organizations. In order to facilitate the achievement of project goals, representatives of the sponsoring agencies participated in planning the project and have served on the FPSP Advisory Committee.

The procedures and the results obtained in the studies carried out in this research and development project are described in this report, which is divided into four major sections. The specific objectives of the FPSP and a brief review of the literature on sources of stress in police work are presented in the first section. The construction and development of the Police Stress Survey, a new instrument for assessing sources of stress in police work, are described in Section II.

Section III reports research findings based primarily on the administration of the Police Stress Survey to a representative sample of Florida law enforcement officers. The effects on the officers' stress ratings of rank, age, educational level, marital status, years of experience, and size of department, are examined in this section, and the results of a factor analysis of the Police Stress Survey are also reported.

The final section presents some preliminary data based on observations of the FPSP staff in monitoring the stress management training programs of two Florida police agencies.

I. Goals of the Florida Police Stress Project

The general goals of the Florida Police Stress Project (FPSP) were to identify and clarify major sources of stress in police work and to monitor stress management training programs conducted at two Florida police agencies. The four specific objectives of the FPSP were:

1. To review and evaluate current knowledge concerning the role of stress in law enforcement in order to establish a firm foundation on which to construct a survey instrument for assessing police stress. (The specific goals in the review of the research literature were to identify the sources of job-related stress encountered by law enforcement officers and to collect information on the nature and effectiveness of stress management training programs.
2. To construct and develop a survey instrument for assessing sources of stress in law enforcement work. This objective required identifying and devising a means for measuring the intensity and the frequency of occurrence of specific sources of stress that influence the work of police officers. A related objective was to compare the stressors that influence Florida police officers with those identified by Symonds and Kroes.
3. To quantify police officers' perceptions of the intensity and the frequency of occurrence of specific sources of stress in law enforcement work. In pursuing this objective, a large scale survey of Florida police officers was conducted in collaboration with the Florida State Lodge of the Fraternal Order of Police (FOP) and the Florida Police Benevolent Association, Inc. (PBA).

4. The fourth goal of the FPSP was to evaluate a stress management training module for recruits based on a curriculum approved by the Division of Police Standards and Training, which was being taught at the Southeast Florida Institute of Criminal Justice (SEFICJ) in Miami. In addition, the FPSP planned to work with the Miami Police Department in monitoring a stress management program for experienced officers.

The work carried out by project staff in pursuing Objectives II, III and IV is described in the following sections of this report. In order to achieve the first objective, the general literature on occupational stress was surveyed to develop a broad frame of reference for examining research on police stress. A comprehensive search was then undertaken to locate previous investigations of the sources of stress in police work, and the effects of stress on the physical and mental health, and the family life of police officers.

Approximately 60 studies relating to "Job Stress in Law Enforcement" were located and carefully reviewed. A detailed report on the analysis and evaluation of these studies prepared by the Project Research Assistant (Kenneth Grier) was submitted to the Office of Criminal Justice Education and Training as an Appendix to the June 30, 1980 Progress Report. The 'Summary and Conclusions' section of this review, along with a complete list of the specific studies that were evaluated, is provided in Appendix A.

The review of the literature on occupational stress among law enforcement officers reveals a great deal of confusion and

ambiguity with regard to almost every aspect of this research. Attempts to define sources of stress in police work have relied almost entirely on unsystematic observations, and this research has been plagued with numerous methodological problems.

In a series of studies based on interviews with officers while they were performing routine policing activities, William H. Kroes and his associates (Kroes & Gould, 1979; Kroes et al., 1974a; Kroes et al., 1974b) identified a number of different sources of stress in police work. Surprisingly, they found that police officers considered the administrative and bureaucratic aspects of their work as stressful as the inherent dangers of the job. For example, more than half of the officers reported that the courts were a major source of stress, and a majority also complained about excessive paperwork and disagreeable job assignments.

Kroes' empirical findings are generally consistent with Symonds' clinical observations that there are two major sources of stress in police work. However, since only officers from the Cincinnati Police Department participated in Kroes' studies, the results may reflect the specific characteristics of this department rather than being representative of the stressors that are generally encountered by police officers. Nevertheless, the work of Kroes and his associates provides a great deal of useful information and an excellent framework for assessing major sources of stress in police work.

Evidence pertaining to the effects of stress on the health and family life of police officers is equally confusing. It has

been suggested, for example, that law enforcement officers have high rates of suicide, alcoholism, health disorders, and emotional problems. But the results of investigations of the consequences of stress fail to solidly substantiate these claims. Reiser's (1974) "John Wayne Syndrome" and Maslach's (1976) notions about "burnout" in police officers, despite the claims of the authors, remain theoretical concepts unsupported by research. Similarly, Niederhoffer's (1969) findings of police cynicism are questionable because of methodological flaws in the research.

Although studies of the stressful effects of police work on family life indicate a negative impact, the seriousness of this impact remains undetermined. There is no convincing evidence to permit the conclusion that police officers are more often divorced, more frequently a victim of suicide, more likely to experience stress-related health disorders, or more apt to become alcoholic than the average American citizen. Thus, if the premise that these conditions are stress-related is accepted, more evidence is needed to answer the question of whether or not stress among police officers is any more serious than for members of other occupational groups.

Despite the ambiguity and confusion in the published research, the problem of police stress has become sufficiently salient for many law enforcement agencies throughout the country to establish programs specifically designed to help police officers cope with stress. Most stress management programs attempt to ward off or reduce stress by preparing officers to cope more effectively with the physical and psychological dangers that are encountered on the

job. But whether these stressors cause police officers to experience higher rates of divorce, alcoholism, suicide, and various forms of physical and mental disorder remains a moot point.

Stress cannot be defined entirely in terms of its consequences, and the link between the job-related stress of police work and its adverse effect on health and behavior has yet to be clearly established.

Most stress management programs emphasize general procedures for coping with stress. While such programs may provide useful information about exercise and physical fitness, dietary habits, mental health and learning how to relax, they typically fail to identify, analyze and evaluate the specific stressors that are actually encountered by law enforcement officers. Consequently, the techniques that are learned may not be appropriate for dealing with these stressors.

In designing an effective stress management program for police officers the first question that should be answered can be posed quite simply: What precisely are the main sources of stress in police work? Identifying these stressors, evaluating the magnitude of the stress associated with each source, and determining how frequently each stressor is encountered is of vital importance for developing an effective stress management program. The procedures followed in the construction and development of an instrument for evaluating the intensity of the specific stressors encountered in police work, and for determining the frequency of their occurrence, are described in the following section.

II. The Police Stress Survey: Construction and Development

The first step in the development of an instrument for assessing sources of stress in police work was to compile a list of specific stressors that are encountered by law enforcement officers. The stressors identified by Kroes and his colleagues with Cincinnati police officers (Kroes et al., 1974a; Kroes et al., 1974b; Margolis, Kroes & Quinn, 1974; Kroes & Gould, 1979) proved to be especially helpful as a starting point for the construction of the survey. Through interviews with patrol officers and police administrators, Kroes and his associates identified the following major sources of stress: courts, police administration, inadequate equipment, manpower shortages, community relations, job conflict and overload, line of duty crisis situations, changing of shifts, inactivity and boredom, and low salary. Among the important sources of stress emphasized by police administrators were relations with supervisors and job role ambiguity.

On the basis of the stressors identified by Kroes and his associates, project staff formulated a pool of items for the preliminary form of the Police Stress Survey. Additional items were written on the basis of the findings of other investigators (e.g., Hillgren, Bond, & Jones, 1976). This large pool of more than 100 items describing sources of stress representative of all phases of police work was then reviewed by an Advisory Committee comprised of experienced law enforcement officers and administrators. A total of 80 items were selected for the preliminary form of the Police Stress Survey.

The Preliminary Police Stress Survey was field-tested in a pilot study by administering it to approximately 50 law enforcement officers associated with seven FOP Lodges geographically representative of the State of Florida (Boynton Beach, Clearwater, Ft. Lauderdale, Gainesville, Jacksonville, Orange County, Pensacola). Arrangements for these officers to respond to the survey were made by the Executive Secretary of the Florida State FOP Lodge. The survey forms were sent to an official of the participating local lodge who distributed them to officers who volunteered to participate in the survey. Instructions for responding to the survey were printed on the first page of the form. A copy of the instructions and the survey form that were used in the pilot study is included in Appendix B.

The officers who participated in the survey were given general information about the goals of the study and responded anonymously to the preliminary survey form. They were asked to evaluate the clarity and meaningfulness of each item by rating it "Good", "Satisfactory", or "Unsatisfactory". They were also asked to estimate the amount of stress associated with the event or situation described by each item, using a procedure similar to that employed by Holmes and Rahe (1967) in constructing the Social Readjustment Rating Scale. In rating the amount of stress associated with each item, the officers were instructed to "use all of your knowledge and experience, and take into account the amount of time and energy that you feel would be necessary in adjusting or coping with the event."

The first stressor item listed in the preliminary survey form, "Changing from day to night shift", was selected as the standard for comparing other stressors. This item was given an arbitrary scale value of 50. Officers were asked to compare each stressor event or situation with the stress produced by changing shifts, and to assign a number from 0 to 100 to indicate the amount of stress associated with each event. For those events or situations considered more stressful than changing shifts, a number proportionately larger than 50 was assigned. For events less stressful than changing shifts, a number lower than 50 was assigned.

In order to give officers in the pilot study an opportunity to report stressors not included in the preliminary survey form, space was provided at the end of the form to record and rate "Other" stressors. Since a large proportion of the officers left this item blank and those who responded gave heterogeneous answers that could not be meaningfully tabulated, this item was eliminated.

The officers participating in the pilot study were also instructed to report the number of times each stressor event was personally experienced during the past year, and how long ago the event occurred. However, the procedure for this aspect of the preliminary survey proved ambiguous and many officers did not respond. Consequently, the resulting data could not be used for assessing the frequency of occurrence of each stressor.

The stressor items in the preliminary survey are reported in Table 1. These items were classified as Good, Marginal, or Unacceptable on the basis of the evaluations of the officers

Table 1

Means, Standard Deviations, and Clarity Ratings for the

Preliminary Form of the Police Stress Survey

Good Items	G-U ¹	U+Blank ²	MEAN	SD
Fellow officer killed in line of duty	39	4	86.1	17.3
Killing someone in the line of duty	36	5	81.5	23.0
Exposure to battered or dead children	40	1	78.9	16.6
Confrontations with aggressive crowds	39	3	75.8	16.0
Physical attack on one's person	42	1	74.5	20.5
Situations requiring the use of force	41	1	70.9	16.5
Inadequate salary	40	1	69.2	19.8
* Exposure to children in pain	34	1	69.2	21.2
Responding to a felony in progress	43	0	68.9	17.6
Inadequate support by supervisor	38	2	68.0	20.0
Inadequate support by department	31	2	67.7	18.0
Incapacitating injury on the job	33	5	65.8	27.6
High speed chases	41	2	65.1	25.6
Accident in a patrol car	35	3	64.0	19.5
Insufficient manpower to handle job	42	0	63.1	19.1
Excessive or inappropriate discipline	32	5	62.7	20.7
Family disputes & crisis situations	40	1	62.5	19.0
Critical on-the-spot decisions	41	0	61.4	21.0
Poor or inadequate supervision	35	3	60.0	22.9
Excessive paperwork	42	1	59.8	24.1
Court leniency with criminals	40	1	59.4	21.7
Ineffectiveness of the judicial system	38	1	59.4	23.7
Political pressure from within department	33	2	59.0	27.1
Lack of recognition for good work	39	0	58.6	19.7
Competition for advancement	34	4	58.3	21.8
Court appearances on day off or after night shift	41	1	57.9	24.3
Plea bargaining and technical rulings	40	0	57.2	21.5
* Difficulties in relationship with family	37	1	57.2	28.1
Distorted or negative press accounts	38	2	55.6	23.8
Working a second job	39	2	55.2	20.3
Court decisions unduly restricting police	38	1	55.1	22.9
Fellow officers not doing their job	36	3	55.0	22.1
Making arrests while alone	38	1	54.8	21.0
Difficulty getting along with supervisors	38	4	54.1	24.6
Demands made by family for more time	35	4	54.0	26.2
Public apathy toward police	35	3	53.5	19.3
Racial pressures or conflicts	33	3	53.3	22.5
Inadequate or poor quality equipment	39	2	52.8	20.2
Ineffectiveness of correctional system	35	3	52.6	23.3
Political pressure from outside department	31	3	50.4	27.3
Assignment of increased responsibility	38	2	50.0	21.6
Frequent changes from boring to demanding	35	4	49.4	24.9
Public criticism of police	39	0	48.9	21.7

	G-U	U+Blank	MEAN	SD
Exposure to death of others	37	1	47.5	23.1
Assignment of disagreeable duties	32	2	47.4	20.4
Assignment to new or unfamiliar duties	35	3	47.1	21.5
Personal insult from citizen	39	0	46.7	24.0
Delivering a death notification	38	3	45.4	26.4
Strained relations with non-police friends	37	1	45.2	27.3
Promotion or commendation	35	3	44.4	29.8
Demands for high moral standards	32	4	40.8	25.3
Periods of inactivity and boredom	40	0	39.0	22.5
Performing non-police tasks	33	3	38.4	22.5

Marginal Items

Job conflict	30	5	61.3	20.4
Assignment of incompatible partner	30	5	59.3	22.3
Putdowns & mistreatment in court	29	4	55.1	26.8
Disagreeable department regulations	29	4	51.4	24.4
Negative attitudes toward police officers	30	5	49.1	22.5
* Inefficient social agencies	29	3	48.1	23.1
Lack of participation in policy decisions	28	5	46.5	23.6
* Exposure to communicable diseases	28	4	44.6	29.1
Exposure to adults in pain	30	3	42.9	22.4
Minimal physical injury on the job	28	5	41.4	24.3

Unacceptable Items

* Death of a partner	34	6	79.5	26.4
* Demotion or suspension w/o pay	31	6	69.2	25.8
* Abuse of family by public	25	10	66.6	26.5
* Internal affairs investigations	31	6	65.9	30.3
* Job overload	29	6	59.3	20.6
* Exposure of fellow officer as corrupt	23	6	57.4	25.3
Situations where unable to take effective action	23	7	55.3	19.4
* Exposure to "undesirables"	25	3	53.8	20.3
* Vague or ambiguous job assignment	22	9	53.3	24.9
Disapproval of performance by fellow officers	20	8	51.7	23.8
* Termination of fellow officer	18	7	44.1	24.4
* Enforcing disagreeable laws	24	5	42.9	20.7
* Investigating a robbery	28	6	39.1	21.3
* Availability of sexual opportunity	15	12	31.7	23.4
* Exposure to graft & temptation	29	6	30.9	23.9
* Taking action against opposite sex	29	6	28.0	21.7

*Items eliminated from the Survey on the basis of the Advisory Committee's evaluation of the results of the field test.

1. No. of "Good" ratings minus No. of "Unsatisfactory" ratings.
2. No. of "Unsatisfactory" ratings plus No. left blank.

in the pilot study. An item was considered acceptable if it had a "Good" (G) minus "Unsatisfactory" (U) score of 30 or higher, and was evaluated "U" (or left blank) by 5 or fewer officers. Items with G-U scores of 26-30 that were evaluated "U" by 5 or fewer officers were classified as marginal. Items with G-U scores of 25 or lower or rated "U" by 6 or more officers were considered unacceptable. The items assigned to each of these three categories are listed in Table 1 in the descending order of their mean stress ratings, from the highest to the lowest rating.

On the basis of the analysis of the data for the 45 officers who participated in the pilot study, 16 items were considered unacceptable and were eliminated from the item pool. After further consultation with the Advisory Committee, two marginal items and two acceptable items considered to be redundant were also eliminated. Thus, the original set of 80 items was reduced to 60 items, including the standard ("Changing from day to night shift").

The mean stress ratings for the acceptable items in the preliminary survey ranged from 86.1 ("Fellow officer killed in the line of duty") to 38.4 ("Performing non-police tasks"), demonstrating that the stressor events sampled a wide range of stress intensity. The relatively large values of the standard deviations for the individual items indicated that the perceptions of the amount of stress associated with each stressor event varied widely among the officers responding to the preliminary survey.

III. Research with the Police Stress Survey

The 60-item experimental form of the Police Stress Survey (Form X) was administered to a large random sample of Florida police officers. The sample was defined by selecting every 12th name from an alphabetical listing of all Florida FOP members. In order to ensure a broadly representative sample of Florida law enforcement officers, every 15th member was selected from an alphabetical listing of the Florida PBA membership. After eliminating all PBA members who were also FOP members, there were approximately 1350 police officers in the sample of whom 850 were FOP members and 500 were PBA members not affiliated with the FOP.

The Police Stress Survey was mailed out in early February 1980 to the 1350 officers, along with a cover letter describing the study from the Executive Secretary of the FOP, or from the President of the PBA. Copies of these letters are included in Appendix C. A brief article on "Sources of Stress in Police Work" that was published in the August-September 1979 issue of the FOP Journal (Spielberger, Grier & Pate, 1979) was also enclosed to provide background information about the FPSP stress research project (see Appendix C). A stamped envelope addressed to the FPSP at the University of South Florida in Tampa was also enclosed for returning the survey form.

In order to stimulate interest in the survey, a second article (Spielberger, Grier & Pate, 1980) entitled, "The Florida Police Stress Survey", was published in the Winter 1980 issue of the FOP Journal. A copy of this article is included in Appendix C. By

April, 1980, 228 survey responses had been received; only five additional survey forms were returned during the next two months. The total of 233 responses represented 17.3 percent of the original sample. Since the proportion of officers responding to the mail survey was not as high as expected, it would have been desirable to send out a follow-up letter to stimulate additional returns, but this was not possible because of limited funds.

The Police Stress Survey forms were carefully examined for completeness; 23 of the 233 respondents were eliminated because of missing data. The means, standard deviations and rank-order of the stress ratings for the 59 items given by the 210 officers³ for whom relatively complete data were available are compared in Table 2 with similar data obtained in the pilot study. The item means are listed in terms of the rank-order of the stress ratings of the officers who responded to the mail survey, from the most stressful to the least stressful event.

The same three stressor events were given the highest stress ratings in both the mail survey and the pilot study: 1) "Fellow officer killed in the line of duty" (89.3); 2) "Killing someone in the line of duty" (86.9); and 3) "Exposure to battered or dead children" (79.3). Moreover, 9 of the 10 items rated as most stressful in the pilot study were also rated as most stressful in the mail survey, though in a somewhat different order, and 7 of the 8 items rated least stressful in the pilot study were given the lowest stress ratings in the mail survey. Thus, for the most and least stressful events, the ratings of the officers who responded to the mail survey were quite similar to those of the officers who participated in the pilot study.

³The sample included 196 males and 14 females, ranging from a 22 year old patrolman with only a year of experience to a 56 year old Captain with 26 years.

Table 2
Means and Standard Deviations of the Police Stress Survey Items
for the Mail Survey and Pilot Study

Items	Mail Survey (N=210)		Pilot Study (N=45)		
	Mean	SD	Mean	SD	Rank
1. Fellow officer killed in the line of duty	89.3	15.2	86.1	17.3	1
2. Killing someone in the line of duty	86.9	19.6	81.5	23.0	2
3. Exposure to battered or dead children	79.3	20.1	78.9	16.6	3
4. Physical attack on one's person	74.5	25.2	74.5	20.5	5
5. Situations requiring use of force	71.2	24.9	70.9	16.5	6
6. Inadequate salary	70.2	25.1	69.2	19.8	7
7. Inadequate support by department	70.1	24.2	67.7	18.0	10
8. Confrontations with aggressive crowds	70.0	23.7	75.8	16.0	4
9. Ineffectiveness of the judicial system	67.0	24.0	59.4	23.7	21.5
10. Inadequate support by supervisor	66.4	23.1	68.0	20.0	9
11. Plea bargaining and technical rulings	66.2	22.2	57.2	21.5	28
12. High speed chases	65.7	27.6	65.1	25.6	12
13. Distorted or negative press accounts of police	65.1	24.6	55.6	23.8	29
14. Responding to a felony in progress	64.9	24.9	68.9	17.6	8
15. Insufficient manpower to handle a job	64.3	23.5	63.1	19.1	14
16. Court decisions unduly restricting police	63.8	23.8	55.1	22.9	31.5
17. Court leniency with criminals	63.5	24.1	59.4	21.7	21.5
18. Excessive or inappropriate discipline	63.0	26.1	62.7	20.7	15
19. Put-downs and mistreatment in court	62.2	25.7	55.1	26.8	31.5
20. Dealing with family disputes and crisis situations	61.8	23.3	62.5	19.0	16.0
21. Demands made by family for more time	61.6	27.7	54.0	26.2	36
22. Accident in a patrol car	61.6	26.1	64.0	19.5	13
23. Making arrests while alone	61.2	24.7	54.8	21.0	34
24. Assignment of incompatible partner	61.2	25.2	59.3	22.3	23
25. Political pressure from within the department	61.0	24.5	59.0	27.1	24
26. Excessive paperwork	60.7	24.7	59.8	24.1	20
27. Poor or inadequate supervision	60.6	26.7	60.0	22.9	19
28. Job conflict	60.3	25.2	61.3	20.4	18

Items	Mail Survey (N=210)		Pilot Study (N=45)		
	Mean	SD	Mean	SD	Rank
29. Court appearances on day off or after night shift	59.7	24.2	57.9	24.3	27
30. Incapacitating physical injury on the job	58.8	29.5	65.8	27.6	11
31. Competition for advancement	57.8	26.2	58.3	21.8	26
32. Fellow officers not doing their job	57.7	23.5	55.0	22.1	33
33. Lack of recognition for good work	57.2	25.8	58.6	19.7	25
34. Making critical on-the-spot decisions	57.1	26.2	61.4	21.0	17
35. Difficulty getting along with supervisors	56.9	27.4	54.1	24.6	35
36. Inadequate or poor quality equipment	56.8	26.5	52.8	20.2	39
37. Public criticism of police	55.9	24.7	48.9	21.7	47
38. Ineffectiveness of the correctional system	55.8	26.5	52.6	23.3	40
39. Experiencing negative attitudes toward police	55.0	24.8	49.1	22.5	46
40. Working a second job	53.9	25.6	55.2	20.3	30
41. Public apathy toward police	53.5	25.8	53.5	19.3	37
42. Racial pressures or conflicts	53.4	27.9	53.3	22.5	38
43. Personal insult from citizen	50.7	25.2	46.7	24.0	51
44. Assignment of disagreeable duties	50.7	23.5	47.4	20.4	49
45. Changes from boring to demanding activities	50.6	26.0	49.4	24.9	45
46. Disagreeable departmental regulations	50.5	24.1	51.4	24.4	41
47. Changing from day to night shift (std)	50.0	---	50.0	---	43.5
48. Lack of participation in decision-making	49.5	26.4	46.5	23.6	52
49. Political pressure from outside the department	48.7	27.2	50.4	27.3	42
50. Delivering a death notification	48.6	27.8	45.4	26.4	53
51. Assignment to new or unfamiliar duties	46.3	23.5	47.1	21.5	50
52. Assignment of increased responsibility	45.4	25.4	50.0	21.6	43.5
53. Demands for high moral standards	43.0	26.4	40.8	25.3	58
54. Exposure to adults in pain	42.9	24.0	42.9	22.4	56
55. Exposure to death of civilians	42.4	26.0	47.5	23.1	48
56. Performing nonpolice tasks	42.0	26.0	38.4	22.5	60
57. Periods of inactivity and boredom	41.4	24.7	39.0	22.5	59
58. Promotion or commendation	40.7	27.4	44.4	29.8	55
59. Strained relations with nonpolice friends	39.6	23.7	45.2	27.3	54
60. Minor physical injury on the job	38.6	24.5	41.4	24.3	57

A comparison of the mean stress ratings of the survey items falling in the middle range also revealed substantial consistency between the two samples. There were, however, important discrepancies in the ratings of several items that should be noted. For example, officers in the mail survey sample tended to rate events and situations associated with the judicial system as more stressful than the officers in the pilot study (See Table 2, items 9, 11, 16 and 17). The officers who responded to the mail survey sample also gave much higher ratings to item 21 ("Demands made by family for more time") than those who participated in the pilot study. In contrast, officers in the pilot study tended to give somewhat higher ratings to situations involving physical danger (for example, items 14, 22 and 30).

Since little background information was available for the officers who participated in the pilot study, it was not possible to clarify the reasons underlying the differences that were found between the two samples. Information on the rank, age, educational level, marital status, years of law enforcement experience, and size and location of the employing agency was available for each officer who responded to the mail survey. The relations between these demographic variables and the officers' stress ratings were examined for each of the 59 Police Stress Survey items.

In evaluating possible effects of the demographic variables on the officers' stress ratings, mean stress ratings were determined for the 59 survey items for the relevant subcategories of each of the seven demographic variables. Differences among the

subcategory means were then evaluated in analyses of variance of the data for each item. Of the 413 analyses (59 for each of 7 variables), a total of 25 statistically significant differences were found ($p < .05$); 20 or 21 significant differences would be expected by chance alone. Thus, there was remarkable consistency with regard to the amount of stress associated with each event or situation in the ratings of officers who differed on a number of important demographic characteristics.

The relationships between officers' stress ratings and the demographic variables for which statistically significant differences were found are described below. While the findings must be interpreted with caution because some of them are undoubtedly due to chance; nevertheless, a number of the relationships appear to be psychologically meaningful and merit further investigation. Interpretations of the findings are offered wherever logically plausible.

Relationship of Officers' Rank to Stress Ratings

The mean stress ratings of Basic Level Officers, Sergeants, Detectives, and Lieutenants and Above for the three items for which significant differences were found as a function of the officers' rank are reported in Table 3. Basic Level Officers regarded "Personal insults from citizens" as more stressful than higher ranking officers, who gave relatively low ratings to this stressor, as did the officers in the pilot study (See Table 2, item 43). Basics and Sergeants regarded "Lack of recognition for good work" as more stressful than did Detectives and Lieutenants as can be noted in Table 3, and Sergeants gave much

higher stress ratings to 'lack of participation in decision making' than the other groups. The latter finding suggests that Sergeants have the responsibility for carrying out work assignments without sufficient opportunity to contribute to shaping and clarifying the nature of these assignments.

Table 3

Stress Ratings as a Function of Officers' Rank

<u>Survey Items</u>	<u>Basic (N=132)</u>	<u>Sgt. (N=28)</u>	<u>Detect (N=26)</u>	<u>Lt. & Above (N=24)</u>	<u>F</u>
Personal Insults	54.4	40.6	47.5	46.5	2.85
Lack of Recognition	59.9	58.7	48.4	45.1	3.99
Lack of Participation	47.3	60.2	39.8	53.4	3.24

Effects of Age, Education and Marital Status on Stress Ratings

A major goal of the FPSP was to identify sources of stress for patrol officers so that this information could be utilized in stress management training programs for police recruits and Basic Level Officers.⁴ Consistent with this objective, the stress ratings of the 121 male Basic Level Officers in the mail survey sample were first evaluated as a function of three demographic variables that were unrelated to police work: age, educational level, and marital status. Mean stress ratings for the 14 survey items for which significant differences were found among the subcategories of these variables are reported in Table 4.

Examining first the relationship between stress ratings and age, it can be noted in Table 4 that the younger officers (age 18-29) rated 'court leniency' as more stressful than the

⁴ Separate analysis for male and female officers were planned, but this was not possible because of the small number of women in the sample.

Table 4

Stress Ratings as a Function of Officers' Age,
Education and Marital Status

Survey Items	Demographic Variable Subcategories				
Officers' Age	18-29 (N=39)	30-39 (N=59)	40+Yrs (N=23)		F ¹
Court Leniency	69.4	56.4	57.4		3.07
Inadequate Salary	81.2	66.8	65.4		4.38
Family Demands	69.8	60.9	46.6		4.66
Lack of Recognition	63.6	54.7	73.4		5.53
Officers' Education	High School (N=25)	Some Coll. (N=65)	Coll. Degree (N=19)	Post- Grad. (N=12)	
On-the-Spot Decision	60.7	60.2	62.1	36.4	3.44
High Moral Standards	48.5	42.7	44.1	17.0	2.89
Excessive Paperwork	55.5	62.5	59.0	37.9	2.91
Incapacitating Injury	56.7	58.0	50.7	81.7	2.81
Incompatible Partner	66.2	63.5	45.8	63.5	3.00
Court Appearances	58.8	64.0	52.4	46.5	2.77
Marital Status	Single (N=10)	Married (N=99)	Sep/Div (N=12)		
Promotion	12.2	40.0	43.9		4.74
Lack of Recognition	58.9	59.4	77.7		3.01
High Speed Chase	58.9	66.2	42.7		3.11
Physical Attack	66.4	42.7	57.7		3.12

¹All F ratios are significant at the .05 level.

older officers. "Inadequate salary" was rated as extremely stressful by the younger officers and as moderately stressful by the other groups. The younger officers also rated 'family demands' as highly stressful; the amount of stress associated with this variable declined with age. 'Lack of recognition' was rated as highly stressful by the older officers and moderately stressful by the younger officers, who assigned higher ratings to this event than the intermediate age group.

More than 25% of the Basic Level Officers were college graduates and approximately 80% had at least some college training. While these findings provide evidence of the high level of educational achievement that is characteristic of Florida law enforcement officers, they may also reflect a bias in the mail survey sample which resulted from a proportionately greater response from officers with a higher level of education.

Officers at the highest level of education (post-graduate work) rated 'on-the-spot decision making', 'high moral standards' and 'excessive paperwork' as considerably less stressful, and 'incapacitating injury' as much more stressful than officers in the other three educational groups. Given these large differences, it is surprising that the stress ratings of officers with college degrees (but no post-graduate work) were quite similar to those of officers with less education, except that 'incompatible partner' was noted as much less stressful by these officers than the other three groups. There appears to be no ready explanation for the latter finding other than chance, nor for the higher stress ratings for 'court appearances' given by

officers' with some college training, as compared to the other groups.

More than 80 percent of the Basic Level Officers were married. Although the number of single and separated/divorced officers was relatively small, it is interesting to note that single officers rated 'physical attack' as more stressful and 'promotion' as much less stressful than the other two groups. Separated or divorced officers rated 'lack of recognition' as highly stressful whereas this situation was rated as only moderately stressful by single and married officers. Married officers rated 'high speed chase' as more stressful and 'physical attack' as less stressful than the other groups.

Although this complicated pattern of relationships may be due to chance factors, it seems reasonable that separated and divorced officers might regard 'lack of recognition' on the job as highly stressful because of the absence of support at home. Married officers, though apparently more secure than the other groups with regard to dealing with physical attack, are more threatened by the realistic danger associated with a high speed chase. A cross check of the age and experience of single officers revealed that they were on the average both younger and less experienced than the other groups, which may account for their lack of concern about promotions.

Relations Between Stress Ratings, Years of Experience and Size and Location of Employing Agency

The stress ratings of Basic Level Officers were examined as a function of the following three job-related demographic variables:

Years of experience; size of department; and location of department. Mean stress ratings for the eight variables for which significant differences were found among the subcategories of these demographic variables are reported in Table 5 for the job-related demographic variables.

'Court leniency' was rated as highly stressful by the officers with the least amount of experience (2-5 years); stress ratings for this variable were much lower for officers with 11 or more years of experience. The more experienced officers have apparently developed a greater tolerance for the leniency of the courts and are less frustrated by it.

'Family demands' were rated as highly stressful by the least experienced officers, moderately stressful by officers with 6 to 19 years of experience, but relatively nonstressful by officers with more than 20 years of experience. The families of the latter group have apparently adapted to the pressure of being closely associated with a law enforcement officer and make fewer demands. Moreover, the children of these officers may no longer reside at home.

Although 'promotion' was rated as relatively nonstressful by all four experience groups, the least and most experienced officers assigned the lowest ratings to this stressor, but probably for different reasons. The officers in the least-experienced group may have regarded promotion as something to be concerned about in the future, whereas the Basic Level Officers with 20 or more years of experience may feel that promotion was unlikely for them and have stopped worrying about it.

Table 5
Stress Ratings as a Function of Years of Experience
and Size and Location of Department

Survey Items/Variables	Demographic Variable Subcategories				F ¹
Years of Experience	2-5 (N=31)	6-10 (N=51)	11-19 (N=27)	20+Yrs (N=10)	
Court Leniency	72.0	62.6	46.9	52.5	5.09
Family Demands	70.2	59.3	64.5	35.0	3.44
Promotion/Commendation	24.8	43.7	43.3	31.9	3.26
Size of Department (No. of Sworn Officers)	0-50 (N=21)	51-400 (N=42)	400+ (N=58)		
Job Conflict	51.4	67.3	57.7		3.43
Inactivity and Boredom	41.2	52.9	37.7		4.47
Felony Response	78.5	64.0	58.0		4.38
Minor Physical Injury	47.5	39.5	32.1		4.47
Location of Department	Urban (N=67)	Suburb (N=35)	Rural (N=8)	Combin (N=11)	
Insufficient Manpower	60.2	71.3	76.3	54.1	3.03

¹All F ratios are significant at the .05 level.

When stress ratings were examined as a function of department size and location, it was found that officers in small departments (0-50 sworn officers) rated 'felony responses' as much more stressful than officers in medium size or large departments, probably because back-up support might not be as readily available in small departments. 'Minor physical injury' was also rated as more stressful by the officers who work in small departments, though the ratings for this stressor were relatively low for all three groups. Officers in medium-size departments rated 'job conflict' and 'inactivity and boredom' as more stressful than the other groups.

The location of a department in an urban, suburban or rural area seemed to have little bearing on the stress ratings of Basic Level Officers. Only one significant difference was found as a function of location: the officers who worked in rural and suburban departments rated 'insufficient manpower' as more stressful than officers in urban departments or departments that served a combination of urban, suburban and rural areas. This finding probably reflects the fact that rural and suburban departments tend to be smaller than departments that serve urban areas.

In summary, the results of the present study suggested that demographic variables may influence the amount of stress attributed by Florida police officers to the situations described in the Police Stress Survey. While the significant relationships that were found between the demographic variables and the stress ratings may reflect some chance results, a number of differences

in the stress ratings of officers who differed in rank, age, educational level, marital status, years of law enforcement experience and size and location of the work setting appear to be psychologically meaningful and merit further investigation. Nevertheless, it should be emphasized that there was remarkable consistency in the stress ratings of officers who differed on a number of major demographic dimensions.

The Factor Structure of the Police Stress Survey

The factor structure of the Police Stress Survey was investigated in a series of factor analyses of the stress ratings of 121 Basic Level male officers who participated in the mail survey. The principal axis method was used in factoring the stress ratings of the 59 survey items, with unity as the communality estimates. Latent roots greater than unity and Cattell's scree test were the technical criteria for determining the maximum and minimum number of factors to be extracted and rotated by Varimax. The validity of a particular factor solution was judged in terms of its parsimony and simple structure, but psychological meaningfulness was the ultimate criterion for evaluating the factor structure.

The latent roots and scree tests suggested that either two or three factors could be extracted. Accordingly, the results for the rotated two- and three-factor solutions are reported in Table 6. In the more parsimonious 2-factor solution, the factors were: (a) Administrative and organizational pressure; and (b) physical and psychological threat. Two types of stressors had the highest loadings on the first factor:

Table 6
FACTOR ANALYSIS OF THE POLICE STRESS SURVEY ITEMS

Survey Items	Two-Factor Solution		Three-Factor Solution		
	Admin./ Organiz. Pressure	Physical/ Psychol. Threats	Admin. & Prof. Pressure	Physical/ Psychol. Threats	Lack of Support
Court decisions restricting police	.79		.83		
Assignment of disagreeable duties	.78		.70		.36
Lack of recognition for good work	.73		.73		
Disagreeable departmental regulations	.71		.57		.44
Lack of participation in decisions	.68		.59		.36
Excessive, inappropriate discipline	.68		.50	.32	.55
Ineffectiveness of correctional system	.68		.73		
Pressure from outside department	.67		.44		.58
Ineffectiveness of judicial system	.66		.71		
Distorted, negative press accounts	.65	.32	.71	.30	
Inadequate support by supervisor	.64		.30		.82
Pressure from within department	.64		.38		.63
Public criticism of police	.64	.30	.70		
Inadequate support by department	.63		.29		.83
Performing nonpolice tasks	.62		.59		
Demands for high moral standards	.59		.67		
Court leniency with criminals	.58		.61		
Demands made by family	.58		.59		
Inadequate, poor quality equipment	.57		.42		.46
Poor or inadequate supervision	.57		.42		.45
Plea bargaining	.55		.65		
Inadequate salary	.53		.49		
Public apathy toward police	.52		.57		
Job conflict	.52	.40	.56	.39	
Insufficient manpower	.52	.37	.42	.32	.36
Negative attitudes toward police	.51	.31	.42		.33
Court appearances on day off	.51		.43		.31
Periods of inactivity or boredom	.48		.36		.36
Racial pressures or conflicts	.48	.44	.31	.38	.48
Competition for advancement	.46		.43		
Excessive paperwork	.41		.43		
Promotion or commendation	.39		.39		
Fellow officers not doing job	.39				.58
Working a second job					.44
Responding to a felony in progress		.83		.82	
High speed chases		.80		.80	
Dealing with crisis		.79		.80	
Physical attack on one's person		.76		.76	
Situations requiring force		.76		.75	
Making arrests while alone		.76		.78	
Making critical decisions		.70	.35	.70	
Confrontation with aggressive crowds	.38	.69		.64	.40
Fellow officer killed		.67		.65	
Delivering a death notification		.63		.59	.32
Mistreatment of police by court	.42	.60	.44	.59	
Killing someone		.58	.31	.58	
Personal insult from citizen	.36	.58		.53	.35
Exposure to adults in pain		.56		.57	
Exposure to battered or dead children		.55		.51	.31
Minor physical injury		.53	.36	.54	
Exposure to death of civilian		.52		.49	
Increased responsibility	.36	.51		.46	.39
Accident in patrol car	.35	.50	.33	.47	
Changes from boring to demanding jobs		.49	.41	.51	
Difficulty getting along with supervisor	.32	.48	.10	.41	.56
Strained relationships		.46		.39	.55
Incapacitating physical injury		.43	-.44	.38	.39
Assignment of incompatible partner					.57

Inadequacies in the judicial and correctional systems; and lack of recognition and support from the department and the community. The items with the highest loadings on the second major factor were related to the physical and psychological dangers encountered in police work. Thus, the two-factor solution produced results that were generally consistent with the observations and findings of Symonds and Kroes who also identified two major sources of stress in police work.

Although less parsimonious, the results for the three-factor solution provided useful additional information and appeared to be more psychologically meaningful than the two-factor solution. The factors identified in the three-factor solution listed in the order of the amount of variance accounted by each factor were: (a) Administrative and professional pressure; (b) physical and psychological danger; and (c) lack of support. It can be noted that the first factor in the two-factor solution was multidimensional and can be further divided into two factors. The second factor in the three-factor solution was essentially the same as the second factor in the two-factor solution.

It is interesting to note that Basic Level Officers perceive administrative and organizational factors to be sources of stress that are just as important as the actual dangers of the job. Since physical danger is an inherent part of police work, there is often very little that can be done to reduce the stress associated with these sources. The heavy demands on law enforcement agencies also make a certain amount of stress inevitable, but many organizational requirements are under the

control of senior administrators who could eliminate or reduce unnecessary stress from these sources. It should also be possible to increase the amount of social and emotional support that police organizations give to individual officers.

The work supported by the funds provided by the LEAA grant has been completed, but analyses of the data for the Police Stress Survey are continuing with the support and assistance of the Florida FOP and the University of South Florida. In these analyses, it has been determined from data from a number of different sources that the original comparison standard ("Changing from day to night shift") evoked varying reactions from officers who differed in rank and experience. Therefore, the Survey form was modified to replace the original standard with a more stable stressor ("Assignment of disagreeable duties"). While the mean stress ratings for the original and replacement standards were approximately the same, and both sources of stress were rated near the middle of the range for officers in the Florida samples, the ratings of the replacement standard were not influenced by the officers' rank, years of experience, or other demographic variables.

The Police Stress Survey was further modified to simplify the procedure for rating the frequency that each stressor was experienced. This was deemed necessary because more than ten percent of the officers who responded to the original Survey had difficulty in making the frequency ratings. Since the frequency ratings obtained with the original survey form were judged to be unreliable, they are not reported here. Additional data are being collected with the revised form, for which the frequency

rating procedures were simplified by reducing the number of rating categories. A copy of the revised Police Stress Survey form is provided in Appendix D.

It is pleasing to conclude this section by noting that our research on police stress has attracted the attention of other investigators, both in this country and abroad. The Police Stress Survey has been administered to law enforcement officers associated with the Ft. Lauderdale, Florida, Greensboro, North Carolina, and New York City police departments, and the London (England) Metropolitan Police. The Survey has also been translated into Dutch and administered to officers associated with the Utrecht (Holland) Police Force. Preliminary analyses of the data obtained in studies by other investigators have revealed some interesting similarities and differences in the perceptions of stress of officers from different jurisdictions in the United States, and from other countries. The findings in several of these studies were taken into account in revising the original form of the Police Stress Survey as noted above. Our long-term goal is to develop a research tool that will be useful for investigating and measuring sources of stress in police work in a variety of settings.

IV. Evaluation of Police Stress Training Program

Interest in stress management is reflected in important recent developments in the training programs of two Florida law enforcement agencies. Shortly before the initiation of the Florida Police Stress Project, the Southeast Florida Institute of Criminal Justice (SEFICJ) revised the curriculum for its Basic Law Enforcement program to increase the number of hours allocated for training recruits to understand and cope with the stress of police work. At about the same time, the Miami Police Department initiated a new stress training program for officers already on the job. The general goals of both programs were to help police officers to become more aware of the many stressors associated with police work, and to provide them with the means for managing this stress more effectively. One of the goals of the FPSP was to learn about these programs, and work with the instructors (Dr. Parke Fitzhugh, Southeast Florida Institute of Criminal Justice; Dr. Jose Valle and Dr. Mark Axelberd, Miami Police Department) in evaluating the effectiveness of the programs.

The SEFICJ curriculum for recruits includes a stress management training module approved by the Division of Police Standards and Training. Clearly, for this training to be useful, it should provide recruits with a more accurate perception of what they can expect once they become sworn officers. In order to evaluate the effectiveness of the stress training module, the Police Stress Survey was administered to an entire class of 43 recruits before and immediately after the training module was completed.

In evaluating the impact of the stress training module on perceptions of job stress, the stress ratings of the 43 recruits were compared with those of 121 Basic Level experienced officers in the Florida mail survey sample. The mean stress rating for the experienced officers and the recruits for the 30 survey items on which significant differences were found are reported in Table 7. The recruits consistently rated all 30 stressor events as less stressful than did the experienced officers.

In order to evaluate the impact of the stress training module on the recruits' stress ratings, the mean pre- and post-assessment stress ratings given by the recruits were compared. The recruits' post-training ratings were higher for 25 of the 59 stressors. The mean pre- and post-assessment ratings for these stressors are reported in Table 8.

Since the recruits' post-training ratings were more similar to those of experienced officers than their pre-training ratings, it seems reasonable to conclude that the stress training module helped the recruits to develop a more realistic perception of the stressors that are encountered in police work. An alternative interpretation is that the stress training influenced the recruits to report their perceptions more accurately by reducing their defensiveness about admitting their concerns about job stress. Further research will be required to clarify the relative merit of these and other possible interpretations of the findings.

In order to learn about the stress training program for experienced officers sponsored by the Miami Police Department,

Table 7
Mean Stress Ratings for Experienced Officers and Recruits

Items	Experienced Officers	Recruits
Fellow officer killed in the line of duty	88.8	77.8**
Killing someone in the line of duty	87.0	75.3*
Confrontations with aggressive crowds	70.6	48.6**
Situations requiring the use of force	69.3	53.2**
Excessive or inappropriate discipline	68.6	53.1**
Ineffectiveness of the judicial system	66.6	49.7**
Accident in a patrol car	65.6	53.8*
Plea bargaining and technical rulings	64.0	48.9**
Responding to a felony in progress	63.8	43.4**
Insufficient manpower to handle a job	63.8	46.0**
Dealing with family disputes and crisis situations	63.4	40.3**
High speed chases	63.3	42.4**
Distorted or negative press accounts of police	62.9	49.2*
Demands made by family for more time	62.0	39.9**
Lack of recognition for good work	61.1	43.0**
Making arrests while alone	60.7	42.0**
Job conflict	59.9	48.1*
Court appearances on day off or after night shift	59.4	32.6**
Excessive paperwork	58.0	39.3**
Competition for advancement	55.8	33.5**
Public criticism of police	55.5	40.1**
Personal insult from citizen	55.0	26.0**
Experiencing negative attitudes toward police	54.9	38.7**
Public apathy toward police	53.3	37.6**
Disagreeable departmental regulations	52.5	37.0**
Changes from boring to demanding activities	49.0	36.8*
Lack of participation in decision-making	46.9	32.3**
Periods of inactivity and boredom	43.6	26.5**
Performing nonpolice tasks	43.4	26.9**
Strained relations with nonpolice friends	41.1	30.1*
Promotion or commendation	38.1	24.8*

*p < .01

**p < .001

Table 8

Mean Stress Ratings for Police Recruits (N=43) Before and After
Completion of a Stress Training Program

	<u>Pre-Assessment</u>	<u>Post-Assessment</u>
Assignment of incompatible partner	54.9	63.4**
Situations requiring use of force	53.2	60.7*
Responding to a felony in progress	43.4	57.5***
Confrontations with aggressive crowds	48.6	57.4**
High speed chases	42.4	56.8***
Inadequate or poor quality equipment	48.2	56.3*
Making arrests while alone	42.0	56.3***
Difficulty getting along with supervisors	46.6	55.7**
Delivering a death notification	47.6	55.6*
Making critical on-the-spot decisions	48.2	54.7*
Dealing with family disputes and crisis situations	40.3	52.0***
Political pressure from outside the department	42.0	48.9*
Racial pressures or conflicts	45.6	48.5*
Exposure to death of civilians	39.6	48.3**
Exposure to adults in pain	38.2	44.4**
Disagreeable departmental regulations	37.0	43.0*
Changes from boring to demanding activities	36.8	42.9*
Assignment of increased responsibility	35.8	42.8*
Court appearances on day off or after night shift	32.6	42.2**
Minor physical injury on the job	28.3	40.6***
Strained relations with nonpolice friends	30.7	39.8*
Lack of participation in decision-making	32.3	38.6*
Promotion or commendation	24.8	36.5***
Periods of inactivity and boredom	26.5	36.3**
Personal insult from citizen	26.0	32.1*

*p < .05

**p < .01

***p < .001

members of the FPSP staff participated in portions of this five-day program, and discussed the curriculum with the instructors. The Police Stress Survey was also administered to a class of 12 experienced officers before and after the completion of the course. Statistical analysis of the mean pre- and post-training stress ratings of these officers indicated differences for only two items, which could be attributed to chance. It would have been desirable to obtain follow-up data on both the experienced officers and the recruits and to compare their stress ratings and actual stress reactions with matched control groups who did not participate in the stress training programs, but such studies were beyond the scope of the present project.

On the basis of our observations and preliminary findings in evaluating the two Florida stress management programs, these programs appeared to be relatively comprehensive and they are well received by the recruits and police officers who have participated in them. Moreover, the curriculum and stress management techniques for which training was provided were judged to be helpful, and the results obtained with the Police Stress Survey for the recruit class suggested that the training provided a more realistic perspective with regard to the stressors that are typically encountered in police work.

An important limitation of both programs was that the focus was on "stress in general" rather than the specific stressors that are actually encountered in police work. In the development of future stress management programs for police

officers, the Police Stress Survey can provide useful data on the particular stressors that should be targeted for special attention.

With the present research, we have made a beginning in evaluating stress training programs, and have demonstrated that cooperative arrangements can be developed for working with the police agencies who sponsor these programs. It should also be noted that the program instructors seemed especially pleased with the prospect of obtaining help to evaluate their programs, and that they were cooperative and generous in sharing information about these programs with FPSP staff. The Police Stress Survey can help a particular law enforcement agency to determine the nature and frequency of the stresses that are most frequently encountered, and will facilitate in the development of stress management training programs optimally tailored to meet the needs of law enforcement officers in dealing with the stresses that must be faced most often in their work.

References

- Hillgren, J. S., Bond, R., & Jones, S. Primary stressors in police administration and law enforcement. Journal of Police Science and Administration, 1976, 4, 445-449.
- Holmes, T. H., & Rahe, R. H. The social readjustment rating scale. Journal of Psychosomatic Research, 1967, 11, 213-218.
- Kroes, W. H., & Gould, S. Job stress in policemen: An empirical study. Police Stress, 1979, 1, 9-10, 44.
- Kroes, W. H., Hurrell, J. J., Jr., & Margolis, B. Job stress in police administrators. Journal of Police Science and Administration, 1974, 2, 381-387.
- Kroes, W. H., Margolis, B., & Hurrell, J. J., Jr. Job stress in policemen. Journal of Police Science and Administration, 1974, 2, 145-155.
- Margolis, B. L., Kroes, W. H., & Quinn, R. P. Job stress: An unlisted occupational hazard. Journal of Occupational Medicine, 1974, 16, 659-661.
- Maslach, C. Burned-out. Human Behavior, 1976, 5, 16, 18-20, 22.
- Niederhoffer, A. Behind the shield: The police in urban society. Garden City, N. J.: Anchor Press, 1969.
- Reiser, M. Some organizational stresses on policemen. Journal of Police Science and Administration, 1974, 2, 156-159.
- Spielberger, C. D., Grier, K. S., & Pate, J. M. Sources of stress in police work. Fraternal Order of Police Journal, August/September, 1979.
- Spielberger, C. D., Grier, K. S., & Pate, J. M. The police stress survey. Fraternal Order of Police Journal, Winter, 1980.
- Symonds, M. Emotional hazards of police work. American Journal of Psychoanalysis, 1970, 30, 155-160.

APPENDIX A

JOB STRESS IN LAW ENFORCEMENT:

A Brief Review of the Research Literature

Approximately 60 studies relating to job stress in law enforcement were located and carefully reviewed. A detailed report based on evaluations of these studies was submitted to the LEAA Office of Criminal Justice Education and Training in July, 1980. The complete list of references and an abridged summary of the conclusions from this report are provided in this Appendix.

Two publications were found to be especially helpful as a starting point for investigators who wish to familiarize themselves with the literature in this field (Kroes & Hurrell, 1975; Duncan, Brenner, & Kravitz, 1979). These especially recommended references are briefly described below:

Kroes, W. H., & Hurrell, J. J. (Eds.), Job stress and the police officer:

Identifying stress reduction techniques. Washington: National Institute for Occupational Safety and Health, U. S. Department of Health, Education and Welfare, 1975. (HEW Publications No. (NIOSH) 76-187).

This monograph reports the proceedings of an interdisciplinary symposium on stress in law enforcement. The theoretical papers and research findings discuss problems of stress in police work from several different perspectives. Individual papers focus on stress reduction techniques that have been employed with police officers.

Duncan, J. T. S., Brenner, R. N., & Kravitz, M. Police stress: A selected bibliography. National Criminal Justice Reference Service, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice, U. S. Department of Justice, 1979. U. S. Government Printing Office No. 027-000-00842-9.

This publication provides a comprehensive annotated bibliography of 113 studies and 33 training films on police stress. It is divided into three major sections: Descriptive research on police stress; causes of stress in law enforcement; and strategies for reducing stress. The researcher will find this publication especially helpful in locating unpublished documents that are difficult to obtain.

The literature on sources of stress in police work is based almost entirely upon the personal experiences and observations of the authors. In addition to recognizing the "danger" stressors that are readily apparent in law enforcement, leading authorities on police stress, for example, Symonds (1970), Lewis (1973) and Reiser (1974a), have called attention to important organizational stressors such as shift rotation, supervisor relations, and excessive paperwork.

In a series of landmark studies on sources of stress in police work, Kroes and his associates (Kroes & Gould, 1979; Kroes, Hurrell, & Margolis, 1974; Kroes, Margolis, & Hurrell, 1974) interviewed and observed several hundred Cincinnati, Ohio law enforcement officers while they were performing their routine duties. From their observations and the interview responses, Kroes concluded that organizational factors were paramount sources of stress for police officers. Kroes' studies provide valuable insights into the nature of police stress based on the most sophisticated methodology that has been employed in this field up to the present time. Although Kroes' conclusions have been widely accepted as providing definitive evidence on the nature of police stress, more research is needed to evaluate the generality of these findings with other police agencies.

The presumed consequences of the stressful nature of police work have been examined by a number of investigators, and this research has been interpreted as providing evidence that law enforcement officers have higher rates of suicide, divorce, alcoholism, and emotional and health problems than

the general population. However, the results of recent empirical studies have failed to convincingly substantiate these observations. Similarly, Reiser's (1974a) "John Wayne Syndrome" and Maslach's (1978) concept of "burnout", despite the claims of the authors, remain primarily theoretical conceptions unsupported by research findings. Neiderhoff's (1969) often cited findings of high levels of cynicism among police officers also require additional confirmation because of methodological flaws in the research.

The results of studies of the families of police officers suggest that the stress of police work has a negative impact on family life, but the seriousness of this impact as compared to other occupations remains undetermined. The frequency of divorce, for example, does not appear to be excessive among police officers, and the evidence for higher rates of suicide has not been substantiated in recent studies.

In our judgement, earlier findings that police officers were more often divorced, more likely to experience stress-related health disorders, and more apt to become alcoholic than the average American citizen are not very convincing. Therefore, if the premise that these conditions are stress-related is accepted, then one must question whether or not stress among police officers is any more serious than for members of other occupational groups. But whether or not police officers experience higher rates for stress-related disorders may be a moot point, since stress does not have to be defined entirely in terms of its consequences.

Despite the ambiguity of the research findings, problems of police stress have become sufficiently salient for many law enforcement agencies throughout the country to establish special stress-management programs. Two basic questions with regard to police stress can be posed quite simply: (1) What precisely are the sources of stress in police work? (2) How can job related stress among law enforcement personnel best be handled?

Police work inevitably involves confrontation with physical danger and it is essential to understand the precise sources of these dangers. There is also mounting evidence that the organizational aspects of police work may have an even more pervasive impact than physical danger. Consequently, additional research is needed to determine the nature of these organizational stressors and whether or not they differ in range and impact from the organizational stressors affecting other occupational groups.

If the stressors that are frequently encountered by law enforcement officers can be identified, stress management programs can then be designed to improve the police officer's ability to cope more effectively with these sources of job stress. But such programs may not prevent the officer from taking stress-related feelings home where they can disrupt family life. Therefore, stress management programs for the families of police officers may be needed to supplement the programs for the officers themselves. Through empirical research the precise sources of job and family stress can be identified, and this knowledge can then be used in stress management programs that are targeted to deal with the actual sources of stress that are most often encountered by law enforcement officers and their families.

Bibliography on
Job Stress in Law Enforcement

- Axelberd, M., & Valle, J. South Florida's approach to police stress management. Police Stress, 1979, 1, 13-14.
- Blanch, M. H. Psychology for law enforcement: Service and survival. The Police Chief, 1977, 44, 66-68, 104.
- Boston police deal with stress. Target, 1977, 6, 1-2.
- Brodsky, S. L. Situation-specific stressors and training for police. In W. H. Kroes and J. J. Hurrell, Jr. (Eds.), Job stress and the police officer: Identifying stress reduction techniques. Washington: U. S. Department of Health, Education and Welfare, 1975.
- Danish, S. J., & Brodsky, S. L. Training of policemen in emotional control and awareness. American Psychologist, 1970, 25, 368-369.
- Danto, B. L. Police suicide. Police Stress, 1979, 1, 32-36, 38, 40.
- Dash, J., & Reiser, M. Suicide among police in urban law enforcement agencies. Journal of Police Science and Administration, 1978, 6, 18-21.
- Diskin, S. D., Goldstein, M. J., & Grencik, J. M. Coping patterns of law enforcement officers in simulated and naturalistic stress. American Journal of Community Psychology, 1977, 5, 59-73.
- Dunne, J. A. Counseling alcoholic employees in a municipal police department. Quarterly Journal of Studies on Alcohol, 1973, 34, 423-434.
- Earle, H. Police recruit training -- stress vs. nonstress. Springfield, Ill.: Charles C. Thomas, 1973.
- Eisenberg, T. Labor-management relations and psychological stress -- view from the bottom. The Police Chief, 1975, 42, 54-58.
- Ellison, K. W., & Genz, J. L. The police officer as burned-out samaritan. FBI Law Enforcement Bulletin, 1978, 1-7.
- Esbeck, E. S., & Halverson, G. Stress and tension -- teambuilding for the professional police officer. Journal of Police Science and Administration, 1973, 1, 153-161.
- Friedman, P. Suicide among police: A study of 93 suicides among New York City policemen, 1934-1940. In E. S. Shneidman (Ed.), Essays in self-destruction. New York: Science House, 1967.

- Hageman, M. J. C. Occupational stress and marital relationships. Journal of Police Science and Administration, 1978, 6, 402-412.
- Haynes, W. D. Stress-related disorders in policemen. San Francisco: R & E Research, 1978.
- Heiman, M. F. The police suicide. Journal of Police Science and Administration, 1975, 3, 267-273.
- Hillgren, J. S., Bond, R., & Jones, S. Primary stressors in police administration and law enforcement. Journal of Police Science and Administration, 1976, 4, 445-449.
- Hillgren, J. S., & Spradlin, L. W. A positive disciplinary system for the Dallas police. The Police Chief, 1975, 42, 65-67.
- Hurrell, J. J. Jr., & Kroes, W. H. Stress awareness. In W. H. Kroes and J. J. Hurrell, Jr. (Eds.), Job stress and the police officer: Identifying stress reduction techniques. Washington: U. S. Department of Health, Education and Welfare, 1975.
- Kelling, G., & Pate, M. A. The person-role fit in policing: The current knowledge and future research. In W. H. Kroes and J. J. Hurrell, Jr. (Eds.), Job stress and the police officer: Identifying stress reduction techniques. U. S. Department of Health, Education and Welfare, 1975.
- Knudten, R. D. Crime in a complex society. Homewood, Ill.: Dorsey Press, 1970.
- Kroes, W. H. Society's victim -- the policeman: An analysis of job stress in policing. Springfield: Charles C. Thomas, 1976.
- Kroes, W. H., & Gould, S. Job stress in policemen: An empirical study. Police Stress, 1979, 1, 9-10, 44.
- Kroes, W. H., Hurrell, J. J. Jr., & Margolis, B. Job stress in police administrators. Journal of Police Science and Administration, 1974, 2, 381-387.
- Kroes, W. H., Margolis, B., & Hurrell, J. J. Jr. Job stress in policemen. Journal of Police Science and Administration, 1974, 2, 145-155.
- Lewis, R. W. Toward an understanding of police anomie. Journal of Police Science and Administration, 1973, 1, 484-490.

- Lotz, R., & Regoli, R. M. Police cynicism and professionalism. Human Relations, 1977, 30, 175-186.
- Margolis, B. L., Kroes, W. H., & Quinn, R. P. Job stress: An unlisted occupational hazard. Journal of Occupational Medicine, 1974, 16, 659-661.
- Maslach, C. Burned-out. Human Behavior, 1976, 5, 16, 18-20, 22.
- Maslach, C., & Jackson, S. E. Burned-out cops and their families. Psychology Today, 1979, 59-62.
- McGuire, R. J. The human dimension in urban policing: Dealing with stress in the 1980s. The Police Chief, 1979, 46, 26-27.
- Menninger, K. Are policemen supermen? The Police Chief, 1965, 32, 26-27.
- Mills, R. B. Simulated stress in police recruit selection. Journal of Police Science and Administration, 1976, 4, 179-186.
- National Manpower Survey of the Criminal Justice System: Criminal Justice Education and Training (Vol. 5). Washington: Law Enforcement Assistance Administration, U. S. Department of Justice, 1978.
- Nelson, Z. P., & Smith, W. E. The law enforcement profession: An incident of high suicide. Omega, 1970, 1, 293-299.
- Niederhoffer, A. Behind the shield: The police in urban society. Garden City, N.J.: Anchor Press, 1969.
- Niederhoffer, A., & Niederhoffer, E. The police family. Lexington, Mass.: Heath, 1978.
- Novaco, R. W. A stress inoculation approach to anger management in the training of law enforcement officers. American Journal of Community Psychology, 1977, 5, 327-346.
- Paulson, S. L. Orientation programs for the police family. The Police Chief, 1974, 41, 63-64.
- Rafky, D. M., Lawley, T., & Ingram, R. Are police recruits cynical? Journal of Police Science and Administration, 1976, 4, 352-360.
- Regoli, R. M. An empirical assessment of Niederhoffer's police cynicism scale. Journal of Criminal Justice, 1976, 4, 231-237.

- Reiser, M. The police department psychologist. Springfield, Ill.: Charles C. Thomas, 1972.
- Reiser, M. Some organizational stresses on policemen. Journal of Police Science and Administration, 1974, 2, 156-159 (a).
- Reiser, M. Mental health in police work and training. The Police Chief, 1974, 41, 51-52 (b).
- Richard, W. C., & Fell, R. D. Health factors in police job stress. In W. H. Kroes and J. J. Hurrell, Jr. (Eds.), Job stress and the police officer: Identifying stress reduction techniques. Washington: U. S. Department of Health, Education and Welfare, 1975.
- Richey, L. D. The question of stress training. The Police Chief, 1974, 41, 63-67.
- Ruddock, R. L. Recruit training: Stress v. nonstress. The Police Chief, 1974, 41, 47-50.
- Saper, M. B. Police wives: The hidden resource. The Police Chief, 1980, 47, 28-29.
- Sarason, I. G., Johnson, J. H., Berberich, J. P., & Siegel, J. M. Helping police officers to cope with stress: A cognitive-behavioral approach. American Journal of Community Psychology, 1979, 7, 593-603.
- Schwartz, J. A., & Schwartz, C. B. The personal problems of the police officer: A plan for action. In W. H. Kroes and J. J. Hurrell, Jr. (Eds.), Job stress and the police officer: Identifying stress reduction techniques. Washington: U. S. Department of Health, Education and Welfare, 1975.
- Singleton, G. W., & Teahan, J. Effects of job-related stress on the physical and psychological adjustment of police officers. Journal of Police Science and Administration, 1978, 6, 355-361.
- Skolnick, J. H. Justice without trial. New York: Wiley, 1966.
- Stenmark, D. E., DePiano, L. C., Wackwitz, J. H., Cannon, C. E., & Walfish, S. Wives of police officers: Issues related to family-job satisfaction and job longevity. Journal of Police Science and Administration, in press.
- Stratton, J. Pressures in law enforcement marriages: Some considerations. The Police Chief, 1975, 42, 44-47.

Symonds, M. Emotional hazards of police work. American Journal of psychoanalysis, 1970, 30, 155-160.

Tamm, Q. Equal justice -- under law. The Police Chief, 1966, 33, 6.

Tappan, P. W. Crime, justice and correction. New York: McGraw-Hill, 1960.

Wagner, M. Action and reaction: The establishment of a counseling service in the Chicago Police Department. The Police Chief, 1976, 43, 22-23.

Washington, B. Stress reduction techniques for the female officer. In W. H. Kroes and J. J. Hurrell, Jr. (Eds.), Job stress and the police officer: Identifying stress reduction techniques. Washington: U. S. Department of Health, Education and Welfare, 1975.

Police Stress Survey (Preliminary Form)

Developed by:

Charles D. Spielberger, Kenneth S. Grier,
Charles S. Salerno, and Joel M. Pate

It is generally recognized that law enforcement is a highly stressful occupation and that stress can have serious effects on the lives of police officers and their families. The purpose of this survey is to determine your perception of important sources of stress in police work. This survey contains a list of job events that have been identified by police officers as stressful. Please read each event (item) and rate it on the following three dimensions: (1) Clarity of the item; (2) Amount of stress associated with the event; and (3) Frequency of the occurrence of the event in your own experience.

With regard to clarity, please read each item and rate it as either Good (G), Satisfactory (S) or Unsatisfactory (U). Use the following definitions in making your ratings:

G --- If the item is clearly written and unambiguous in meaning, rate it G for GOOD.

S --- If the item is understandable but somewhat ambiguous, rate it S for SATISFACTORY.

U --- If the item is confusing and ambiguous, rate it U for UNSATISFACTORY.

Next, please indicate the relative amount of stress that you feel is associated with each event. In making these ratings, use all of your knowledge and experience, and take into account the amount of time and energy that you feel would be necessary in adjusting or coping with the event. In other words, base your ratings on your personal experience as well as what you have learned to be the case for other officers. Since some people adapt to change more easily than others, please give your opinion of the average amount of stress and readjustment that you feel is associated with each event rather than the extreme.

The first event, changing from day to night shift, has been given an arbitrary rating of 50. Compare each event with the stress produced by changing shifts. For those events that you feel are more stressful than changing shifts, please assign a number proportionately larger than 50 as your rating. If you feel an event is less stressful than changing shifts, you should assign a number that is lower than 50. A number from 0 to 100 must be assigned for each event; the larger the number, the more stressful the event.

Finally, for each event that you have personally experienced during the past year, please indicate approximately how long ago this event occurred by placing a check in the appropriate time period next to the item. For example, if the event occurred last month, you would place a check in the column labeled "1 to 3 months". If the event occurred in more than one time period, place a check in each time period during which it occurred. If an event occurred 2 or more times during a particular period, write the number of times it occurred in the space for that time period.

Your cooperation in assisting us to complete this important project is greatly appreciated.

Police Stress Survey

	The event occurred within:					
	Good Sat Unsat	Stress Rating	1 to 3 months	4 to 6 months	7 to 9 months	10 to 12 months
1. Changing from day to night shift.....	G	50				
2. Exposure to "undesirables".....						
3. Assignment to new or unfamiliar duties.....						
4. Fellow officers not doing their job.....						
5. Exposure to adults in pain.....						
6. Exposure to children in pain.....						
7. Court leniency with criminals.....						
8. Demotion or suspension without pay.....						
9. Exposure of fellow officer as corrupt.....						
10. Political pressure from within the department.....						
11. Political pressure from outside the department.....						
12. Minimal physical injury on the job.....						
13. Incapacitating physical injury on the job.....						
14. Vague or ambiguous job assignment.....						
15. Working a second job.....						
16. Difficulties in relationship with family.....						
17. Strained relations with non-police friends.....						
18. Internal affairs investigation of your activities.....						
19. Exposure to death of others.....						
20. Inadequate support by supervisor.....						

Police Stress Survey - Page 2

	The event occurred within:					
	Good Sat Unsat	Stress Rating	1 to 3 months	4 to 6 months	7 to 9 months	10 to 12 months
21. Inadequate support by department.....						
22. Court appearances on day off or day following night shift.....						
23. Assignment of incompatible partner.....						
24. Delivering a death notification.....						
25. Periods of inactivity and boredom.....						
26. Dealing with family disputes and crisis situations.....						
27. High speed chases.....						
28. Difficulty getting along with supervisors.....						
29. Responding to a felony in progress.....						
30. Investigating a robbery.....						
31. Experiencing negative attitudes toward police officers.....						
32. Disagreeable departmental regulations.....						
33. Public criticism of police.....						
34. Assignment of disagreeable duties.....						
35. Taking police action against a member of the opposite sex.....						
36. Disapproval of job performance by other officers.....						

	Good		The event occurred within:			
	Sat	Stress	1 to 3	4 to 6	7 to 9	10 to 12
	Unsat	Rating	months	months	months	months
37. Confrontations with aggressive crowds.....						
38. Fellow officer killed in the line of duty.....						
39. Distorted or negative press accounts of police.....						
40. Situations where unable to take effective action.....						
41. Making critical on-the-spot decisions.....						
42. Ineffectiveness of the judicial system.....						
43. Ineffectiveness of the correctional system.....						
44. Termination of fellow officer.....						
45. Personal insult from citizen.....						
46. Potential abuse of officer's family by the public.....						
47. Insufficient manpower to adequately handle a job.....						
48. Lack of recognition for good work.....						
49. Excessive or inappropriate discipline.....						
50. Performing non-police tasks.....						
51. Exposure to graft and temptation.....						
52. Demands made by family for more time.....						
53. Promotion or commendation.....						

	Good		The event occurred within:			
	Sat	Stress	1 to 3	4 to 6	7 to 9	10 to 12
	Unsat	Rating	months	months	months	months
54. Inadequate or poor quality equipment.....						
55. Assignment of increased responsibility.....						
56. Death of a partner.....						
57. Racial pressures or conflicts.....						
58. Lack of participation in policy-making decisions.....						
59. Put-downs and mistreatment of officers in court.....						
60. Inadequate salary.....						
61. Accident in a patrol car.....						
62. Exposure to communicable diseases.....						
63. Physical attack on one's person.....						
64. Job overload.....						
65. Demands for high moral standards.....						
66. Situations requiring use of force.....						
67. Job conflict (by-the-book vs. by-the-situation).....						
68. Court decisions unduly restricting police.....						
69. Inefficient social agencies.....						
70. Availability of sexual opportunity.....						
71. Killing someone in the line of duty.....						

Police Stress Survey - Page 5

The event occurred within:

	Good	Stress	The event occurred within:			
	Sat	Rating	1 to 3	4 to 6	7 to 9	10 to 12
	Unsat		months	months	months	months
72. Enforcing disagreeable laws.....						
73. Making arrests while alone.....						
74. Public apathy toward police.....						
75. Competition for advancement.....						
76. Poor or inadequate supervision.....						
77. Exposure to battered or dead children.....						
78. Plea bargaining and technical rulings leading to case dismissal.....						
79. Frequent changes from boring to demanding activities.....						
80. Excessive paperwork.....						
81. Other						
.....						

Instructions: In evaluating the ratings of the event items on the preceeding pages, we plan to take into account important differences in the characteristics of the officers who participate in this survey. Therefore, we would like to identify possible differences in the responses of police officers who differ in age, sex or marital status, and who are associated with agencies that vary in location, size and jurisdiction, and would appreciate your providing the information about yourself that is requested below. Since we are not interested in the reactions of individual officers, please do not write your name on this survey form.

Age: _____ Sex: M: _____ F: _____

Marital Status: Single: _____ Married: _____ Divorced: _____

Separated: _____ Widowed: _____

Number of Children: _____

Education (Circle last grade completed):

High School _____ College _____ Graduate Level _____ Degrees attained: _____
 10 11 12 13 14 15 16 17 18 19 20

Number of years experience in police work: _____

Current Rank: _____

Type of Department: City: _____ County: _____ State: _____ University: _____

Other: (Please specify): _____

Location of Department: Urban: _____ Suburban: _____ Rural: _____

Number of Officers: 10 or less: _____ 11 to 25: _____ 26 to 50: _____
 51 to 100: _____ 101 to 200: _____ 201 to 400: _____
 More than 400: _____

Present Duties: Patrol: _____ Traffic: _____ Patrol & Traffic: _____

Investigative: _____ Administrative: _____

Other (Please specify): _____

Organizational Membership: FOP: _____ FPOA: _____ IBOP: _____ PBA: _____

APPENDIX C

MATERIALS MAILED TO SURVEY PARTICIPANTS

CONTENTS

1. FOP Survey Letter
2. BPA Survey Letter
3. Article from Florida FOP Journal on:
"Sources of Stress in Police Work"
4. Article from Florida FOP Journal on:
"The Florida Police Stress Survey"

FLORIDA STATE LODGE



EXECUTIVE SECRETARY
Charles Salerno
107 E. Call Street
Tallahassee, FL 32301
Phone (904) 224-6089

Dear Member:

Over the past several years, the impact of job stress on the work of Law Enforcement Officers has been increasingly recognized, and many Law Enforcement agencies have developed stress management training programs. But in order for these programs to be of maximum benefit for the individual officer, it is essential that the actual sources of stress that are most often encountered in police work be identified.

The Fraternal Order of Police in cooperation with the Police Benevolent Association, is working with the Florida Police Standards and Training Commission and researchers at the University of South Florida in conducting a survey of sources of stress in Law Enforcement. The results of the Survey will be utilized in developing and improving stress management programs for the benefit of Law Enforcement Officers. The general goals of the survey are described in the enclosed article which appeared in a recent issue of the FOP Journal.

You are one of 1500 Florida Law Enforcement Officers who were randomly selected from the mailing lists of the FOP and the PBA to participate in the Stress Survey. The value of the information obtained in this survey will depend entirely upon your cooperation in responding to the enclosed questionnaire, which will require 20 or 30 minutes of your time. It is not necessary for you to identify yourself in responding to the survey; we are interested in the general views of a large number of Law Enforcement Officers. It is extremely important, however, for you to return the survey so that we can determine the views of a representative group of officers with regard to sources of stress in law enforcement work.

The survey describes a number of situations identified as stressful by over 50 Florida Law Enforcement Officers. Please review each item and then indicate your impression as to the relative amount of stress represented by the item, and how often you have experienced this stressful situation during the past year. After you have completed the survey, please return it in the stamped envelope which is enclosed.

Your cooperation is essential to the success of this survey and will be greatly appreciated. Your participation in the survey will help us to improve working conditions and stress management training programs for Florida Law Enforcement Officers.

Fraternally,

Charles A. Salerno



PS: The survey results will be reported in a future issue of the FOP Journal.

59

FLORIDA POLICE BENEVOLENT ASSOCIATION, INC.



216 South Adams Street
Tallahassee, Florida 32301
(904) 222-3329

TO: All P.B.A. Members
FROM: Charlie Maddox
Charlie Maddox, President
RE: Stress Survey

Several tragic events in recent weeks have brought a great deal of attention to the stress that accompanies today's police job.

This attention has every earmark of bringing about adverse local and state legislation. The best thing that could happen right now is for everyone to understand exactly what police stress is --- what causes it --- and, what should be done to prevent or cure it.

The very best effort in the United States is being conducted here in Florida by researchers from the University of South Florida in conjunction with the Police Standards and Training Commission. The Florida State Lodge of the Fraternal Order of Police and this Association are cooperating.

The researchers have randomly selected 1,500 police officers from the F.O.P./P.B.A. mailing lists to be surveyed. You are one of the selectees. This project will be ineffective without a high response.

Please take the 30 minutes necessary to complete the survey questionnaire. You need not identify yourself.

The survey describes stressful situations identified by 50 Florida law enforcement officers previously surveyed. Indicate your experience as to the relative amount of stress represented by each item and how often you have experienced that situation during the past year.

THIS PROJECT IS NOT AN EMPTY EXERCISE, BUT RATHER A POLICE SELF-HELP PROGRAM! PLEASE COMPLETE THE QUESTIONNAIRE AND MAIL IT IN THE PROVIDED ENVELOPE AS SOON AS POSSIBLE. Please call area code (904) 222-3329 (collect) if you have any questions. Thanks.

CWM/ra
Enclosure
The Voice of Law Enforcement Officers

National Criminal Justice Reference Service

ncjrs

Copyrighted portion of this document was not microfilmed because the right to reproduce was denied.

National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

The following pages 61 & 62 contain material protected by the Copyright Act of 1976 (17 U.S.C.): "THE FLORIDA POLICE STRESS SURVEY" from Florida Fraternal Order of Police Journal, Winter 1980

The following pages (60) contain material protected by the Copyright Act of 1976 (17 U.S.C.): "SOURCE OF STRESS IN POLICE WORK" from Florida Fraternal Order of Police Journal, Aug/Sept. 1979

Revised Nov 1980

Appendix D.

63

POLICE STRESS SURVEY

Developed by:

Charles D. Spielberg, Kenneth S. Grier,
Charles S. Salerno, and Joel M. Pate

It is generally recognized that law enforcement is a highly stressful occupation and that stress can have serious effects on the lives of police officers and their families. The purpose of this survey is to determine your perception of important sources of stress in police work. This survey contains a list of job events that have been identified by police officers as stressful. Please read each event (item) and rate it on the following dimensions: (a) Amount of stress associated with the event; and (b) Frequency of the occurrence of the event in your own experience in the past month and during the past year.

Please indicate the relative amount of stress that you feel is associated with each event. In making your ratings, use all of your knowledge and experience, and take into account the amount of time and energy that you feel would be necessary in adjusting or coping with the event. In other words, base your ratings on your personal experience as well as what you have learned to be the case for other officers. Since some people adapt to change more readily than others, please give your opinion of the average amount of stress and readjustment that you feel is associated with each event rather than the extreme.

The first event, assignment of disagreeable duties, has been given an arbitrary rating of 50. Compare each event with the stress produced by being assigned disagreeable duties. For those events that you feel are more stressful than the assignment of disagreeable duties, please rate that item proportionately larger than 50. If you feel an event is less stressful than being assigned disagreeable duties, you should assign a number that is lower than 50. A number from 0-100 must be assigned for each event; the larger the number, the more stressful the event.

Next, for each event please circle the number in the appropriate column that approximates the number of times you have personally experienced the event in the past month and during the past year. Please make certain you respond for each item.

Finally, please provide the biographical information requested on the last page, but do not write your name on this survey form. Your cooperation in assisting us to complete this important project is greatly appreciated.

POLICE STRESS SURVEY

Job Event	Stress Rating	CIRCLE THE NUMBER OF TIMES THIS EVENT OCCURRED:											
		In the Past Month						During the Past Year					
1. Assignment of disagreeable duties.....	..50..	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
2. Changing from day to night shift.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
3. Assignment to new or unfamiliar duties.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
4. Fellow officers not doing their job.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
5. Court leniency with criminals.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
6. Political pressure from within the department....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
7. Political pressure from outside the department...	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
8. Incapacitating physical injury on the job.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
9. Working a second job.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
10. Strained relations with nonpolice friends.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
11. Exposure to death of civilians.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
12. Inadequate support by supervisor.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
13. Inadequate support by department.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
14. Court appearances on day off or day following night shift.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
15. Assignment of incompatible partner.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
16. Delivering a death notification.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
17. Periods of inactivity and boredom.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+

Job Event	Stress Rating	CIRCLE THE NUMBER OF TIMES THIS EVENT											
		In the Past Month						During the Past Year					
18. Dealing with family disputes and crisis situations	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
19. High speed chases.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
20. Difficulty getting along with supervisors.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
21. Responding to a felony in progress.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
22. Experiencing negative attitudes toward police officers.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
23. Public criticism of police.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
24. Disagreeable departmental regulations.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
25. Confrontations with aggressive crowds.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
26. Fellow officer killed in the line of duty.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
27. Distorted or negative press accounts of police....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
28. Making critical on-the-spot decisions.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
29. Ineffectiveness of the judicial system.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
30. Ineffectiveness of the correctional system.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
31. Personal insult from citizen.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
32. Insufficient manpower to adequately handle a job..	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
33. Lack of recognition for good work.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
34. Excessive or inappropriate discipline.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
35. Performing nonpolice tasks.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
36. Demands made by family for more time.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
37. Promotion or commendation.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+

Job Event	Stress Rating	CIRCLE THE NUMBER OF TIMES THIS EVENT OCCURRED:											
		In the Past Month						During the Past Year					
38. Inadequate or poor quality equipment.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
39. Assignment of increased responsibility.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
40. Racial pressures or conflicts.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
41. Lack of participation on policy-making decisions	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
42. Inadequate salary.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
43. Accident in a patrol car.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
44. Physical attack on one's person.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
45. Demands for high moral standards.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
46. Situations requiring use of force.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
47. Job conflict (by-the-book vs. by-the-situation).	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
48. Court decisions unduly restricting police.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
49. Killing someone in the line of duty.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
50. Making arrests while alone.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
51. Public apathy toward police.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
52. Competition for advancement.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
53. Poor or inadequate supervision.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
54. Exposure to battered or dead children.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
55. Plea bargaining and technical rulings leading to case dismissal.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
56. Frequent changes from boring to demanding activities.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+

Job Event	Stress Rating	CIRCLE THE NUMBER OF TIMES THIS EVENT OCCURRED:											
		In the Past Month						During the Past Year					
57. Exposure to adults in pain.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
58. Possibility of minor physical injury on the job..	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
59. Put-downs and mistreatment of police officers in court.....	0	1	2	3-5	6-9	10+	0	1	2-5	6-10	11-24	25+
60. Excessive paperwork.....	0	1	2	3-6	6-9	10+	0	1	2-5	6-10	11-24	25+

Instructions: We would like to identify possible differences in the responses of police officers who differ in age, sex or marital status, and who are associated with agencies that vary in location, size and jurisdiction. Therefore, we would appreciate your providing the information that is requested below. Since we are not interested in the reactions of individual officers, please do not write your name on this survey form.

Age: _____ Sex: M: _____ F: _____ Current Rank: _____ Years of experience in police work: _____

Marital Status: Single: _____ Married: _____ Divorced: _____ Separated: _____ Widowed: _____ Number of children: _____

Education (Circle last grade completed): High School College Graduate Level Degrees attained: _____
 10 11 12 13 14 15 16 17 18 19 20

Type of Department: City: _____ County: _____ State: _____ Univ.: _____ Other (please specify): _____

Location of Department	Number of Sworn Officers		Present Duties	
<input type="checkbox"/> Urban	<input type="checkbox"/> 10 or less	<input type="checkbox"/> 101 to 200	<input type="checkbox"/> Patrol	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Suburban	<input type="checkbox"/> 11 to 25	<input type="checkbox"/> 201 to 400	<input type="checkbox"/> Traffic	_____
<input type="checkbox"/> Rural	<input type="checkbox"/> 26 to 50	<input type="checkbox"/> More than 400	<input type="checkbox"/> Patrol & Traffic	_____
	<input type="checkbox"/> 51 to 100		<input type="checkbox"/> Investigative	_____
			<input type="checkbox"/> Administrative	_____

END