

A DESCRIPTIVE ANALYSIS OF WELLNESS PROGRAMS WITHIN
STATE POLICE AGENCIES AND A COMPARATIVE ANALYSIS OF
OTHER STATE POLICE WELLNESS PROGRAMS AND THE TEXAS
DEPARTMENT OF PUBLIC SAFETY

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CHAPTER ONE

INTRODUCTION

Wellness in the work place is a growing concern in both public and private sectors. This concern is prompted by the rising cost of health care and in response to a genuine interest in an organization's employees health. Wellness is generally defined as being in good health or healthy, having a sound body and control over all bodily functions. The "wellness" of officers within State Police Agencies is a concern shared both by the agency and the public.

Recent events, such as, video tapes of alleged police brutality or police misconduct, brought to light by less than favorable media attention is justification enough for an agency to concern it's self with the "wellness" of it's employees. Charges of brutality and "rouge cops" reflect poorly on all law enforcement agencies. The Police Code of Ethics is jeopardized by the lack of "wellness" among some agency's employees. The image of to 'Serve and Protect' is tarnished and the problem is that in many cases unfavorable incident's could be avoided by using a comprehensive Wellness Program. Officers who are not fit, either emotionally or physically are subject to receiving more complaints. They may not be able to properly respond to calls for assistance for fellow officers or citizens and are responsible for higher health care costs.

The case examples that follow will illustrate the basis of this research and indicate the problems faced by many agencies in dealing with employees who are overlooked by more traditional health care policies or departmental regulations.

WELLNESS PROGRAMS

Wellness Programs mean many things to different people. Some Wellness Programs merely consist of Employee Assistance Programs and others a mandatory physical fitness level. Neither of these develop a holistic view of related health factors. A high level of success in one area of fitness is not necessarily indicative of a high level of success in another. Each component is interrelated with the others to the point that it is futile to address one issue of an employee's health without addressing all of the wellness issues.

A Wellness Program goes beyond the obvious and concentrates on changing negative behavior and habits which decrease an employees level of fitness. The concept of a Wellness Program for this research was developed by using five fitness components; physical fitness, stress management, psychological and mental health, nutrition and dietary related issues, and alcohol and chemical dependency. The scope of these components will be developed in the following literature review.

CASE EXAMPLES

The following two case examples present personal experiences that help illustrate the need for comprehensive Wellness Programs in State Police Agencies, and in all law enforcement agencies. For the purpose of confidentiality, dates, names, and the specifics of events have been omitted. These omissions do not adversely effect the purpose of the case examples. The following names are alias and are not connected with any Trooper by the same name.

Example #1:

Trooper Adams is a Twenty years plus veteran of the Texas Department of Public Safety. He is currently assigned to a Criminal Law Enforcement Service. During his tenure with the Department, Trooper Adams has been involved in three shooting incidents and numerous other high stress events.

Trooper Adams is married and has several children who are almost grown. Trooper Adams is approximately 100 pounds overweight. He does not smoke or abuse any type of alcoholic beverage, nor does he have any type of substance abuse or addiction.

According to Trooper Adams he is even tempered and not prone to violence. Trooper Adams has not been reprimanded for excessive force or violations of civil rights.

When questioned as to the time when Trooper Adams started gaining weight it was recognized that weight gain began shortly after the first shooting (which was fatal) and has been climbing ever since.

Trooper Adams is a productive employee, but his weight is a hindrance to himself and a concern to fellow employees under some circumstances.

After each shooting incident Trooper Adams did not speak with a psychologist or psychiatrist. Trooper Adams was advised after the first incident not to talk to anyone until his statement could be taken in the morning. In response to his third shooting, Trooper Adams was merely informed by a supervisor that he needed to be careful because he was developing a reputation as a shooter.

The stressed caused Trooper Adams to have nightmares and severe sleep disruption after the first shooting incident. Trooper Adams advised his supervisors regarding his concerns about the nightmares. They merely laughed it off. Trooper Adams felt that it was best not to say anything for fear of being thought unable to handle the job.

Trooper Adams recommends and has for years to his supervisors that the biggest fear comes from the lack of communication between the employees and the department. The Department has never related to Trooper Adams that the shootings were justified, and that he performed his duties as trained.

Trooper Adams has the support of his family and credits his wife as being responsible for helping him through the tough times. But, Trooper Adams concern is what happens to those employees who do not have the support of their family or need attention beyond what a family can provided?

Example #2:

Investigator Bell has over 12 years of experience with the Texas Department of Public Safety. He is middle age, has been married twice and is currently going through his second divorce. Investigator Bell has four children. Investigator Bell is family oriented and spends as much time as possible with his children.

Over Investigator Bell's tenure with the Department, he has had over 5 duty stations. Two of these duty stations were not at the request of Investigator Bell, but for the betterment of the department due to downsizing. These transfers also required a change of services. This change is reflected in a difference in duties performed and hours of duty. Base salary is not effected, but income could be effected through the loss of part-time employment or a spouse losing their job due to a transfer.

Investigator Bell was married and had several children when he began the DPS academy. It was known prior to marriage that Investigator Bell wanted a career in law enforcement. Investigator Bell contributes the breakup of his first marriage to being stationed away from family and friends. He reported that due to the diverse hours of work and a young family to attend to it was difficult for his wife to meet new people and make friends. His wife was unable to cope with being away from her family and friends.

As with many new Troopers, Investigator Bell was very dedicated to his career and admits to always working. Budget constraints didn't allow for travel to visit family and friends. A new location in a rural area away from any large cities played a large part in the eventual breakup of the marriage. Investigator Bell feels that the marriage may have been saved if the Department had been more open or responsive to the need's of the employee and the employee's family.

Investigator Bell feels that some progress has been made in opening up the channels of communication with a supervisor relating to family problems. Investigator Bell feels that many Supervisors are uncomfortable with subordinates coming to them with family problems, a substance abuse problem, or stress or psychological problems.

Investigator Bell's most difficult problem has been his constant battle with alcohol. He began drinking when he was 15 and was able to deal with it, until life and work stress became too much. Investigator Bell has never had an alcohol related incident, such as, a DWI, fighting, or public intoxication.

During Investigator Bell's career he has sought treatment for alcoholism on two occasions. Investigator Bell, initially sought help on his own because he felt he was drinking in response to stress. Investigator Bell comes from a high risk family and dealt with alcoholism

and violence within his family while growing up. The first time Investigator Bell sought treatment was between marriages. The department was not aware of Investigator Bell seeking treatment at this time.

Life events, encompassing the death of both parents, severe financial problems (as a result of his parents deaths), and marital problems with his second wife caused an overload of stress resulting in Investigator Bell seeking help from the Department. Treatment was sought for both alcoholism and mental illness.

Department personnel were surprised to be advised of the addiction and Investigator Bell's seeking help. Investigator Bell checked into a treatment facility. Investigator Bell completed the treatment at the facility, but while in the facility, unknown to Investigator Bell the Department decommissioned him and placed him on paid administrative leave for an unspecified amount of time.

Investigator Bell was released from the treatment center and given a clear bill of mental health. Investigator Bell's insurance paid for a majority of the medical bills. After successful treatment and release from the treatment center the Department required Investigator Bell to be cleared by a Department retained psychiatrist. The psychiatrist cleared Investigator Bell to return to work. According to the treatment program set up for Investigator Bell he would continue treatment on an out patient bases.

Investigator Bell was unable to continue treatment due to a departmental transfer because of a Departmental reorganization. Investigator Bell feels that his progress has been impaired because the Department is not addressing his needs. Investigator Bell feels that the Department is not addressing his problems because they are not adversely effecting his work.

None of the Department used psychological tests indicated any areas of concern for Trooper Bell's addictive nature or being a high risk candidate. Investigator Bell fears relating his problems to the department for fear of repercussion. It's a cycle of stress and fear. Investigator Bell doesn't feel that promotion is possible due to his seeking treatment. He has been advised by the Department that this information is not suppose to be in his personnel file. Investigator Bell is afraid to check his file because of the lack of confidentiality in the past.

Throughout these difficulties, Investigator Bell has found it impossible to concern himself with nutrition and diet, usually eating only one meal a day or going several days without food, except for coffee and cokes. Investigator Bell is approximately 20-30 pounds overweight, but has been recently losing weight. In addition, according to Investigator Bell, he has neither the time nor energy to exercise.

These case examples are presented in an attempt to illustrate the purpose of this study. Employees are a valuable resource to an organization and should be treated as such. By treating mental or physical fitness problems on an on going basis, agencies can prevent the deterioration of many fine employees. Comprehensive Wellness Programs can be the answer to employee deterioration and the fiscal costs associated with this loss.

PURPOSE OF RESEARCH

The purpose of this research is two fold. First, the research will attempt to identify and describe Wellness Programs within State Police or Department of Public Safety Agencies. A Wellness Program will be measured through the use of five categories or components. These components are listed as follows:

1. Physical fitness
2. Stress management
3. Psychological and mental health
4. Nutrition and Dietary related issues
5. Alcohol and Chemical dependency

The second purpose is to conduct a comparative analysis of Wellness Programs of other State Police Agencies with the Wellness Program of the Texas Department of Public Safety.

Many states have separate traffic and criminal law enforcement agencies. In addition, many states may vary in the title of their agency. For this research the

agencies will be referred to as State Police Agencies and will concentrate primarily on traffic law enforcement in those state that have separate agencies.

This study is limited to commissioned personnel of State Police Agencies. State Police Agencies were selected in that they are unique from most municipal or county law enforcement agencies. State agencies differ in their large geographic diversity. This diversity adds an element of difficulty to the prospect of developing and implementing a Wellness Program. Resources vary considerably from a large metropolitan area to a small rural county. The job diversity makes it difficult to develop fitness measures and to provide services within each division.

This research is primarily concerned with describing mental and physical health services among traffic law enforcement personnel. This researcher expects to find that the typical State Police Agency fitness program falls far short of qualifying as a Wellness Program.

Fitness is a growing concern within law enforcement agencies through out the United States and Internationally. Many agencies are addressing the need for physical and mental fitness programs for their commissioned employees. The difficulty seems to lie in the development and implementation of a comprehensive program suited for the police needs and environment.

The idea behind the development of a comprehensive Wellness Program is to meet each individual's needs for the betterment of the department and the individual. Wellness Programs are gaining in popularity as a method of reducing health care costs and increasing the department's image. Recent events, such as police brutality claims,

coupled with the sloven appearance of many officers makes it difficult for agencies to obtain the reputation and credibility they once enjoyed. Properly used and managed, Wellness Programs may serve as the catalyst for improving the public perception of State Police Agencies. There is also the added benefit of increased morale and productivity among the individual officers.

There is an absence of a comparative study of this nature in the literature. Given the importance of Wellness Programs it is important to consider this lack of comprehensiveness when addressing the issue of "wellness".

CHAPTER SUMMARIES

Chapter Two concentrates on a summary of current literature on Wellness Programs, physical fitness, stress management, psychological and mental illness, nutrition and dietary related issues, and alcohol and chemical dependency. A portion of the literature will cover the relationship between wellness and police. The chapter concludes with the conceptual framework of this study.

The research setting is discussed in Chapter Three. The Research Setting includes, a brief history of the Texas Department of Public Safety. An overview of the structure of the Department and their Wellness Program services. The role of the police environment in relation to wellness is also discussed. Chapter Four describes the methodology used in the research study. It contains a brief definition of the survey research method and its appropriateness to this research. In addition, Chapter Four describes the sampling frame, the survey instrument, the population, and the statistics employed to analyze the data.

The survey results are presented in Chapter Five. Results are presented according to each State Police Agency and each component category.

The final chapter discusses and summarizes the research and draws conclusions. A summary is provided for policy and management implementation of Wellness Program services. Chapter Six will also present discussion for further studies.

CHAPTER TWO: LITERATURE REVIEW

INTRODUCTION:

Wellness programs are rapidly entering the work place. Public and Private organizations are becoming more aware of what wellness programs are and what they can do for an organization. Most Wellness Programs are developed as a means of controlling the ever rising health insurance costs.

The major focus of a Wellness Program is to decrease the amount of on the job injuries, losses due to absenteeism and to address the underlying causes of these concerns. A review of current literature was conducted to determine the major components of Wellness Programs and to identify their benefits. Many articles addressed issues of fitness and stress in relation to police officers. Few articles addressed issues of total Wellness Programs within police organizations.

The findings are summarized in the following pages to provide a foundation for understanding the elements of a comprehensive Wellness Program. The concepts developed from the literature will be compared with the concepts utilized by State Police Agencies.

WELLNESS PROGRAM CONCEPTS

Definition

"Wellness Programs focus on the benefits to the employee and the organization of health and fitness. Such programs use measurements of fitness to assist employees

in assessing their own fitness and health. These programs provide information on training and fitness and encourage employees to actively pursue health and fitness through knowledge and activity" (Jones, 1992, p.10).

Through the use of the literature, five major components have been identified within Wellness Programs. Many of these components are overlapping and integrated.

These components are:

1. Physical Fitness
2. Stress Management
3. Psychological - Mental Health
4. Nutrition and Dietary Related Issues
5. Alcohol and Chemical Dependency

In 1992, Erfurt et al, stressed the need for Wellness Programs to be comprehensive and integrated. Employers and employees will both be better off if there is an understanding of the need to integrate the components. According to Erfurt et al, Wellness Programs offer an array of services:

1. Providing information that is necessary for health-brochures, newsletters, classes, etc.
2. Weight loss classes or programs
3. Smoking cessation classes or programs
4. Installing blood pressure monitoring machine
5. Requires a long term commitment
6. Nutritional - cholesterol reduction - weight loss

7. Stress management
8. Exercise and physical fitness
9. Blood pressure measurement (1992, p. 20).

These services and employee assistance programs were stressed throughout the literature as a means of developing a Wellness Program and measuring fitness.

Employee assistance programs generally assist employees with substance abuse, marital conflicts, and psychological problems, and rehabilitation after injury and illness (Alexy, 1991, p. 53). The purpose is to deal with the whole person's needs and risk reduction requirements, creating a holistic health care environment (Erfurt et al, 1992, p. 24).

Purpose and Benefits of a Wellness Program

Depending on the type and the extent of development, a Wellness Program can provide immeasurable benefits. The focus on Wellness Programs is due to the ever rising health care costs. A Harvard Business School Study noted that health care costs consume an average of 24 percent of profits of Fortune 500 Companies, insurance premiums increased 20 percent annually for 1984-1987, and on the average, each of the 500 largest corporations spend approximately \$100 million for medical care and have losses of about \$85 million for employee illness (Strauss and Yen, 1992, p. 42).

A portion of these health care costs are due to the unhealthy lifestyles of many Americans. Unhealthy lifestyles can contribute to pre-mature mortality and increases in disability payments. Luetzinger and Blanke's study revealed

that the U.S. has experienced productivity slowdowns from 1973 to 1986 (1991, p. 20). Productivity or work capacity is negatively effected by mental fatigue, stress, and a low fitness level associated with an unhealthy lifestyle. A Wellness Program is designed to assist organizations in dealing with these unhealthy lifestyles in an attempt to increase productivity among the employees.

Another portion of rising health care costs is due to absenteeism. A major problem with absenteeism is the hidden cost associated with an absent employee. A recent attempt was made to determine the number of sick days employees of a large State Police Agency took for the fiscal year 1992. It was discovered that no statistics were kept on this data. When questioned, the response was, it is their time, and they have earned it. This attitude overlooks the underlying causes of some employee absenteeism and the hidden costs associated with absenteeism. These hidden costs include both direct and indirect costs and are listed as follows: over-time, employing part time replacements, overstaffing, supervisory time to address problems related to absenteeism, costs of an absence control program, and continuing to provide benefits to absent workers and indirect costs of reduced morale, lost productivity, and greater turnover (Smith and Reid, 1991, p. 281). These hidden cost are estimated to cost American companies approximately \$37 billion annually (Walsh, 1989, P. 76). The Bureau of Labor Statistics advised that the \$2.8 billion expenditure for sick pay is only a portion of the true costs of absenteeism (Patterson, 1987, p. 214).

These alarming figures have caused companies to recognize that health promotion programs for the work force are the best way of controlling these rising health care costs (Patterson, 1987, p. 215). The major focus of Wellness Programs has been

towards changing behavior. The complications which usually place employees in high risk categories is often due to unhealthy behavior. Most behavior modification focuses on risk factors associated with heart disease, accidents, and cancer (Patterson, 1987, p. 215).

With these alarming statistics to face, any decrease in health care cost, employee injury, or absence, can amount to a significant savings for a company. Wellness Programs are designed to address the problems associated with these statistics.

Assessing Health Risks

An important step in the beginning of any Wellness Program is the development of a method to determine current health levels of employees. Health risk appraisals (HRA) are a proven method of measuring health. Health risk appraisals (HRA) can be self administered questionnaires or information can be gathered by trained professionals. Erfurt et al, found in his study, that self administered questionnaires often result in a low participation rate and often rely on inaccurate reports of physiological measures such as blood pressure and cholesterol (1992, p. 20).

It was noted that smokers were significantly less likely to respond than non-smokers to self administered questionnaires (Erfurt et al, 1992, p. 20). Accordingly, smokers also provide a higher risk of health related problems ranging from colds to certain types of cancer.

More comprehensive and accurate measures of health risk are obtained through the use of trained professionals to conduct the health risk appraisals. Four

measurements were generally used. These measurements consisted of: height and weight, blood pressure, finger stick blood sample (total cholesterol), and questions relating to; smoking, (past or current), exercise levels, stress levels, plus other relevant information (Erfurt et al, 1992, p. 20). In addition to these areas of measurement, a study by Wang et al, used measures of percent body fat, Body Mass Index (BMI) to determine the extent of overweight and obesity. Applicants were also questioned as to their drinking level, and the use of safety belts (1992, p. 52). The HRA is designed to assist in determining an individual's health risk and provide recommendations for changes in behavior and professional counseling if necessary (Patterson, 1987, p. 217).

Developing a Wellness Program

It may be beneficial to first determine a general fitness level of employees through the use of health risk appraisals prior to developing a Wellness Program. Health risk appraisals may provide a foundation for determining the fitness needs of an organization.

Because a comprehensive Wellness Program takes time to be developed and implemented, there are several important factors to keep in mind. The program must have the full support of the administration. Both short and long term goals need to be set in order to maximize benefits. Also, management and employees should understand that it will take time and money to produce a fully integrated Wellness Program.

Employees and managers need to be familiar with the aspects of funding, goals,

facilities, and services. This is necessary because some employees may be fearful that the organization is attempting to phase them out if they are not healthy or are in a high risk category. Employees may feel that it is an infringement on their personal lives, that companies are developing the program as a punitive measure and not to help them. Realization that a company is concerned with both lowering their health care costs and the wellness of employees can be the first step in accepting a program. A mission statement can often clarify for both the administration and employees the purpose of a Wellness Program.

Getting people involved usually requires facing two aspects. Many employees will welcome a Wellness Program and will take advantage of the services. Unfortunately, these employees are usually not those who are adversely affecting health care costs. Those employees who are reluctant to take advantage of a Wellness Program are those employees who could receive the greatest benefit.

In some programs, incentives are created. These may be in the form of prizes for company sponsored contests or by allowing "well" employees to use wellness days instead of sick days. Other options might include the use of mental health or stress management days in a benefit package (Patterson, 1987, p. 216). Organization sponsored activities that provide employees with the knowledge and a facility to change their appearance or behavior can be another form of benefit for both the employer and employee.

Because of the potential for reluctance on the part of employees and misunderstandings, two interest groups must be convinced prior to the development of a

Wellness Program. These interest groups are those who are providing the funding and those who are to receive and provide the benefits. Several sources stated that without the support of either of these groups the program is doomed for failure.

Exercise is at the core of any Wellness Program. Studies have shown that sedentary employees cost companies substantially more money in health care costs than active employees (Strauss and Yen 1992, p. 42). Studies have also shown that employee behavior influences health costs. Something as simple as regular exercise for example can reduce health care costs. As seen in a Gallup poll which showed that "65% of company employees who began exercise found new energy, while 46% felt more confident, 44% experienced greater job satisfaction and 37% reported a rise in creativity at the office" (Strauss, 1992, p. 42). These considerations are presented to both interests groups when an organization is attempting to implement a Wellness Program to help developing an understanding of the need for the program.

Each component operated separately can have benefits for both the individual and the company, but for some employees underlying health related issues are not being addressed. It is common for a person to work hard and lose weight only to find the weight returning after several months. A comprehensive Wellness Program is designed to promote sustained positive behavioral changes. Nutrition and dietary information provided, along with an exercise program is illustrative.

Health Promotion for Multiple Sites

One of the largest obstacles facing State Police Agencies in attempting to

develop a comprehensive Wellness Program is providing services to all work sites. In smaller offices on site health promotion may not be as cost effective, yet opportunities must be provided for all employees to improve their health status (Alexy, 1991, p. 53). One answer is the utilization of local area health departments or hospitals. For no fee or a small fee health risk appraisals can be provided. Local area gyms, YMCA, and nutrition counselors can be used to provide area personnel with the needed resources. At larger sites an organization may provide an on site occupational health department, a wellness coordinator or professional nurse, industrial hygienist, safety director, or someone appointed to the task (Alexy, 1991, p. 53).

The occupational health field has been growing rapidly in recent years to assist organizations in reducing health care costs. An occupational health nurse can provide on site nursing services, answer a multitude of questions that may lead to an employee seeking needed care or in preventing an employee from unnecessarily seeking medical attention. An occupational health nurse may be stationary in headquarters or may travel to outlying areas to provide services. This would depend largely on the geographic make up the state itself. In large states it may be more cost effective to have several occupational health nurses or contract services with local medical agencies. University Hospitals may be a convenient and cost effective resource to use.

As with any aspect of planning, careful consideration needs to be given to providing multiple site Wellness Program services to ensure that the needs of the organization and the employee are being met. Extensive communication, advertising, input from employees and staff, and follow up are important in the success of program

development (Alexy, 1991, p. 56).

It was noted in several studies that union versus non-union and salaried versus hourly wage may respond differently to incentives and work promotions. One example was the availability of a facility to shift workers. This is an area of concern for developing a Wellness Program for State Police Agencies. This is where communication between those in planning and the employees is important. Standard hours of operation may not be beneficial to the majority of shift work personnel.

One alternative to the expense of health professionals and dealing with multiple work sites is the development and use of an expert computer program. An expert system can decrease the over head costs of publications and the dissemination of information. An expert system can develop personalized wellness plans based on seven basic variables:

- *age
- *height
- *weight
- *occupation
- *general health
- *motivation - why an individual wants to work out

A set of characteristics are developed for each variable and rules are provided for the expert system to follow (Strauss, 1992, p. 44). An expert system could be accessed through a network or an eight hundred (800) number providing information to all work sites. Access of information in this manner may be used by those persons who are embarrassed or afraid to ask certain questions. Police are concerned with issues of privacy and often do not seek help for fear of reprisal. For best results a combination of an expert system and access to professional health care might be a consideration.

WELLNESS PROGRAM COMPONENTS

This section deals with the five components of a Wellness Program that were developed in the literature. These components are: Physical Fitness, Stress Management, Psychological and Mental Health, Nutrition and Dietary Related Issues, and Alcohol and Chemical Dependency. Their individual aspects to police work will be discussed to assist in developing a conceptual framework.

Each component deals with a specific aspect of police work, such as, maintaining a level of fitness to sustain a safety factor necessary to protect oneself or others. Both stress management and psychological and mental health care are necessary for the control of the individual police officer and the general morale. Health and nutrition play a strong role in the maintenance of physical fitness and in addressing the generally unhealthy eating habits of many officers. And, all the components relate to issue of alcohol and chemical dependency, which is often the result of unmanaged stress and visible in unhealthy employees.

Physical Fitness

"Exercise is the foundation of the majority of health promotion programs" (Luetzinger, 1991, p. 20). Thus, physical fitness is the largest of the Wellness components. The integration between physical fitness and the other components is essential for health maintenance. Physical fitness is often the first area to suffer from the effects of stress, mental health distress, improper nutrition and diet, and a substance

abuse problem. If an Officer is subjected to a law suit or a critical work incident (shooting, fatality, etc.) he or she may feel stressed. This stress may result in decreased motivation to exercise, marital or family problems (because they don't understand), an increase in consumption of alcoholic beverages, and generally poor health habits. This accumulation of effects provides the basis for developing a holistic program and an understanding of how all components are interrelated.

Physical fitness is often determined through five health measures. The five health related tests are: body composition, muscular strength, flexibility, muscular endurance, and cardiovascular endurance (Jones, 1992, p.10). These tests combined with a blood pressure and cholesterol check can provide an accurate assessment of physical fitness.

Physical Fitness and its Application to the Police

U.S. police officers are behind in the area of physical fitness. There are no universal standards of fitness for officers. The Commission of Accreditation for Law Enforcement Agencies does not address issues of physical fitness beyond an initial physical exam (Ness, 1992, p. 74).

Changes in the criminal segment of society have caused changes in police organizations. Day-to-day police activities have become increasingly stressful and physical in recent years (The Police Chief, 1989, p. 6). Many Police officers spend hours in their patrol car, often exiting only to confront stressful situations or to eat.

This sedentary life coupled with stressful incidents and poor nutrition, contributes to obese, out-of-shape, highly stressed officers (The Police Chief, 1989, p. 6).

One concern, besides the obvious health risks is that officers will be unable to perform the physical aspects of their jobs and by not doing so endanger themselves and the public. "Physical fitness is a tool, an extension of the most important unit of the police department, the individual" (Ness, 1992, p. 74). Agencies are quick to mandate proficiency in the use of weapons and have mandatory vehicle maintenance programs. Fitness is not addressed as a major factor in weapon or driving proficiency. Thus, agencies are failing to address the most important issue, fitness. Supervisors often reprimand for violations of proper car maintenance, yet are unable to address the lack of physical fitness amongst their subordinates. One reason may be the fear of reprisal through a discrimination suit.

A major concern facing the implementation of physical fitness requirements is legal litigation based on discrimination. Job-related tests, such as dragging a 170lbs dummy, scaling a 10 foot wall or completing an obstacle course represent physical action typically encountered by police officers. These same tests are repeatedly attacked in the legal system. These attacks are based on the lack of validity surrounding the requirements. A Department may require new recruits to perform several physical fitness tests, but if these requirements are not used to assess fitness among current Troops, it invalidates the need for the tests. Agencies have adjusted for sex and age scales to avoid issues of prejudice, but adjusting the standard

in an effort to compensate for performance differences relating to gender or age tends to negate the entire purpose of job-specific testings (Jones, 1992, p. 9). However, some litigation factors are null due to the use of health-related tests. Applying the same standards to new and current employees is an important factor in preventing legal action and maintaining test validity.

The emphasis of a physical fitness program should be on both producing more capable police officers and helping individuals become healthier and more physically fit (Jones, 1992, p. 7). Opposition to physical fitness programs can be countered with the numerous evidence on health and productivity and reduction of health care costs (Jones, 1992, p. 7). Safety to one's self, to one's fellow officer and the community is the foundation of implementing a physical fitness program. Healthier officers provide better service to the community.

Stress Management

Stress management is probably second to physical fitness in terms of necessity and interrelatedness. Job stress is any job-related pressure which adversely effects an employee. Stress management is a program or system used to teach relaxation methods, or provide educational or training material to employees. In addition, supervisors may be trained in recognizing and assisting subordinates with stress. Physical fitness and its relatedness to stress is apparent.

Stress and its Relation to Police Work

Over the years many studies have been written on police stress. Most literature located, discussed stress in relation to each of the wellness components. The major causes of police stress are organizational factors such as: Intra-Organizational Practices and Characteristics, Inter-Organizational Practices and Characteristics, Criminal Justice System Practices and Characteristics, and Public Practices and Characteristics (Kroes, ed., 1975, p. 27). Stress can also be caused by occupational factors, such as: police work itself and the police officer him or herself (Kroes, ed., 1975, p. 27). In considering these causes of stress, a stress management program can offer a more proactive model to managing the stress experienced by officers in their department (Greller, 1982, p. 47).

Stress is a symptomatic factor in heart attacks, ulcers, high blood pressure, and can cause other health problems such as: headaches, muscle spasms, constipation, and sleep disruption. More frightening is the contributing role of stress and its effect on judgement during a crisis. Stress is related to incidents of suicide, use of excessive force, and individual recklessness in police officers (Greller, 1982, p. 44). Since, the timing or level of police stress is not easy to predict, the importance of a Wellness Program is that it serves the employees both before and after a critical event becomes apparent.

A stress-producing event is easier to tolerate if it can be predicted, allowing one to psychologically prepare for the experience. But the nature of police work with its pressure for an immediate response reduces that predictability (Greller, 1982, p. 44). A comprehensive program supports officers before they become victims of stress. Officers

in different positions have different types of stressors (Stotland, 1991, p. 373).

Administrators need to be prepared to identify the source of stress of an individual and assist in training employees' stress management.

The pressures of the job environment may be expressed in absenteeism, apathy, turnover, or acts of violence directed against the organization (Kroes, ed., 1975, p. 73). One indicator of stress is defined under the definition of morale. When morale is low, stress will generally found to be high and vice versa. When approaching an employee in regards to stress it may be best to approach from the sense of morale the employee is experiencing.

Enough can not be said regarding stress management. Fortunately many agencies are recognizing the side effects of stress on their employees and the need for stress management. Unfortunately though, not enough is being done prior to critical incidents, such as shootings, fatalities, or family difficulties, and there is often little or no follow-up. This lack of follow-up manifests it's self in work disruption at the increase expense of the employer. This increased expense can be due to the development of psychological or mental problems in an employee which are beyond the traditional treatments of stress.

Psychological and Mental Health

For the purpose of this study psychological and mental health applies to any type of recognized personality disorder or manifestation of the disorder. Psychological or mental health is effected when an individual's environment exceeds their ability to cope

and causes severe dysfunction in work or in their life. A disorder may have an organic or psychological base.

This section has two purposes, first is to recognize that some employees were hired with pre-existing psychological or mental health disorders. Due to a lack of a pre-employment testing or inadequate testing these people were hired. The second purpose is an understanding of the recognition of signs and symptoms indicative of mental illness or a psychological disorder which can lead to unfavorable behavior in a police officer.

Police and Psychological and Mental Health

Psychological and mental health is often addressed only in the initial hiring stage. Police Agencies use one or two of the standardized psychological tests to determine the general mental health of the applicant. Many of these standardized tests fall short of accurately measuring the psychological adaptability of new recruits.

A study by Gross, (1992), discussed dysfunctional cognitions in police recruits. The study contended that intrusive thoughts and other dysfunctional cognitions may contribute to mental deterioration (Gross, 1992, p. 20). The study identified six factors relating to dysfunctional cognitions: intrusive thoughts, daily experiences of dysfunctional thoughts, cognitive avoidance, duration of thoughts/thoughts about police work, worry, and flashbacks/trama (Gross, 1992, p. 20). Gross cautioned throughout that further study is needed to determine whether dysfunctional cognitions are predictive of stress disorders in police officers.

This discussion merely points out that many standardized psychological tests may not identify potential problem areas in police officers. After a candidate successfully passes all entrance exams, little or no attention is given to the psychological or mental health of the officer. Gross stated in his study that a proportion of police officers may suffer from Post Traumatic Stress Disorder in varying degrees (1992, p. 20).

An officer may have displayed recognizable signs or symptoms of a specific disorder or a lack of coping skills prior to an early separation from the department due to disciplinary action. This area of a wellness program serves to recognize potential signs or symptoms and to assist in developing coping skills or in changing destructive behavior.

More job specific testing may identify those persons who display inappropriate behavior that may cause them to be unable to adapt to the police environment. In law enforcement, the consequences of not recognizing problems often come at the cost of millions of dollars. Officers suffering from psychological or mental health disorders are often involved in excessive force or display inappropriate reactions to a situation, which leave a department open for civil liability.

Nutrition and Dietary Related Issues

The other Wellness components are dependent upon, or aggravated by, poor nutrition and dietary intake. Diet is significantly related to heart disease, high blood pressure, weight or obesity, and some forms of cancer. So much is known about the benefits of proper nutrition and diet, yet in the fast pace of our lives it is often ignored or not given proper consideration. A proper diet can help regulate and provide needed

energy. A very important factor considering that prostate and colon cancer ranks high in police officers due to their sedentary lifestyle. Unhealthy foods can contribute to an unhealthy lifestyle by causing overload intakes of sugars, fats, sodium, and cholesterol. In some persons diet directly effects organic causes of psychological distress.

Merely providing nutrition and dietary related information and a change in cafeteria or vending food can help in developing healthier eating habits. The key to most nutrition and dietary issues, however, is behavioral change and education. Behavior change is essential to prevent relapse from newly acquired healthy lifestyle changes (Erfurt, 1992, p. 23). Proper eating habits result in increased energy (productivity), reduced stress and provide a means for developing a positive approach to exercise.

Nutrition, Diet and the Police Officer

Nutrition and diet is a difficult issue to address because of the job duties of police. An example of this is as follows; the average tour of duty on Monday may consist of completing paper work from the week-end activities, routine patrol (making a few traffic stops), or assisting the local agency in looking for a subject wanted on traffic warrants. After this strenuous routine an officer may go eat at one of the local fast food restaurants and finish his/her tour of duty with a few more traffic stops.

But, on Tuesday the officer is called to a possible accident involving a truck in the ditch. There is a downpour of rain and heavy lightening and thunder. The caller of the accident merely advises that when they drove by there was a truck in the ditch with its lights on. The officer's anticipate a drunk driver, common to this section of roadway and

this time of night. Upon arrival, the ambulance driver, who was summoned because of unknown injuries advises the officers that both people in the truck are dead. The deceased are a young man and a young boy. At this time identification is impossible to locate. The investigation takes several hours before the bodies can be moved to the funeral home. At the funeral home identification is made of the two deceased persons, they are not related. Now there are two families to notify of the loss. Five hours after the call the officers have completed the initial investigation and have notified the families.

It is way past dinner time, yet neither officer is hungry, appetite may be effected for several days. Some officers may turn to food and others avoid it due to the stress. These changes in duties often prevent police from eating properly. Time constraints may cause many meals to be eaten in a hurry or in the vehicle while responding to another call. Many meals are missed all together.

This illustrates both the importance of nutrition and diet and it's relationship to stress and physical fitness. The nature of police work is such that stress and disruptions in eating preferences cannot be avoided, but by providing education, an officer may be better able to make wiser nutrition and dietary choices.

Alcohol and Chemical Dependency

Alcohol and chemical dependency or substance abuse is defined as any type of abuse or uncontrolled use of illicit drugs, prescription drugs or alcoholic beverages. This abuse or uncontrolled use interferes with an employee's work performance or their

personal life. This disruption is harmful to the employee, employees family or the organization. In addition, it may also be caused by an employee's spouse or child that suffers from an addiction problem.

An addiction to alcohol and/or drugs can have a rippling effect to the other wellness components. Substance abuse may negatively effect nutrition and dietary intake, which can lead to a decrease in physical fitness. Alcohol or drug addiction may cause psychological or mental side effects. Stress can result from the fear of getting caught and the possibility of losing their job.

Employee assistance programs are generally the area within an organization that deal with alcohol or chemical dependency. Some agencies provide someone to act as a liaison between the employee and service agencies. These types of programs merely provide referral services to local agencies that deal with alcohol or chemical dependency. It is still left to the discretion of the officer to seek help.

An organization may deal with substance abuse by a variety of methods. One method is through education and early identification. These are relatively inexpensive solutions to a problem that can lead to astronomical expenses and rapidly drain a benefit program (Carrol, 1992, p. 14). The study by Carrol, suggests the following eight goals of the substance abuse education service:

- *Early identification of potential substance abusers
- *The recognition of the high probability of drug dealing and usage occurring during the working hours.
- *To restore the employees to full productivity as soon as possible

- *To avoid time away from the job.
- *To seek cost effective solutions for the employees personal problems effecting job performance.
- *To reduce the benefit cost provided to the problem employee and provide an alternative to costly inpatient treatment (when possible).
- *To educate and adjust attitudes of employees and family members on the job.
- *To encourage and lead employees and family members to self help, support, growth groups and resources that will provide tools for recovery (1992, p. 36).

Alcohol and Chemical Dependency and the Police

Alcohol and chemical dependency issues within law enforcement are different than those within the civilian population. Unfortunately, substance abuse occurs within police agencies. Much is written on the abuse of alcohol amongst police officers.

Getting an officer to admit to a substance abuse problem or recognize that there is a problem is directly related to the "police environment." It is difficult to get help for many officers because they fail to recognize the abuse or deny that there is a problem. The police environment is such that officers are trained to a higher ethical standard than the average citizen, they are to be held in higher esteem, constantly monitored by the public and supervisors. It is often said that officers live in a glass house, this glass house leaves no room for problems which may adversely effect an officer's credibility

or the image of the agency.

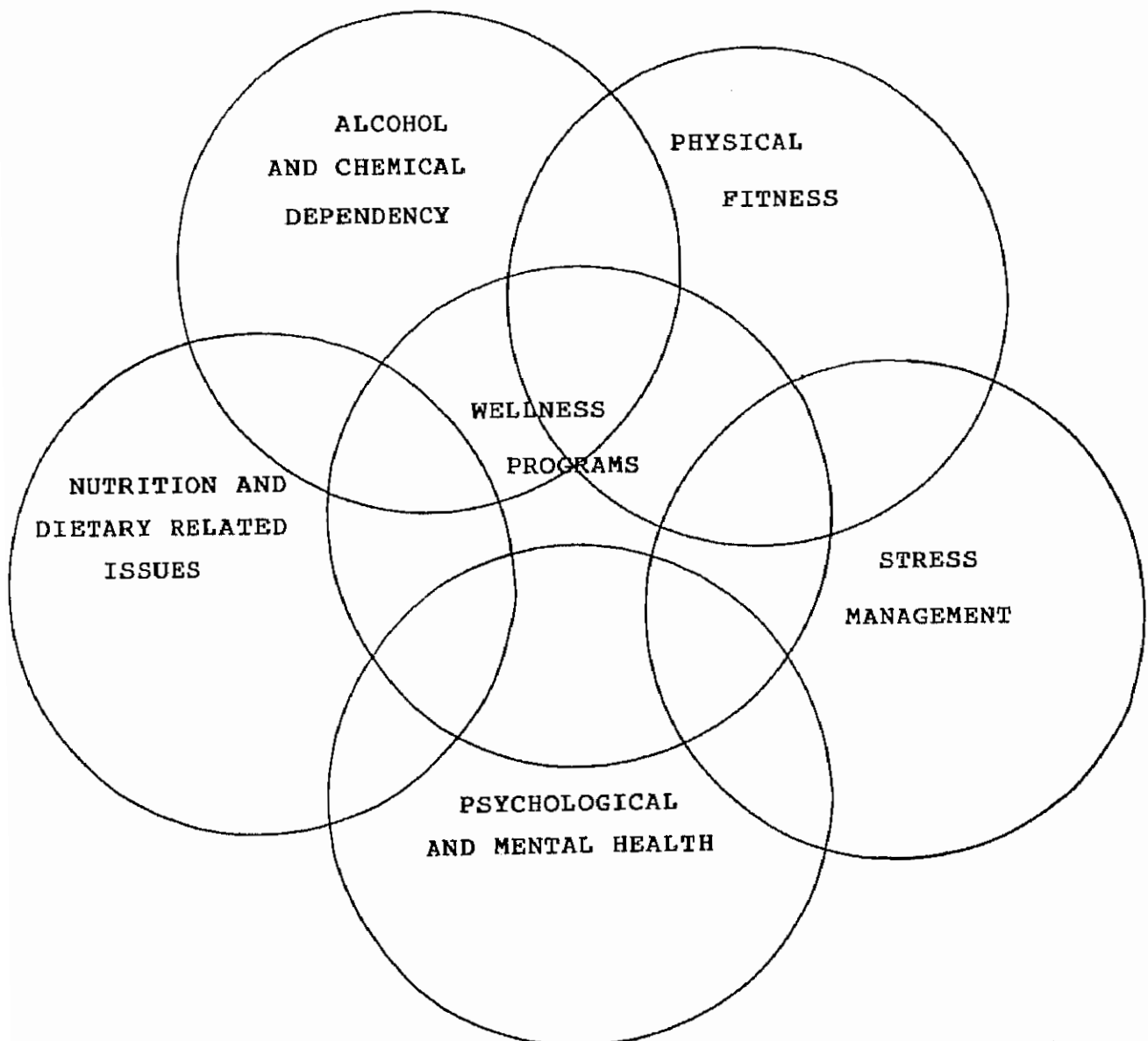
The media plays a large role in the development of a police attitude. Numerous shows portray officer's as hero's, dedicated public servants with no problems, a life of glamour and excitement. The issue is often good against evil. Admitting an addiction places an officer outside the police environment. It is unacceptable to fellow officers and the agency that an officer is human and may suffer an addiction problem for which they must seek outside help to cure.

This portion of a Wellness Program for law enforcement may be the hardest to develop. Faced with saving valuable employees and with saving the image of the department, employee concern may fall to the wayside. Agencies may require some type of disciplinary action against an employee who seeks help if there has been a violation of law or policy. Addiction to an illegal drug is a violation of law and policy whereas, addiction to an alcoholic beverage is only a violation of policy when it is discovered by the agency. Agencies and supervisor may hide an employee's problem, waiting for the employee to retire or for the problem to go away. Only facing the problem when a complaint is made by someone inside or outside the agency and it can no longer be ignored. This only serves to decrease the number of personnel seeking help.

Agencies need to face the constant problem of alcohol and chemical abuse among its employees. Employees are a valuable resource to any department. A tremendous expense has gone into training each employee, in addition to the knowledge they possess from their experiences. Ignoring addictions can lead to the loss of this resource at a greater cost to an agency, than the cost of treatment.

CONCEPTUAL FRAMEWORK

After determining that the purpose of this study would be to compare the Wellness Program components of State Police Agencies, a survey instrument was developed to determine the type and extent of services provided. The questionnaire was based on information provided in the literature review and my personal knowledge of State Police Agencies structure. The foundation of a Wellness Program is displayed in Figure 2.1.



The literature on police stress, employee assistance programs and fitness related issues is abundant. Yet, none of the studies seem to integrate all the components of a Wellness Program. Each component; physical fitness, stress management, psychological and mental health, nutrition and dietary related issues, and alcohol and chemical dependency have literature supporting their services. Much of the literature is empirical evidence that supports the findings of the authors.

CONCLUSION

The review of the literature has helped to develop the basis for the research and to help construct the conceptual framework. It is apparent in the literature review that there is a lack of integration in the studies on Wellness Program components. The gathering of descriptive data on Wellness Program services offered by State Police Agencies may help to determine a method of integration and illustrate areas of weaknesses and strengths within those agencies who do have a Wellness Program.

There is no current descriptive study of Police Wellness Programs. The use of this research may fill the gap in the literature. Through descriptive analysis State Police Agencies can conceptualize the components of a Wellness Program and see areas within their current programs which are in need of increased services.

The following chapter will explain the organizational structure of the Texas Department of Public Safety and the rules and regulations which govern the organization. Comparing those services which are recommended against those offered by the Texas Department of Public Safety. The chapter will discuss at length the

relationship between the "Police Environment" and the success of a Wellness Program." The first question often asked by the administration is "can we afford it?" The question should be however, "can we afford the high cost of unfitness?" The cost of a fitness program should be balance against the costs to the agency for lost hours due to sick leave usage, disability, limited duty status, and a host of other less direct costs" (Fraser, 1986, p. 24).

Wellness Programs mean many things to different people. Some Wellness Programs consist merely of Employee Assistance Programs and others a mandatory level of physical fitness. Neither of these develop a holistic view of the related factors. A high level of success in one component is not necessarily indicative of a high level of success in another. Each component is interrelated with the others to the point that is futile to address one issue in an employee without addressing other wellness issues. A Wellness Program goes beyond the obvious and concentrates on changing negative behavior and habits which decrease an employees level of fitness.

CHAPTER THREE

THE RESEARCH SETTING

The research setting is the Texas Department of Public Safety. The Texas Department of Public Safety, often referred to as DPS is a state agency, employing approximately 5,000 people state wide. Of those 5,000 employees, approximately 2,700 are commissioned employees. The term commission refer to employees who hold a Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) certificate and are employed in a law enforcement capacity with the Department.

Chapter Three develops an understanding of the Texas Department of Public Safety and the uniqueness of it's history and it's reliance on the Texas Legislature. Chapter Three also covers the concept of the "police environment" and it's effect on the development or use of a Wellness Program.

The History of the Texas Department of Public Safety

The Texas Department of Public Safety was not known by that name until 1935, when the 44th Legislature combined several agencies. These agencies were the Texas Rangers, who were under the Adjutant General's Office, the License and Weight and the Highway Patrol, who were under the Texas Highway Department.

The Texas Department of Public Safety continued to grow and faced with changing needs reorganized again in 1957. The state was divided into six regions. In 1963 the Department was given the responsibility for all state civil defense activities.

The main programs became; (1) traffic law enforcement and drivers regulations, (2) criminal law enforcement and (3) defense and disaster preparedness.

In 1968, new line divisions were set and have remained primarily unchanged today. There is the Traffic Law Enforcement Division, the Criminal Law Enforcement Division, and the Administrative Division. The most significant changes have been the recent transfer of the Texas Ranger Service, who were under the Criminal Law Enforcement Division to under the Director. The other changes have been the addition of the Capital Police, the deletion of commissioned personnel within the Motor Vehicle Inspection Service, and the significant reduction in the commissioned employees within the Drivers License Service. These changes have resulted in considerable realignment of employees within the remaining services and particularly the Highway Patrol. These changes are currently on going and have had adverse effect on the morale of many employees.

Traffic Law Enforcement Division

The Traffic Law Enforcement Division consists of 6 primary services.

- Highway Patrol
- License and Weight
- Drivers License
- Safety Education
- Executive Security
- Capital Police

In addition to these line services there are numerous staff services under the Traffic Law Enforcement Division. The major staff services are: Alcohol Testing Bureau,

Motor Carrier Bureau, and Motor Vehicle Inspection (which will soon be a non-commissioned service). These staff services and employees provide the support functions for the Traffic Law Enforcement Services.

The Criminal Law Enforcement Division

The Criminal Law Enforcement Division consists of four major line services:

- Criminal Intelligence Service
- Narcotics Service
- Motor Vehicle Theft Service
- Polygraph Service

The Texas Rangers were removed by the Legislature from the Criminal Law Enforcement Division in 1991. They now report to the Director. There are several staff services provided for under the Criminal Law Enforcement Division. The major staff services are the Crime Laboratory Division and the Manager Crime Analysis.

The Administrative Division

The Administrative Division consists of numerous staff services. These services include; Division of Emergency Management, Data Processing Division, Crime Records Division, Driver and Vehicle Records Division, Staff Services Division and the Inspection and Planning Division. These services and divisions employ the bulk of non-commissioned employees within the Department and provided for a variety of services and functions to support the objectives of the Department.

The Directors Staff

Several services are under the direct command of the Director and Assistant Director. These are as follows:

- Texas Ranger Division
- Aircraft Section
- Internal Affairs Unit
- Accounting and Budget Control Section
- Legal Services
- Public Information Officer

These services are mixed between line and staff functions. The Texas Ranger Division, Aircraft Unit, and Internal Affairs are commissioned. The remaining services generally provide staff services.

In addition to the Director and Assistant Director, there is a three man Public Safety Commission which oversees the Texas Department of Public Safety. The Commission is selected by the Governor and confirmed by the Senate. Each member serves a six year term and a term expires every two years, so that there is never a completely new commission.

The Wellness Program of the Texas Department of Public Safety

The Texas Department of Public Safety does not provide a Wellness Program for commissioned employees. There are minimal services provided for in a State Agencies agenda for improved employee health. These services are generally available to headquarters personnel only. The importance of stress management, nutrition and diet, and physical fitness are provided in recruit training. There is little or no follow up training or literature provided.

The Department's General Manual addresses the issue of chemical or alcohol abuse by Department members. This policy is described later in the chapter.

Psychological testing is performed on applicants that are excepted for the recruit schools. An additional test and brief interview with a psychologist is given during the academy.

These services are basic and do not address the holistic needs of Departmental employees. Commissioned employees receive no incentives or guidelines to maintain a level of mental or physical fitness. These issues are addressed further in this chapter.

Physical Fitness

The Texas Department of Public Safety has no mandatory Physical Fitness program beyond the initial hiring requirements for new recruits. The Texas Department of Public Safety has a Code of Conduct listing Ten General Orders. General Order number three addresses fitness, it states: "I will keep myself clean and presentable, in good physical, mental and moral health." An additional paragraph in the General Manual, also addresses physical fitness. The paragraph is as follows:

"All members of the Department shall keep themselves in good physical and mental condition. Members shall maintain their physical and mental condition to the degree necessary to perform any duty or assignment that may be normally expected or required. To insure that members meet the physical and mental requirements for job performance, the Director has the authority to require that members submit to physical and mental examinations" (General Manual, Chapter. 5, p.7-8).

There is no other rule or regulations addressing Physical Fitness in the General Manual.

Physical Fitness is one category on an Employee Performance Evaluation. This category is not defined and is left to the discretion of the evaluator. A continuing problem is that there is little or no recourse to enforce a fitness standard. Several attempts have been made by members of the Department to initiate a mandatory physical fitness program. In a recent survey by a consulting firm it was recommended that for the sake of validity, a level of fitness should be mandatory after the completion of the academy. New recruits are required to meet a set standard to enter and to complete the academy. The theory is that if this is a requirement for new recruits it is invalidated if it is not also a requirement for the remaining commissioned personnel.

Stress Management

Stress management is taught briefly in the training academy. Recruits are informed of several stress reducing methods such as exercise and taking time to relax. These classes offer little information which can be utilized in the field. Some areas of stress management, such as diversity training were provided in the 1991 in-service training. These can provide some help on certain stress causing issues, such as, cultural differences. Overall, the services are not comprehensive enough to fully address the area of Stress Management.

Psychological and Mental Health

The Texas Department of Public Safety utilizes the Minnesota Multi-Phasic Personality Inventory (MMPI) psychological test and the California Personality Inventory

(CPI). These test are used for new applicants only. The Director has the option to require any employee to submit to a psychological exam when it is deemed necessary. Due to the large geographic area of Texas, several (6-8) different psychologist are used across the state. There are variances within each psychologist and with those used to test recruits in the training academy. These discrepancies and the large number of recruits to test has led to doubts about the reliability of these tests. In recent years, several recruits in the training academy have been released because they have been unable to pass the second psychological exam.

Nutrition and Dietary Related Issues

Proper nutrition and diet are not taught in any detail to commissioned employees within the Department. There is limited information given to employees concerning the relationship between diet and physical fitness. Probably the greatest strides in nutrition and diet is the availability of a salad bar at the DPS Academy cafeteria. Additional nutritional guidelines could be applied to the preparation of the hot food served in the cafeteria. No educational information is provided to personnel in the field on proper nutrition and diet.

Alcohol and Chemical Dependency

The Texas Department of Public Safety offers assistance to those employees who suffer from alcohol and chemical dependency. The General Manual provides the

following provision for employees with an alcohol or chemical dependency. Chapter 5 of the Texas Department of Public Safety's General Manual has recently added a section dealing with alcohol or chemical abuse under the heading of "Drug-Free Workplace Policy." This policy is as follows:

"1. Purpose and Scope. The purpose of the Department's Drug-Free Workplace Policy is to set forth objectives, policies, and procedures to achieve a drug-free workplace for its employees in compliance with Title 41, Section 702, United States Code, and the Texas Workers' Compensation Act. The Department as a result of its legal and moral responsibilities, as well as the sensitive nature of its work, has a compelling obligation to provide a workplace free of drugs and alcohol for its employees. This policy applies to the manufacture, distribution, dispensation, possession, or use of a controlled substance, alcohol, or inhalant by employees. For purposes of this policy, "inhalant" means a volatile chemical under Chapter 484 of the Texas Health and Safety Code or aerosol paint under Section 485.001 of the Texas Health and Safety Code.

The Department recognizes alcoholism and chemical dependency as illness which can be effectively treated. Alcoholism and chemical dependency are illnesses in which a person's continued consumption of any alcoholic beverage or intoxicating chemical definitely and repeatedly interferes with their work situation and/or health. The Department's concern with regard to alcoholism and/or chemical dependency is not solely limited to its effects on the member's performance, attendance, or general conduct. It is concerned with the general well-being of each individual as well.

2. Policy

a. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance, alcohol, or inhalant by an employee is prohibited on the premises of or while operating any Department property or at any other time whether the employee is on or off duty.

b. No employee while on or off duty shall consume alcoholic beverages while in uniform.

c. Except as provided in subsection d, no employee shall report for duty, emergency or otherwise, or operate a DPS vehicle or motor-driven equipment when evidence of his or her consumption of alcohol may be detected.

d. The ingestion of alcohol while on duty is permitted with prior supervisory approval; or, where it is not practicable to get such supervisory approval and the reasonable possibility exists that the mission of the employee will be compromised if he does not ingest alcohol, then limited ingestion of alcohol for the purpose of accomplishing the employee's mission is not a violation of this policy, provided it does not preclude him from performing his duties in a safe manner. The foregoing provisions will not relieve the employee from the obligation to operate a vehicle with safety and in a manner consistent with state law and departmental policy.

Exigent circumstances may require an employee to return to on-duty status after having ingested alcohol and while it may still be detected on his breath. Prior supervisory approval should be obtained where practicable, but under no circumstances shall an employee return to duty while impaired and where public safety would be endangered. For the purposes of this policy, "on duty" is defined as 1) an employee's work hours (including a meal period unless the employee is not returning to work), 2) attendance at any public function representing the agency, and 3) participation in any DPS-sponsored function.

e. An employee shall notify his or her chain of command of any criminal drug statute arrest and /or conviction for any offense involving or related in anyway to drug, alcohol, inhalant, or controlled substance abuse no later than five days after such arrest or conviction.

f. This Department shall, within ten (10) days after receiving notice from an employee or otherwise receiving actual notice of such criminal drug statute conviction, notify the appropriate federal agency of such conviction.

g. It is incumbent on the supervisor of an employee who has been convicted for any violation of a criminal drug statute to require that employee to report to the Substance Abuse Employee Assistance Coordinator and to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, local health, law enforcement, or other appropriate agency. This requirement shall be imposed on the employee within 30 days after receiving notice of the conviction. This requirement is in addition to any disciplinary action taken pursuant to Chapter 7A of the General Manual. Complaint and grievance procedures initiated as a result of criminal drug statute convictions shall be given priority consideration to ensure that any sanctions taken against the employee to imposed as expeditiously as possible.

The Department recognizes that various personal problems may detract from an employee's effectiveness. Whenever an employee's performance, attendance, on-the-job behavior, or conduct is poor or below standard, sound management practices dictate corrective actions or termination. All levels of supervision shall be alert to unsatisfactory or still acceptable but deteriorating job performance related to alcohol or chemical abuse by a subordinate.

h. Supervisors and co-workers should refrain from practices that foster the concealment of an employee's alcohol or chemical abuse as such practice generally serves only to prolong the problem.

i. Violations of this policy may constitute good cause for corrective action up to and including termination of employment. There are many assignments in this Department that, due to their sensitive nature, would preclude an employee with an alcohol or chemical dependency problem from remaining in the position. Further, there may be situations which arise involving employees with an alcohol or chemical dependency problem that are of such a nature that the Department will be unable to retain the employee as a member of the Department.

3. Employee Assistance Program

a. The Department's Substance Abuse Employee Assistance Coordinator and field representatives are available to assist employees by providing confidential assessment and referrals to appropriate professional services such as counselling and treatment/rehabilitative facilities. Substance Abuse Employee Assistance Coordinators are also responsible for following up with employees during the rehabilitation period to track their progress and encourage successful completion of the program.

b. Any employee found to be using a controlled substance, alcohol, or inhalant or who has been convicted under any criminal drug statute shall be referred by his or her supervisor to the Substance Abuse Employee Assistance Coordinator. When documented job impairment has been observed and identified, a supervisor may recommend participation in the Employee Assistance Program. Any action taken by the supervisor, however, will be based on job performance.

c. An employee with an alcohol or chemical dependency problem will not jeopardize his or her job security by requesting or utilizing professional services such as counselling or treatment program. In fact, self-referral of employees who suspect that they may have a drinking or substance abuse problem is strongly encouraged.

d. Should an employee require time off work for treatment or counselling, necessary arrangements should be made with supervisors in order to utilize accrued sick leave or vacation entitlement or apply for sick leave pool time. The employee is always responsible for accepting help and restoring and maintaining his or her job performance at acceptable levels.

e. The cost of treatment, counselling, or rehabilitation resulting from referrals by the Substance Abuse Employee Assistance Coordinator will be the responsibility of the employee. Employees should contact their medical insurance providers directly to determine available coverage and referral or pre certification requirements, if any.

f. The Substance Abuse Employee Assistance Coordinator shall maintain only such records as are necessary to carry out his or her duties. To the maximum extent permitted by law, all medical and/or rehabilitation records concerning the employee's alcohol or chemical dependency problem, if any, are confidential and may be disclosed only upon written consent of the employee or in accordance with any applicable laws.

g. In the Austin headquarters complex, an inspector in the Inspection and Planning Division is designated as the Department's Substance Abuse Employee Assistance Coordinator. In the field offices (region and district) a Safety Education Service trooper/corporal is designated as the Substance Abuse Coordinator. In addition to the function described in this section, the headquarters coordinator is also responsible for overseeing the Employee Assistance Program in the field operations including the activities of district and regional Employee Assistance coordinators.

4. Drug-Free Awareness Program. The Department will provide each employee a copy of the Department's drug-free workplace policy. Each new employee will be provided a copy of the Department's drug-free workplace on or before the first day of employment. Educational literature and audio-visual materials regarding the dangers of drug and alcohol abuse will be provided to any employee requesting them by the Substance Abuse Employee Assistance Coordinator.

5. Comment. Nothing in the administrative policies and procedures expressed here shall be construed to abridge or override existing agency policies relating to hiring, disciplining, or discharging employees. The guidelines regarding drug-free workplace and the employee assistance program are designed to support the ongoing safe and successful accomplishment of the agency's mandate.

Legislative Influence

Currently, Texas is without a comprehensive Wellness Program for its employees. Any hope of initiating a Wellness Program depends on legislative support. The Texas Legislature meets every two years, excluding any special sessions. It is during this time that lengthy and often heated negotiations take place over budget needs. The Department is reliant on the Legislature for their budget and this reliance is often a source of contention. This contention stems from various levels of support from the members of the Legislature. Many police administrators feel that Legislators fail to understand police budgetary needs. In recent years, conflict has arose over minority hiring and parity within Departmental personnel. Legislators may be seen to inflict harsh standards and a willingness to withhold funding to guard their special interests.

The Legislature is the source of potential funding for a wellness program. Thus, the implementation and continuation of a Wellness Program is directly related to funding from the Legislature. In order to obtain funding the legislature needs to be convinced of Wellness Program cost savings. Continued documentation of savings would need to be maintained for the continued preservation of the program. Funding from the Legislature is precarious at best due to the changing resources available and changes in the members of the Legislature itself.

The Police Environment

Many professionals share the concept of a "work environment." These environments can be determined by rules and regulations, by policies or by specific

codes of conduct. Or, these environments can be determined by unwritten rules or codes of silence. These environments can be both productive or counter productive to a profession.

Examples of these environments are historic in the law enforcement fields. They are also seen in both the legal and medical professions. Concentrating on the police environment, these environments can help maintain a sense of belonging and comradeship. The positive side of the brotherhood produces this sense of belonging. This comradery and brotherhood can be positive characteristics of the environment. The environment is influenced by an attitude of, it's us against them.

A negative aspect of this environment is the covering up of unethical or illegal behavior of fellow officers. These environments cause a hesitation in the "airing of ones dirty laundry,". Like all organizations, the police are interested in putting forth their best image.

The police environment can play an important role in the success of a wellness program. The image of police officers is one of omnipotent. The public requires that the police be above reproach. They are held to a higher ethical and moral standard. Acceptance of a Wellness Program by the members of the environment is necessary for its use by employees.

When developing a Wellness Program it is important to recognize that it is difficult for people to admit to needs or weaknesses. It is even more difficult to admit to needs or weaknesses when additional restraints from work and society are placed on the employee. Those needs or weaknesses can go unnoticed and in turn, a

destructive cycle is created. This cycle may become unbearable to the employee and the employee at this point becomes afraid or unable to deal with life's problems or stresses.

A wellness program properly utilized, can help an employee deal with the pressures from the environment. A Wellness Program helps the employee in seeking the needed care. This care may range from just wanting to talk out current problems to seeking professional help. The goal of a Wellness Program is to assist officers in recognizing that seeking help is beneficial to themselves and the police environment.

Avoiding the stigma relating to seeking help is part of the Wellness Programs involvement with the Police environment. Ridicule and ostracism by fellow workers can be a powerful influence in an employee seeking needed help. As a person increases his status within the hierarchy it becomes more difficult for that employee to seek help, due to stronger environmental influences. When a Wellness Program has a supportive environment it is more likely to reach program goals and objectives.

Conclusion

The importance in understanding the setting or the organization is seen in the case studies and this chapter. Many areas influence the lives of law enforcement officers. Areas within the organization and the occupation. Additional influences come from the officers themselves and the environment surrounding police work. Fear of not being thought capable of handling the job, of ostracism by co-workers and supervisors, and personality characteristics all share a part in the non-use of

Wellness Program Services. Unfortunately, these influences act to the detriment of the individual and the department.

In addition, Wellness Programs suffer from funding problems. Reliance on the Legislature or private organizations can change drastically from year to year. Problems in these two areas, the environment and the funding source will be addressed in the following chapters with data received from the other State Police Agencies.

CHAPTER FOUR

METHODS

The research question will be addressed using two methods. First, content analysis of existing documents is used. Second, a national survey is used to determine the level of existing programs, rules and policies and individual perceptions of Wellness Programs for Police Agencies in each state.

The focus of the study will be on the Wellness services provided by State Police Agencies to their commissioned employees and the feelings of the Personnel Managers as to the effectiveness of these services. State Police Agencies were selected due their geographically diverse nature and the diverse services they offer to the public.

The two basic units of analysis are the organization and the individual respondent to the questionnaire. The literature review uses inductive reasoning to describe the various components (Physical Fitness, Stress Management, Psychological and Mental Health, Nutrition and Dietary Related Issues, and Alcohol and Chemical Dependency) of the services provided for, in a comprehensive Wellness Program. The literature provides a profile of what is included in each component to make a comprehensive Wellness Program. Wellness Programs focus on the benefits to the employee and the organization of health and fitness (Jones, 1992: 10).

METHODOLOGY - SURVEY RESEARCH

Survey research is often used to obtain descriptive, explanatory, and exploratory

data. In addition, survey research is chiefly used in studies that have individual people as the unit of analysis (Babbie, 1989: 237). For purposes of this research the Personnel Directors will be the respondent. The respondent is the unit of analysis on questions dealing with their opinions and the agency is the unit of analysis on all other questions.

Survey research was decided upon as the best method of obtaining descriptive data on State Police Agencies and their Wellness Program Services. It is a cost-effective and efficient means of collecting data from such a large geographically area. Due to this diversity, self-administered questionnaires will be used to collect the data from personnel directors who are familiar with an Agencies policies and services.

QUESTIONNAIRE DEVELOPMENT

The questionnaire was developed using the conceptual framework in the literature as a guide. It concentrated on the five major components of wellness and the integration of these components.

The questionnaire begins by asking questions about the existence of a Wellness Program within their State Police Agency and then determines the types of services which are offered by the agencies.

The questionnaire continues through a series of questions developed to determine services offered and the opinions and feelings of the respondent.

The questions are in order according to the components; physical fitness, stress management, psychological and mental health, nutrition and dietary related issues and alcohol and chemical dependency.

There is space provided for additional comments or suggestions throughout the questionnaire. The questionnaire concludes with a request for demographic data relating to the agency and the respondent.

SURVEY INSTRUMENT AND SAMPLING FRAME

The survey consist of a questionnaire covering the five components; physical fitness, stress management, psychological and mental health, nutrition and dietary related issues, and alcohol and chemical dependency. The questionnaire contained a cover letter and preparations were be made for a follow-up letter for those agencies not initially responding. The questionnaire included demographic information of the agency and the opinions of the respondent. Several telephone contacts were made with agencies who did not respond by mail.

The unit of analysis is the organization, its policies, rules and regulations, and the individual completing the questionnaire, gaining insight into their perceptions and attitudes relating to the research topic.

The population and the sampling frame are the same, consisting of every State Police Agency. Each State Police Agency's Personnel Director will be sent a survey instrument. The questionnaire was pilot tested prior to mailing.

PILOT-TEST

Prior to mailing the survey it was pilot tested with four members of the Texas Department of Public Safety. Three are assigned to the Personnel Division and one to

the Training Division. All four subjects are involved in the design of testing instruments and survey instruments for the Department of Public Safety. In addition they are familiar with the rules, regulations and policies of the Texas Department of Public Safety. Three of the four members returned the questionnaire.

Several suggestions were made and they were incorporated into the survey. Suggestions for additional questions were valuable in adding to the scope of the questionnaire.

DISTRIBUTION AND RETURN OF THE SURVEY INSTRUMENT

The survey was mailed on January 13, 1993 to all 50 of the State Police Agencies Personnel Directors. Through the use of The Jeffers Directory of Law Enforcement Officials, 29 State Police Agency personnel directors were identified and the questionnaires were specifically addressed to them. A self-addressed envelope was included with each survey. An introductory letter was included to explain the purpose of the research and to emphasize the importance of each respondent. Summary findings were offered to respondents upon request.

On February 16, 1993, nineteen follow-up letters and surveys were sent to those agencies who had not responded. As of March 15, twelve additional surveys were received. On March 19th and 24th an additional survey was received through the mail. The remaining five states were contacted by telephone on March 19, 1993. All states, except Connecticut, were contacted and at least partial data was received by telephone.

STATISTICAL ANALYSIS OF DATA

The data is analyzed through the use of descriptive statistics. The goal of descriptive statistics is to simplify the organization and presentation of data (Gravetter, et. al., 1989: 51). Measures of mean and percentile are used to summarize the data.

Percentiles and percentile ranks are used to describe the position of individual scores within a distribution. Percentile rank gives a cumulative percentage associated with a particular score.

CONCLUSION

The intent of this research is to determine the type and level of Wellness services provided to Commissioned personnel of State Police Agencies. By determining types and levels of services this research hopes to lay the foundation for developing Wellness Programs for State Police Agencies and to compare area's within the programs that are in need of additional services or help.

The findings of the survey will be presented in the following chapter. Chapter Six will provide a summary of conclusions which can be drawn from the findings.

CHAPTER FIVE. RESULTS

INTRODUCTION

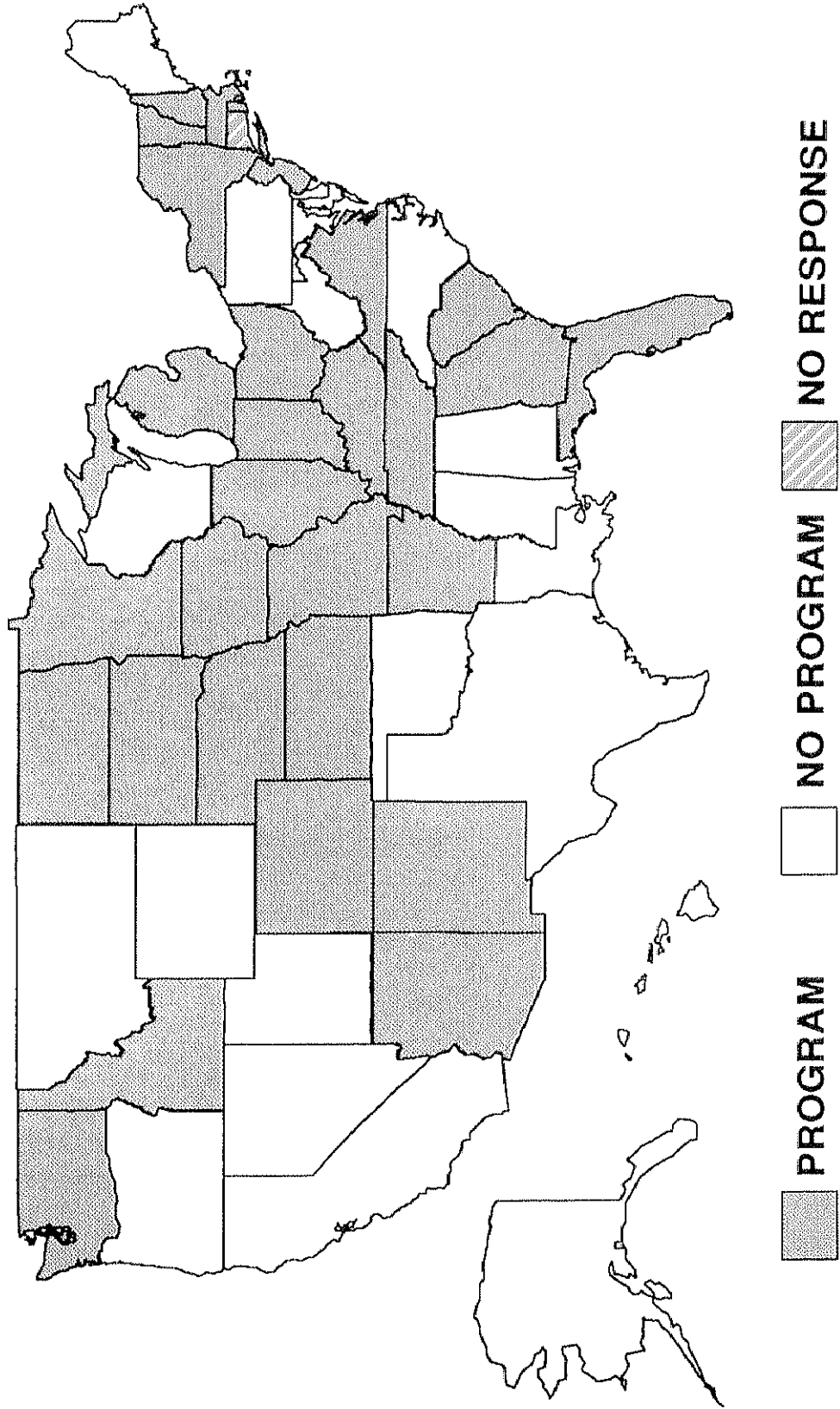
Survey results are presented and discussed in this chapter. Demographic data is presented first to discuss the return of the survey by the State Police Agencies. The chapter will summarize the survey results and present more detailed discussion of the individual wellness components. Both Tables and Figures are provided. The results are presented in the order they appear on the survey.

DEMOGRAPHIC DATA

Fifty surveys were mailed to the personnel managers of the fifty State Police Agencies. A total of forty-five surveys were returned. An additional five State Police Agencies were contacted by telephone. Of these five agencies, two persons were able to provide complete data. New Mexico and Maine provided limited data concerning survey questions. Only one state, Connecticut, was not contacted and no information is available for the survey results. These returns resulted in a ninety percent (90%) mail back return rate and an overall rate of ninety-eight percent (98%), including telephone contact. (See Figure 5.1)

The Tables and Figures use the following symbols to denote return data. Unknown is abbreviated unk, no answer or not applicable is abbreviated n/a, and a blank space or no data available, denotes that the information was not provided or incomplete. The return dates are found in Appendix B.

FIGURE 5.1
STATE POLICE AGENCIES THAT HAVE WELLNESS PROGRAMS

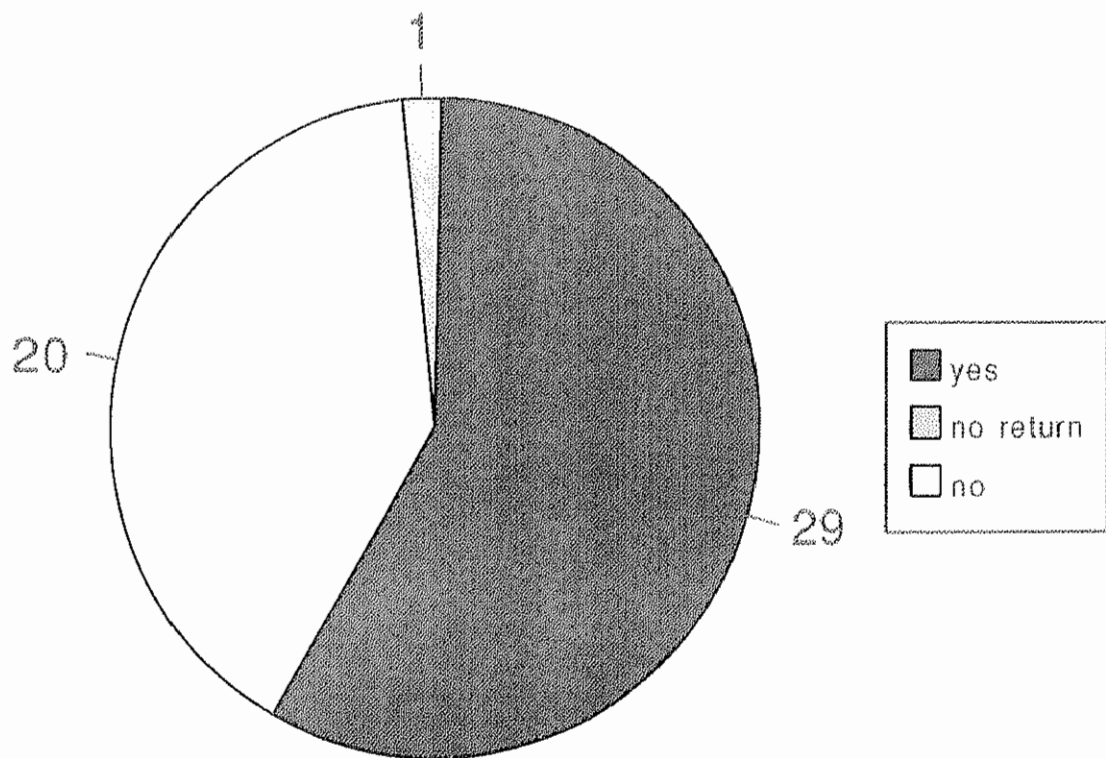


		An Overview of Wellness Program Services of State Police Agencies								
Wellness Programs		Physical Fitness	Stress Management	Psychological Mental Health	Nutrition and Diet	Chemical Dependency	Alcohol and	No	Unknown	Comments
Alabama			x	x				x		
Alaska										
Arizona	x	x	x	x				x		
Arkansas	x		x							
California	x	x	x	x	x	x				
Colorado	x	x		x	x	x			x	No Return
Connecticut										
Delaware		x	x	x	x	x		x		
Florida	x		x	x	x	x				
Georgia	x	x		x						
Hawaii								x		
Idaho	x	x	x		x	x				
Illinois	x		x	x	x					
Indiana	x	x	x	x	x	x				
Iowa	x	x	x	x	x	x				
Kansas	x			x	x	x				
Kentucky	x	x	x	x	x					
Louisiana			x					x		Telephoned
Maine				x				x		
Maryland				x				x		
Massachusetts	x	x	x	x	x		x			Telephoned
Michigan	x	x	x	x	x	x				
Minnesota	x		x	x	x	x				
Mississippi			x	x				x		
Missouri	x	x		x	x	x				
Montana			x	x	x					
Nebraska	x	x	x	x	x	x				
Nevada				x		x		x		
New Hampshire	x	x	x		x	x				
New Jersey	x	x	x	x	x					
New Mexico	x	x	x	xx	xx	xx				alcohol only
New York	x	x	x	x	x					Telephoned
North Carolina			x		x		x			
North Dakota	x	x		x						
Ohio	x	x	x	x	x	x		x		
Oklahoma		x	x	x						
Oregon			x			x		x		Telephoned
Pennsylvania			x			x		x		
Rhode Island			x	x		x		x		
South Carolina	x	x	x	x	x					
South Dakota	x	x	x	x	x					
Tennessee	x	x	x	x						
Texas			x	x		x		x		
Utah			x	x	x					
Vermont	x	x	x	x	x			x		
Virginia	x	x	x	x	x					
Washington	x	x	x	x	x					
West Virginia		x	x	x						
Wisconsin			x	x				x		Being proposed
Wyoming			x	x				x		

Table 5.1

Figure 5.1.1

State Police Agencies that have Wellness Programs



RESULTS FROM SURVEY QUESTIONS

Wellness Programs

Figure 5.1 depicts by state those states which have wellness programs and those states which do not. The Figure also shows by geographic area which state's tended to have Wellness Programs. As indicated by the map (Figure 5.1), the north central or Midwest states were the most likely to have Wellness Programs for their commissioned employees. The northeastern states were split, with many stating that Wellness Programs were not in effect due to labor disputes with the unions. The majority of the southern states did not have Wellness Programs.

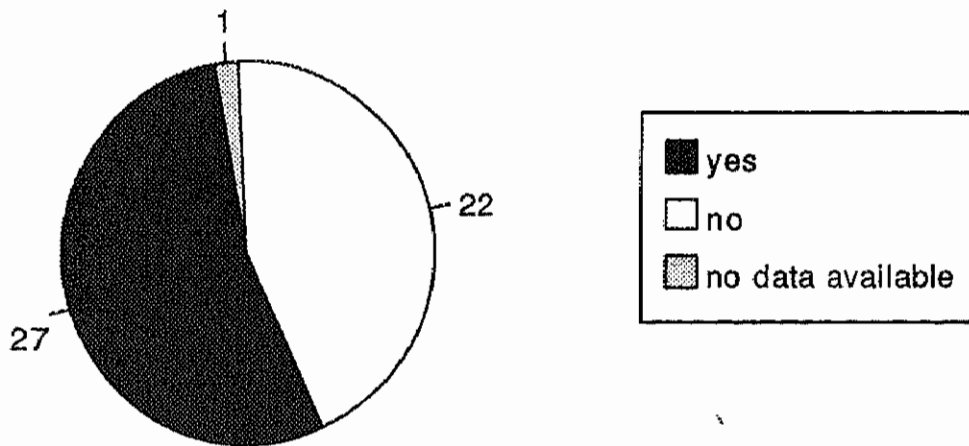
Overall, twenty-nine (29) State Police Agencies responded that they have a Wellness Program, twenty (20) State Police Agencies did not and one (1) state failed to respond (Figure 5.1.1). Although almost sixty percent (60%) of the states have something designated as a Wellness Program, many have incomplete programs. In reviewing the following data it is obvious that many states responding failed to provide a comprehensive program (Table 5.1).

Physical Fitness

According to the survey results over half, twenty-seven (27), of the State Police Agencies responded that they had some type of physical fitness program. This would include either a mandatory or a voluntary program. Twenty-two states responded that they had no type of physical fitness program. These statistics are seen in Figure 5.2.

Figure 5.2

State Police Agencies Physical Fitness Component Results



The following figures, 5.2.1 - 5.2.5, show in detail the specific break down of returns pertaining to the physical fitness questions. Figure 5.2.1 shows that only nineteen (19) of the states required participation in a mandatory physical fitness program. Eighteen (18) of the State Police Agencies provided for a voluntary physical fitness program, Figure 5.2.2. Several states responded that they had both a mandatory and a voluntary fitness program.

Figure 5.2.1

State Police Agencies With Mandatory Fitness Programs

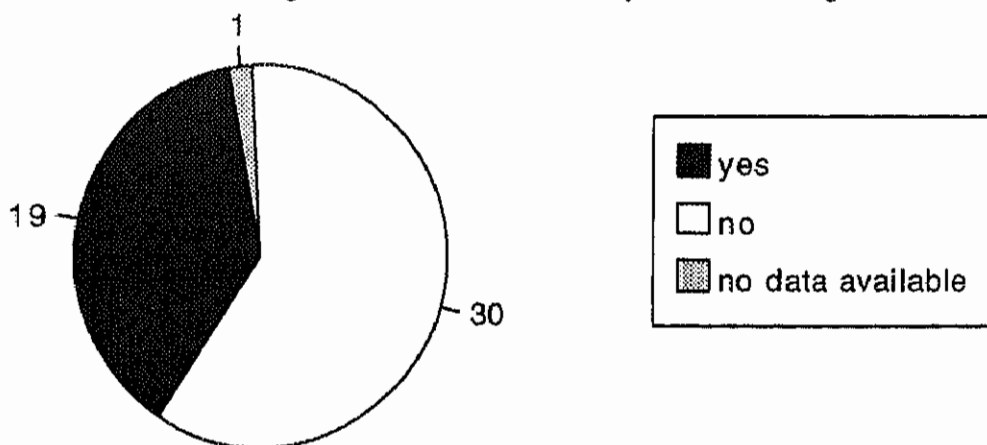
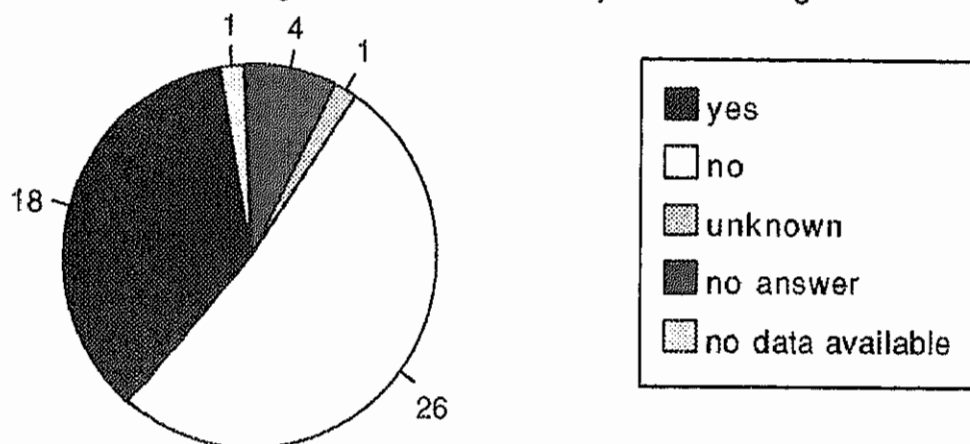


Figure 5.2.2

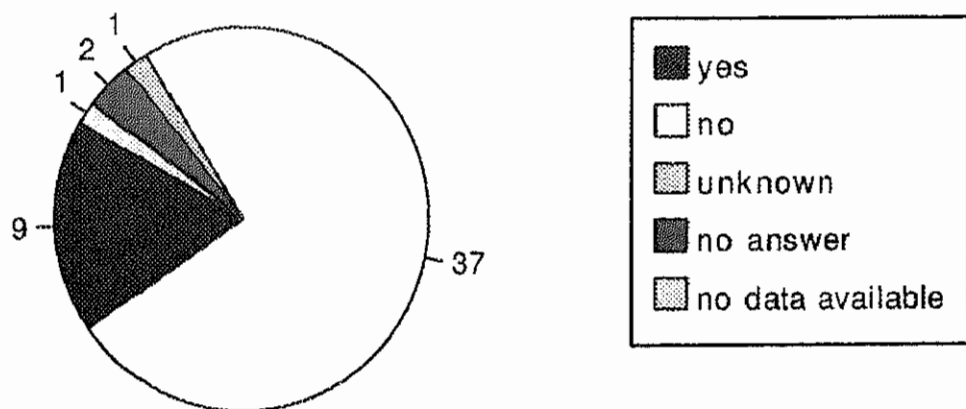
State Police Agencies With Voluntary Fitness Programs



With a little over half of the State Police Agencies responding that they had a physical fitness program, only eight states (8) provide on-duty time to exercise, Figure 5.2.3. The majority indicated that either 3 to 5 hours per week were provided or one hour a day.

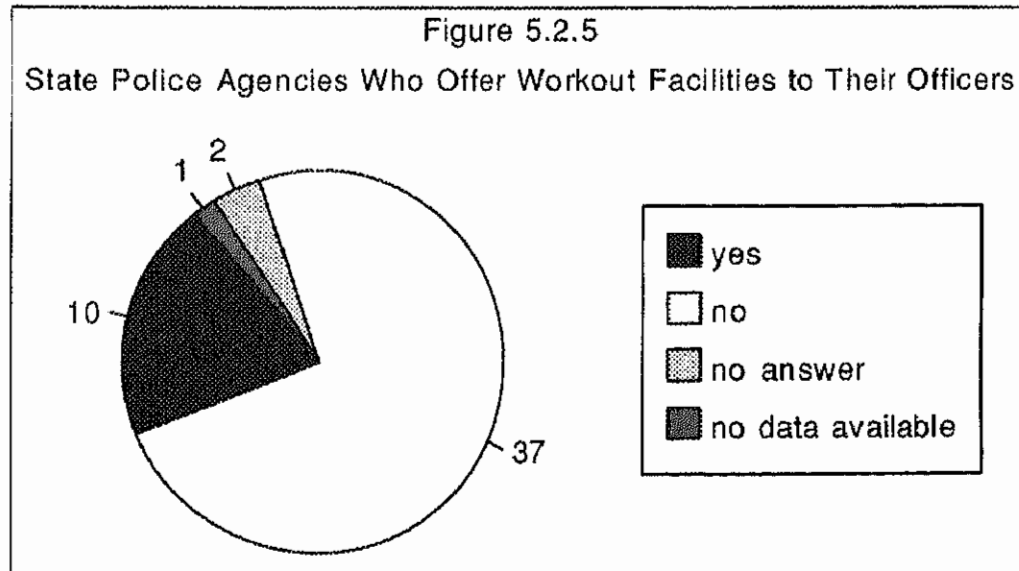
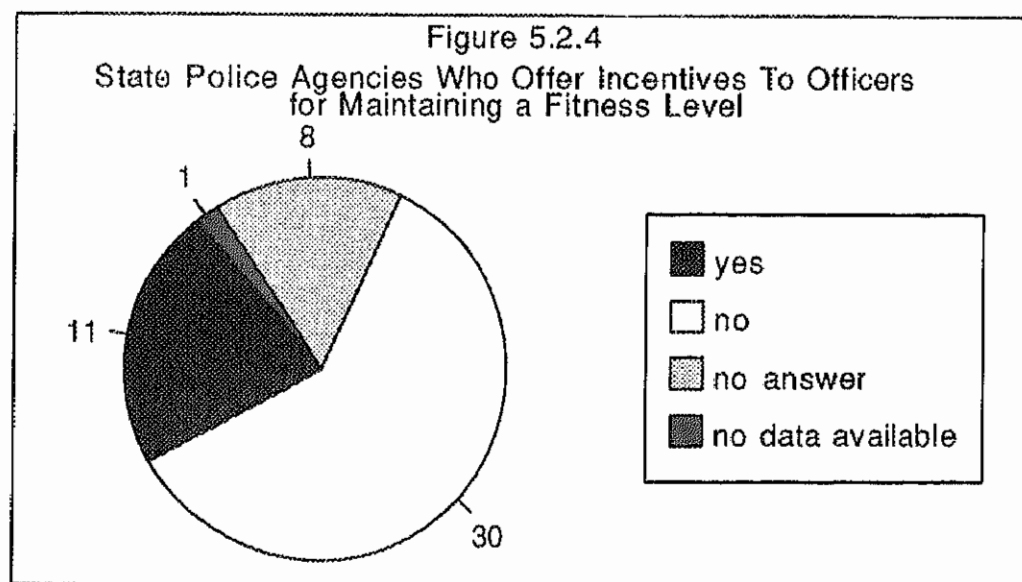
Figure 5.2.3

State Police Agencies Who Provide On-duty Time to Exercise



Only ten (10) of the State Police Agencies offered incentives to their officers for maintaining a fitness level. These incentives included: cash, pay incentives, certificates, ribbons or pins to be worn on the uniform, and T-Shirts or Jackets.

Workout facilities were only offered by nine (9) of the State Agencies. This question was designed to determine those agencies who provided workout facilities to all of their commissioned employees in every duty station. Many respondents indicated that workout facilities were available in training and headquarter buildings, but not state wide. It is much more feasible for the smaller states to provide facilities to all their employees as apposed to the larger and less populated states.



As seen in Table 5.2, the majority of the State Police Agencies who provided on-duty time to exercise, incentives, and workout facilities were those states that had a mandatory or a voluntary physical fitness program.

State Police Agency's Physical Fitness Survey Results						
	Mandatory Fitness	Voluntary Fitness	On-duty Time to Exercise	Incentives Offered	Workout Facilities	Comments
Alabama	no	no	no	no	no	
Alaska	no	no	no	no	no	
Arizona	yes	yes	unk	no	yes	
Arkansas	no	no	no	no	no	
California	yes	no	no	n/a	no	
Colorado	yes	no	no	n/a	yes	
Connecticut						No Return
Delaware	yes	no	no	n/a	yes	
Florida	no	yes	yes	yes	yes	
Georgia	yes	n/a	no	no	no	
Hawaii	no	no	no	no	no	
Idaho	yes	yes	yes	yes	no	Most areas facilities provided
Illinois	no	yes	no	no	no	
Indiana	no	yes	no	yes	no	
Iowa	no	yes	no	no	no	
Kansas	no	no	no	no	no	
Kentucky	yes	no	yes	no	no	
Louisiana	no	unk	no	n/a	yes	
Maine	no	n/a	n/a	n/a	n/a	Telephoned
Maryland	no	no	no	no	no	
Massachusetts	no	yes	no	yes	no	Telephoned
Michigan	no	yes	no	yes	no	
Minnesota	no	yes	no	no	no	
Mississippi	no	no	no	no	yes	
Missouri	yes	no	no	no	no	
Montana	no	no	no	no	no	
Nebraska	yes	no	yes	no	yes	
Nevada	no	no	no	no	no	
New Hampshire	yes	yes	no	yes	no	
New Jersey	yes	no	no	no	yes	
New Mexico	yes	no	yes	yes	no	Telephoned
New York	yes	yes	no	no	no	
North Carolina	no	no	no	no	no	
North Dakota	yes	no	no	no	no	
Ohio	yes	no	no	yes	no	
Oklahoma	no	yes	no	no	no	Telephoned
Oregon	no	n/a	n/a	n/a	n/a	
Pennsylvania	no	n/a	no	n/a	no	
Rhode Island	no	yes	yes	no	no	
South Carolina	yes	no	no	no	no	
South Dakota	yes	no	no	no	no	
Tennessee	no	yes	no	no	no	
Texas	no	no	no	no	no	
Utah	no	no	no	no	no	
Vermont	yes	yes	yes	yes	yes	
Virginia	yes	yes	no	no	no	
Washington	no	yes	no	yes	no	
West Virginia	no	no	yes	yes	no	
Wisconsin	no	no	no	no	no	
Wyoming	no	yes	no	no	no	

Table 5.2

STRESS MANAGEMENT

Stress management accounted for one of the highest positive rates, with thirty-eight (38) of the State Police Agencies advising that they provided for some type of stress management training. One state was not available and eleven (11) states did not provide stress management training or education.

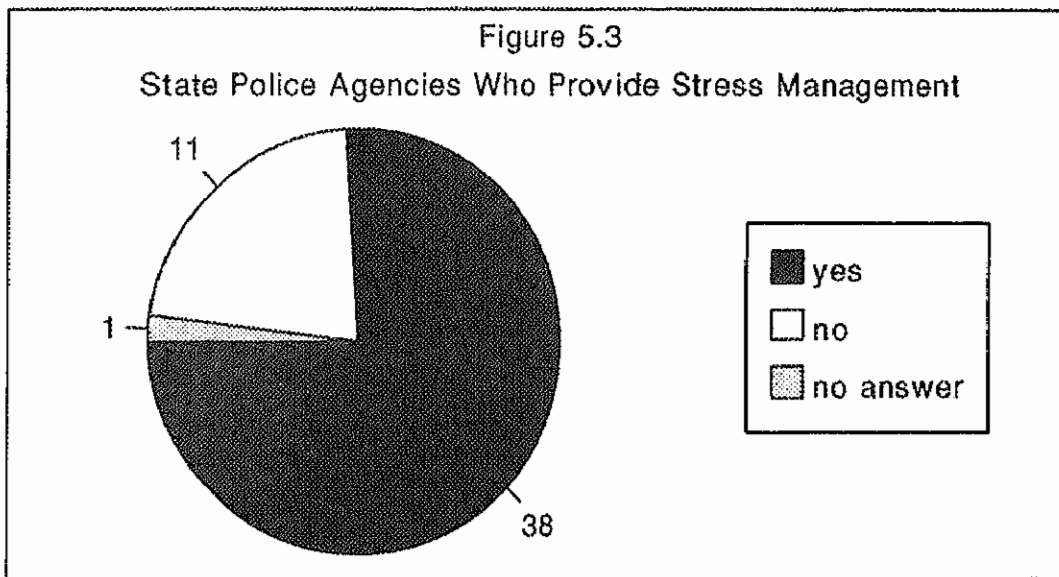
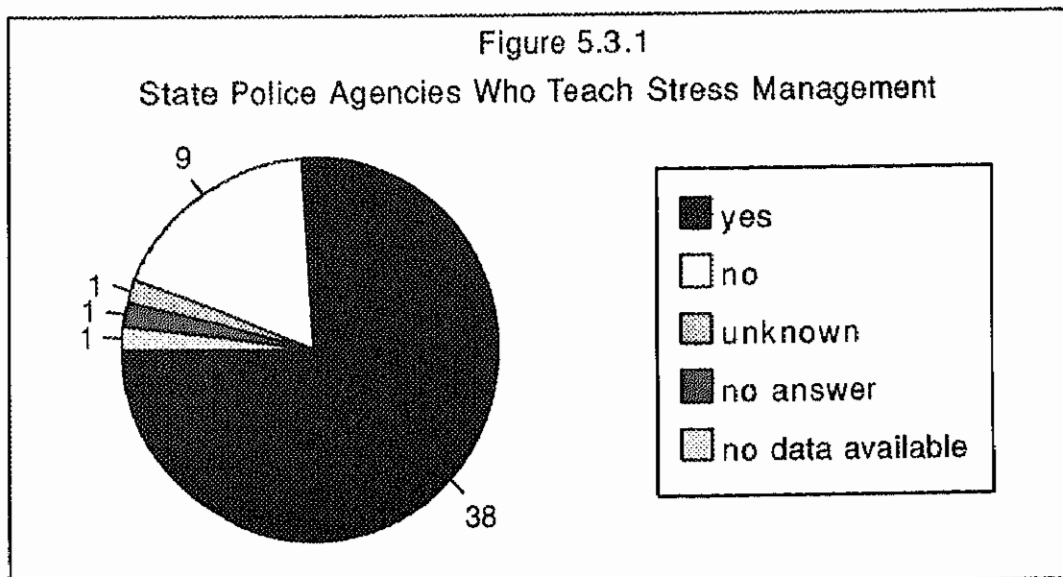
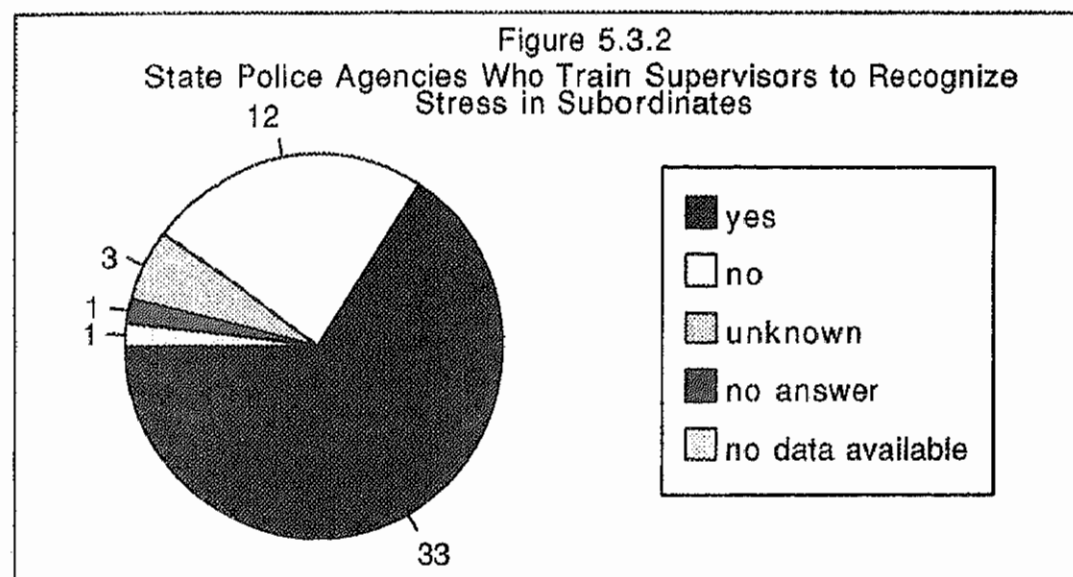


Figure 5.3.1 breaks down the data further, showing that nine (9) of the State Police Agencies do not teach stress management and for three (3) of the states the data was not known.



An additional sixty-six (66%) or thirty-three of the states claimed that supervisors were trained in recognizing signs of stress in their subordinates, Figure 5.3.2.



The majority of respondents also indicated that their agency attempted to control or protect their officers from stress, Figure 5.3.3. However, as indicated in Figure 5.3.4 many respondents were unsure of the extent of protection offered by the organization against stressors such as; excessive paper work, other agencies, supervisors, and administration/management. Thirty-six percent (36%) or 18 states responded no and an additional forty percent (40%) or 20 states the data was not received or not available.

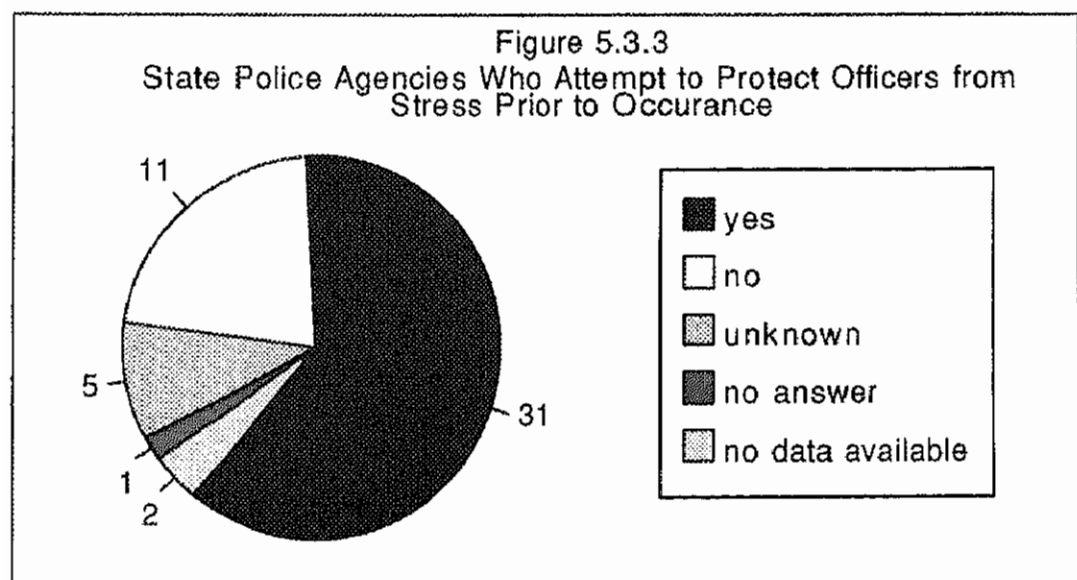
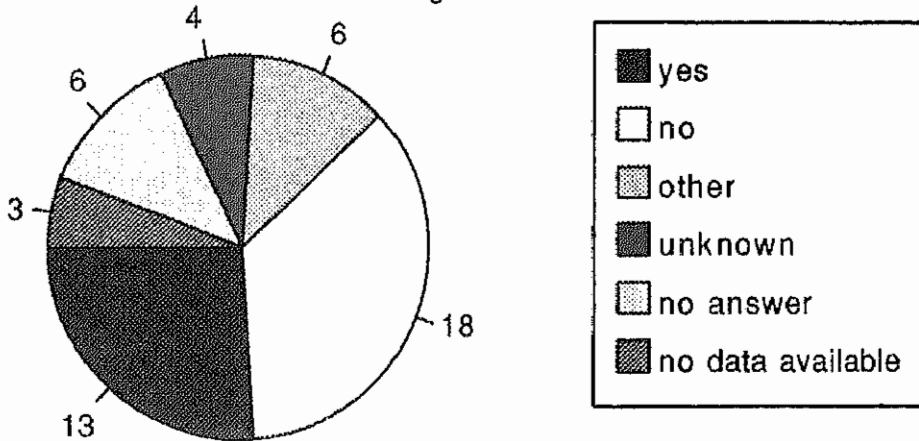


Figure 5.3.4

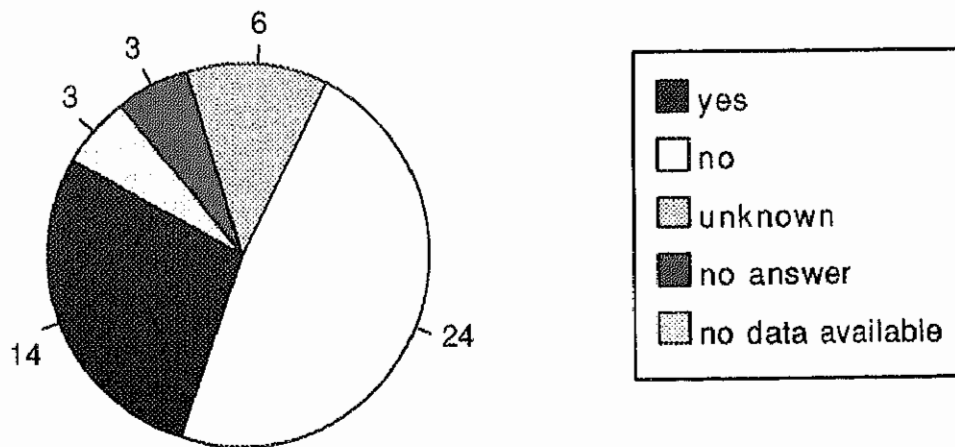
State Police Agencies Who Attempt to Control Stress
Stress from Organizational Sources



Overall though, only fourteen (14) of the State Police Agencies reporting felt that stress was sufficiently addressed by their agency.

Figure 5.3.5

State Police Agencies Who Sufficiently Address Stress*



*Opinion of Respondant

This response rate, in addition to comments made by the respondents indicated that even though stress management was taught in the academy, in-service or provided

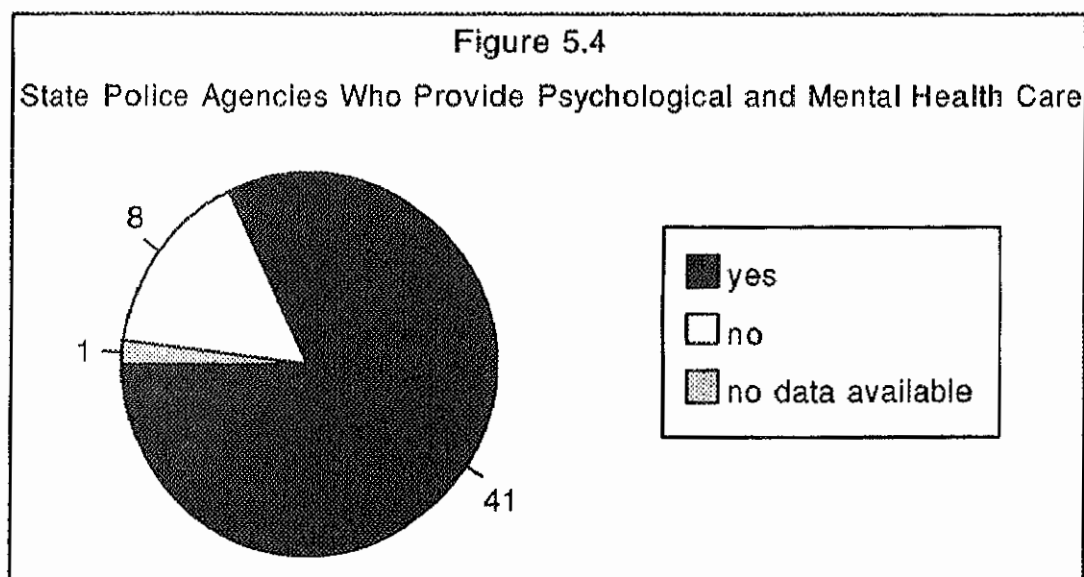
for if asked, it was not sufficiently addressed by the agency. Many respondents felt additional attention was needed in the area of stress management.

State Police Agency's Stress Management Survey Results						
	Teach	Supervisors	Officers Protected	Attempted	Stress Addressed	
	Stress Mgmt	Trained	From Stress	Stress Control	by Agency	Comments
Alabama	yes	yes	yes	no	yes	
Alaska	no	no	no	no	no	
Arizona	yes	no	unk	no	n/a	
Arkansas	yes	no	no	no	no	
California	yes	yes	yes	no	no	
Colorado	unk	unk	unk	unk	unk	
Connecticut						No Return
Delaware	yes	yes	yes	yes	n/a	
Florida	yes	yes	yes	yes	unk	
Georgia	no	yes	yes	n/a	unk	
Hawaii	no	no	no	no	no	
Idaho	yes	yes	yes	yes	no	
Illinois	yes	yes	yes	yes	no	
Indiana	yes	yes	yes	yes/no	no	
Iowa	yes	yes	no	no	no	
Kansas	n/a	n/a	n/a	n/a	no	
Kentucky	yes	yes	yes	n/a	n/a	
Louisiana	yes	unk	unk	unk	unk	
Maine	no	no				Telephone/partial information
Maryland	no	yes	yes	no	no	
Massachusetts	yes	yes	yes	yes	yes	Telephoned
Michigan	yes	yes	yes	yes	no	
Minnesota	yes	yes	yes	unk	no	
Mississippi	yes	yes	yes	yes	yes	
Missouri	no	yes	unk	unk	no	
Montana	yes	yes	yes	no	no	
Nebraska	yes	yes	yes	no	no	
Nevada	no	no	no	no	no	
New Hampshire	yes	yes	no	no	yes	
New Jersey	yes	yes	yes	yes/no	no	
New Mexico	yes	unk	unk			Telephone/partial information
New York	yes	yes	yes	n/a	yes	
North Carolina	yes	no	no	no	no	
North Dakota	yes	yes	yes	yes/no	yes	
Ohio	yes	yes	yes	yes/unk	yes	
Oklahoma	yes	yes	yes	yes	no	Telephoned
Oregon	yes	no	yes	n/a	unk	
Pennsylvania	yes	yes	yes	yes	yes	
Rhode Island	yes	yes	yes	yes	yes	
South Carolina	yes	yes	yes	no	yes	
South Dakota	yes	yes	yes	yes/n/a	unk	
Tennessee	yes	yes	no	no	no	
Texas	yes/no	no	no	no	no	
Utah	yes	yes	yes	yes	yes	
Vermont	yes	yes	yes	no	yes	
Virginia	yes	yes	no	yes/no	no	
Washington	yes	yes	yes	yes	yes	
West Virginia	yes	no	yes	yes	yes	
Wisconsin	yes	no	yes	no	no	
Wyoming	no	no	no	n/a	no	Under consideration

Table 5.3

Psychological and Mental Health

Psychological and mental health had the highest positive rate at eighty-two percent (82%) or forty-one states. The eighty-two percent (82%) represents those State Police Agencies which utilized either or both, a pre-employment or post-employment psychological testing. Only eight states (8) did not provide either pre or post-employment psychological questions.



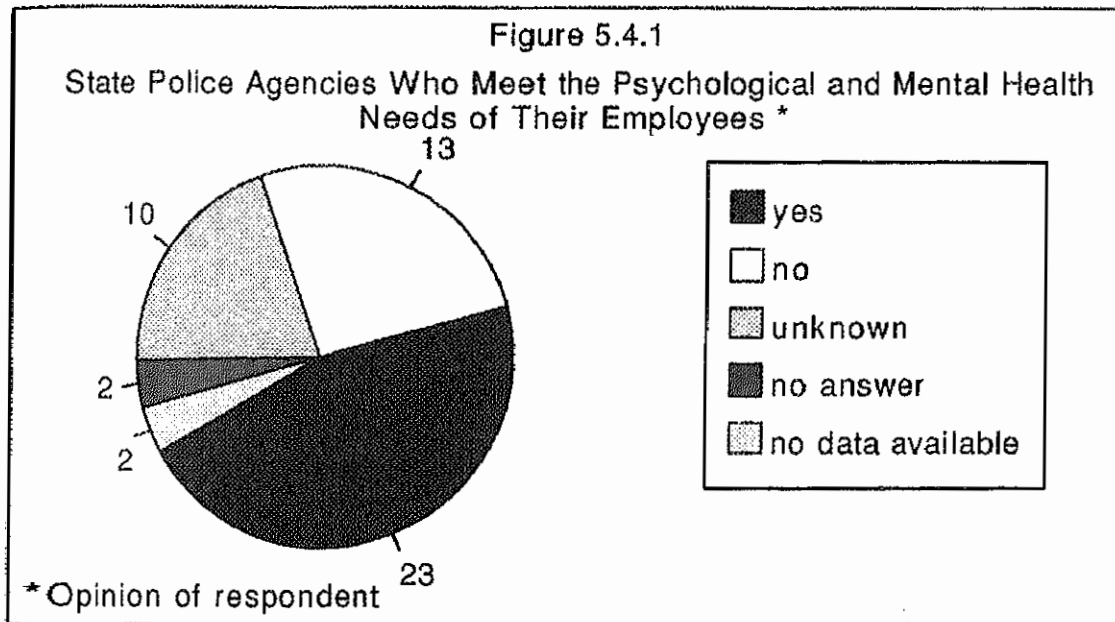
Even though only a little over half of the states have a formal Wellness Program, many have some of the components. Psychological services are among the most likely to be provided.

The majority of the respondents indicated that MMPI or MMPI-II was used by their agency. The CPI and the Inwald Personality Inventory were also used frequently. (See Table 5.4). Several other testing measures were used including intelligence tests and personality type indicators.

State Police Agency's Psychological/Mental Health Survey Results									
	Pre-employment		Post-employment		As-needed		Supervisor's		Harmful to Career
	Testing	Test Type	Testing	Test Type	Testing	Test Type	Trained	Health Needs	
Alabama	yes	n/a	no	n/a	yes	n/a	yes	yes	yes
Alaska	yes	MMPI II	no	MMPI II	no	no	no	no	no
Arizona	yes	MMPI/CP/II	yes	MMPI/CP/II	yes	yes	no	yes	unk
Arkansas	yes	CPI	yes	CPI	yes	yes	no	no	no
California	yes	MMPI/CP/II	no	MMPI/CP/II	yes	no	yes	no	no
Colorado	yes	n/a	no	n/a	yes	yes	yes	yes	unk
Connecticut									
Delaware	yes	n/a	yes	n/a	yes	n/a	yes	n/a	depends
Florida	yes	unk	no	unk	yes	unk	yes	unk	unk
Georgia	yes	n/a	no	n/a	yes	unk	yes	no	no
Hawaii	no	n/a	no	n/a	no	no	yes	no	no
Idaho	no	n/a	no	n/a	no	no	no	unk	no
Illinois	yes	PHO/CP/II	yes	PHO/CP/II	yes	yes	yes	yes	no
Indiana	yes	INWALD PI	no	INWALD PI	yes	yes	yes	yes	no/unk
Iowa	yes	MMPI	yes	MMPI	yes	yes	yes	yes	no
Kansas	yes	MMPI II	no	MMPI II	yes	unk	no	unk	unk
Kentucky	yes	MMPI II/+	yes	MMPI II/+	yes	unk	unk	yes	n/a
Louisiana	no	n/a	no	n/a	yes	unk	unk	unk	no
Maine	yes	MMPI	yes	MMPI	yes	yes	no	no	yes
Maryland	yes	CP/II/PI	yes	CP/II/PI	yes	yes	yes	yes	no
Massachusetts	yes	unk	yes	unk	yes	yes	yes	no	no
Michigan	yes	IP/II/MP/II	no	IP/II/MP/II	yes	yes	no	yes	no
Minnesota	yes	MMPI/+	no	MMPI/+	yes	unk	yes	unk	no
Mississippi	yes	n/a	no	n/a	yes	unk	no	unk	unk
Missouri	yes	MMPI/II/PI	no	MMPI/II/PI	yes	yes	yes	yes	yes
Montana	yes	MMPI/+	no	MMPI/+	yes	yes	yes	no	no
Nebraska	yes	n/a	yes/no	n/a	yes	no	no	no	no
Nevada	yes	unk	no	unk	yes	yes	no	yes	no
New Hampshire	no	n/a	no	n/a	yes	yes	yes	yes	no
New Jersey	yes	MMPI	no	MMPI	yes	unk	yes	yes	no
New Mexico	yes								
New York	yes	n/a	yes	n/a	yes	yes	yes	yes	no
North Carolina	no	n/a	no	n/a	yes	no	no	no	yes
North Dakota	yes	MMPI	no	MMPI	yes	yes	no	no	no
Ohio	yes	many	no	many	yes	unk	yes	yes	no
Oklahoma	yes	MMPI/CP/II	yes	MMPI/CP/II	yes	unk	unk	yes	no
Oregon	no	n/a	n/a	n/a	yes	unk	no	unk	no
Pennsylvania	no	n/a	no	n/a	yes	yes	yes	yes	no
Rhode Island	yes	MMPI II	no	MMPI II	yes	yes	yes	yes	no
South Carolina	yes	n/a	no	n/a	yes	yes	yes	yes	no
South Dakota	yes	PI	no	PI	yes	yes	yes	yes	unk
Tennessee	yes	MMPI/+	no	MMPI/+	yes	yes	no	yes	yes
Texas	yes	CP/II/MP/II	no	CP/II/MP/II	yes	yes	no	no	no
Utah	yes	CP/II/MP/II	no	CP/II/MP/II	yes	yes	yes	yes	no
Vermont	yes	MMPI	no	MMPI	yes	yes	no	yes	no
Virginia	yes	MMPI II	no	MMPI II	yes	yes	yes	no	no
Washington	yes	IP/II/CP/II/MP/II	no	IP/II/CP/II/MP/II	yes	yes	yes	unk	no
West Virginia	yes	n/a	no	n/a	yes	n/a	no	n/a	no
Wisconsin	yes	MMPI	no	MMPI	yes	yes	yes	no	yes
Wyoming	yes	many	no	many	yes	unk	no	unk	no

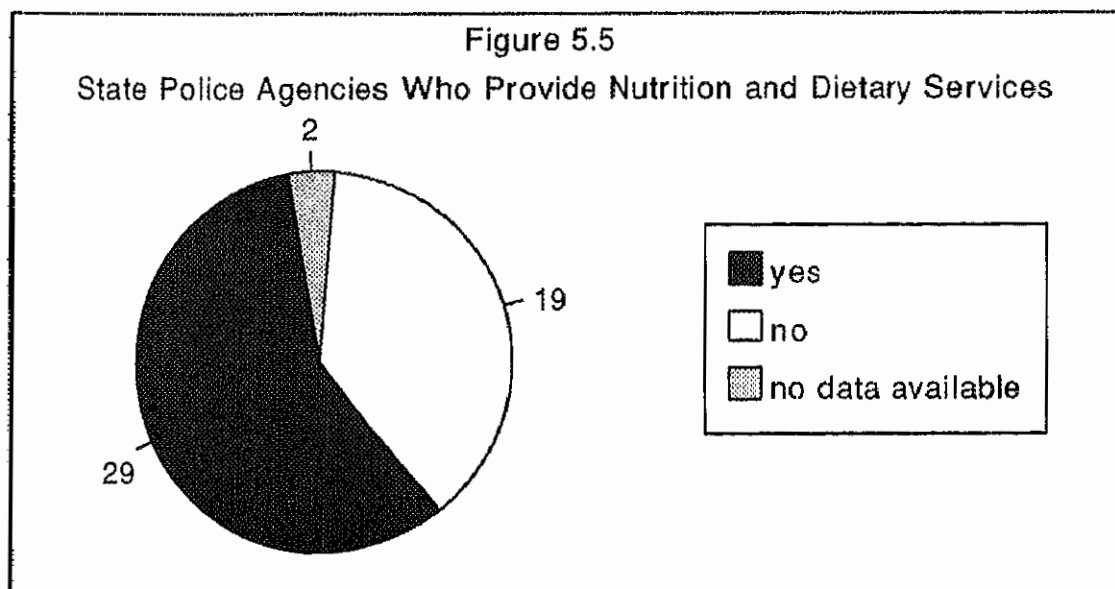
Table 5.4

The agencies were split in determining whether the health needs of the employee were met by the current level of services offered. Almost half of the respondents, forty-six percent (46%) felt the needs were met and forty-six percent (46%) were unsure or responded negatively.



Nutrition and Dietary Related Issues

Nutrition and diet was only addressed in twenty-nine (29) of the responding states. Nineteen (19) states indicated that nutrition and diet was not addressed.



State Police Agency's Nutrition and Diet Survey Results					
	Nutrition Education	Nutrition Training	Behavior Modification	On Duty Eating Provisions	Comments
Alabama	no	no	no	yes	Emergencies Only
Alaska	no	no	no	yes	Lunch Breaks
Arizona	no	no	no	no	
Arkansas	no	no	no	no	
California	yes	yes	no	no	Newsletters/Academy
Colorado	yes	yes	no	no	
Connecticut					No Return
Delaware	yes	yes	yes	no	Health Care Provider
Florida	yes	yes	no	no	Workshops, Expos
Georgia	yes	yes	yes	no	Printed Information
Hawaii	no	no	no	no	
Idaho	yes	yes	yes	no	Handouts/Counseling
Illinois	yes	yes	no	no	In-Service Training
Indiana	yes	yes	yes	yes	Registered Dietician
Iowa	yes	yes	no	no	Newsletters/Training
Kansas	yes	yes	yes	no	Bulletin "Healthquest"
Kentucky	yes	yes	n/a	no	Nutritional Analysis/Education
Louisiana	no	no	no	unk	
Maine	no	no	no	no	Telephoned
Maryland	no	no	no	no	
Massachusetts	yes	yes	yes	yes	Telephoned/Dietitian/Lunch Break
Michigan	yes	yes	no	no	
Minnesota	yes	yes	no	no	Voluntary Seminars
Mississippi	no	no	no	no	
Missouri	yes	yes	no	yes	In-Service/On Call Lunch Break
Montana	yes	yes	no	no	Academy
Nebraska	yes	yes	yes	no	EAP/Wellness Program
Nevada	no	no	no	no	
New Hampshire	yes	yes	yes	no	Nutrition Seminars
New Jersey	yes	yes	no	no	Annual Medical Exam
New Mexico					Telephone/Partial Information
New York	yes	yes	no	yes	When Asked For
North Carolina	yes	yes	no	no	Registered Dietitian/In-Service
North Dakota	no	yes	no	no	
Ohio	yes	yes	yes	no	Educational Information
Oklahoma	yes	no	no	no	Wellness Program/Health Fair
Oregon	no	no	no	yes	In Contract
Pennsylvania	no	no	no	no	
Rhode Island	no	no	no	no	
South Carolina	yes	yes	yes	no	Counseling Upon Request
South Dakota	yes	yes	no	no	Weight Problems Only
Tennessee	no	no	no	no	
Texas	no	no	no	yes	On Call Lunch Break
Utah	yes	yes	yes	yes	In-Service/On Call Lunch Break
Vermont	yes	yes	no	no	Bi-Annual Fitness Testing
Virginia	yes	yes	yes	yes	Multiple Education Provided
Washington	yes	yes	yes	yes	Paid Lunch Break/Newsletter
West Virginia	no	no	no	no	
Wisconsin	no	yes	no	yes	Paid Meals
Wyoming	no	no	no	no	Brief Education in Academy

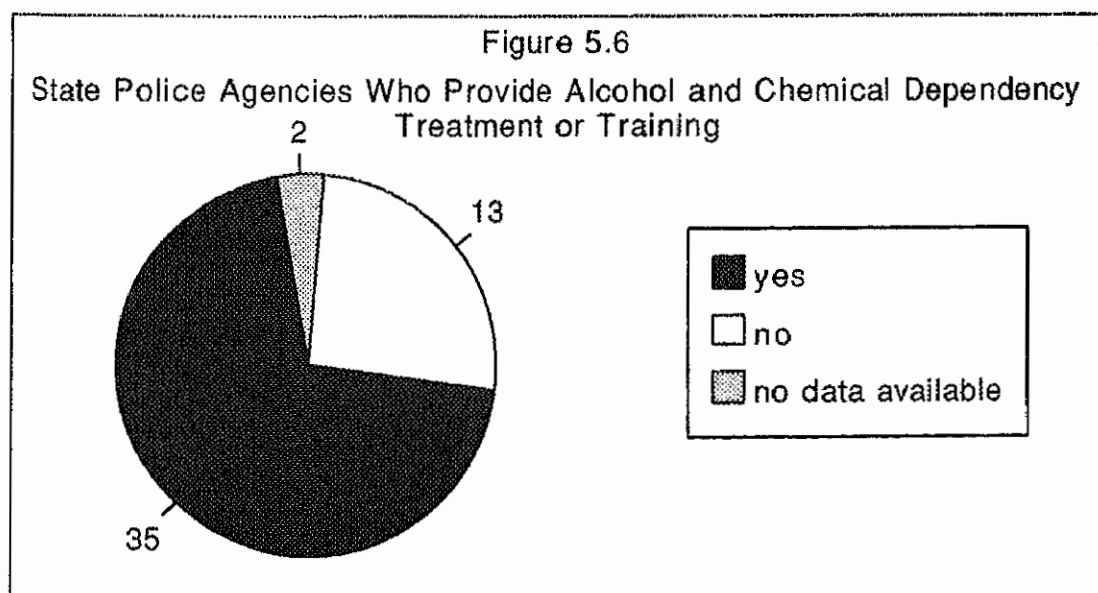
Table 5.5

The majority of the information on nutrition and diet was provided for in recruit or in-service training with only eleven (11) of the agencies offering educational material, counseling or the services of a registered dietitian.

Only thirteen (13) of the responding agencies used behavior modification in addressing nutrition and diet. As seen in the comment section of Table 5.5 many of the respondents indicated that there were not any on duty eating provisions for the commissioned employees. Caution is indicated on this question because several respondents indicated that they were unsure of the meaning of the question. The majority of positive responses indicated that the only on duty provision was a lunch break and that the officer was subject to call.

Alcohol and Chemical Dependency

Thirty-five (35) of the State Police Agencies responded that they had either an alcohol or an alcohol and chemical dependency treatment program. These programs ranged from services provided for through the employees insurance plan to programs set up by the agency.



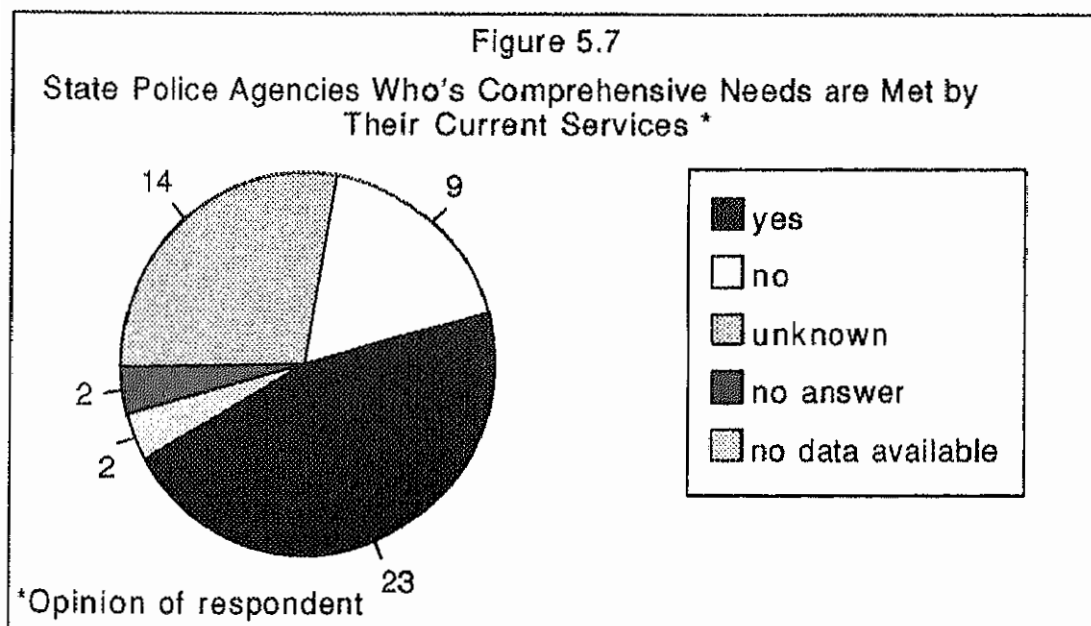
State Police Agency's Alcohol & Chemical Dependency Survey Results								
	Alcohol Treatment	Chemical Treatment	Supervisors Trained	Meets Needs of Agency	Meets Needs of Employee	Disciplinary Action	Confidentiality Protected	Harmful to Career
Alabama	no	no	yes	yes	yes	depends	yes	unk
Alaska	no	no	no	unk	unk	no	yes	no
Arizona	no	no	no	unk	unk	unk	yes	unk
Arkansas	no	no	no	no	no	no	yes	no
California	yes	no	yes	no	no	no	depends	no
Colorado	yes	yes	yes	yes	yes	no	yes	no
Connecticut								
Delaware	yes	yes	yes	yes	yes	depends	yes	no
Florida	yes	yes	yes	unk	unk	unk	yes	unk
Georgia	yes	yes	yes	yes	unk	no	yes	no
Hawaii	yes	yes	yes	yes	yes	no	yes	no
Idaho	yes	yes	yes	yes	unk	no	yes	no
Illinois	yes	yes	yes	yes	yes	depends	yes	no
Indiana	yes	yes	yes	yes	yes	no	yes	unk
Iowa	yes	yes	yes	yes	yes	no	yes	no
Kansas	yes	yes	yes	unk	unk	no	yes	unk
Kentucky	no	no	yes	yes	yes	yes	yes	unk
Louisiana	no	no	unk	unk	unk	no	yes	no
Maine	no	no	no	no	no	depends	no	no
Maryland	no	no	yes	yes	yes	no	yes	no
Massachusetts	yes	yes	yes	yes	yes	no	yes	no
Michigan	yes	yes	no	yes	yes	no	yes	no
Minnesota	yes	yes	yes	yes	yes	no	yes	no
Mississippi	no	no	no	yes	yes	no	yes	no
Missouri	yes	yes	no	yes	unk	yes	yes	unk
Montana	no	no	yes	no	no	no	yes	yes
Nebraska	yes	yes	yes	yes	yes	no	yes	no
Nevada	yes	yes	no	no	unk	depends	yes	no
New Hampshire	yes	yes	yes	yes	yes	no	yes	no
New Jersey	yes	no	yes	unk	unk	no	yes	yes
New Mexico							yes	
New York	no	no	yes	yes	yes	no	yes	no
North Carolina	no	no	no	no	no	n/a	n/a	yes
North Dakota	yes	yes	no	yes	yes	no	yes	no
Ohio	yes	yes	yes	unk	unk	no	yes	no
Oklahoma	no	no	yes	yes	yes	depends	yes	no
Oregon	yes	yes	yes	unk	unk	no	yes	n/a
Pennsylvania	yes	yes	yes	yes	yes	yes	yes	yes
Rhode Island	yes	yes	yes	yes	yes	no	yes	no
South Carolina	yes	yes	yes	yes	yes	no	yes	no
South Dakota	yes	yes	no	yes	yes	no	yes	unk
Tennessee	yes	yes	yes	yes	yes	no	yes	no
Texas	no	no	no	no	no	no	yes	no
Utah	yes	yes	yes	yes	yes	no	yes	no
Vermont	yes	yes	no	yes	yes	no	yes	yes
Virginia	yes	yes	unk	no	no	depends	yes	depends
Washington	yes	yes	yes	yes	yes	no	yes	no
West Virginia	yes	yes	no	yes	yes	no	no	no
Wisconsin	no	no	yes	no	no	no	yes	no
Wyoming	yes	yes	yes	yes	yes	no	yes	yes

Table 5.6

Obviously, due to the nature of police work illegal substance abuse was often dealt with differently than alcohol abuse. Many agencies indicated that confidentiality would not or could not be protected for illegal substance abuse. In addition, it would be more harmful to an employees career if they abused illegal substances.

Summary

When questioned as to the overall comprehensiveness of their current programs in meeting the needs of the employees only forty-six percent (46%) or twenty-three of the states felt that the current programs met the needs of the agency and the employee. Eighteen percent (18%) or nine of the states stated no and Twenty-eight percent (28%) or fourteen of the states advised unknown.



Most of the State Police Agencies were both criminal and traffic law enforcement in the performance of their duties. The size of the agencies ranged from 6,200 (California) to 27 (Rhode Island).

Texas fell far below the average of the other states in the services they provided to their commissioned employees. Many states are faced with the same budget constraints and funding source for the maintenance of their organization.

Comments and Overview by State Police Agencies					
	Comprehensive Needs Met by Current Services Offered	Number of Commission Employees	TLE/CLE	Average Sick Days/Year	Comments
Alabama	yes	607	both		*
Alaska	yes	261	both		*
Arizona	unk	822	both	unk	*
Arkansas	no	580	both		*
California	unk	6200	TLE	unk	*
Colorado	yes	550	TLE	unk	*
Connecticut					
Delaware	n/a	500	both	6	*
Florida	no		TLE	unk	*
Georgia	unk	879	TLE	unk	*
Hawaii	yes				*
Idaho	unk	250	both	unk	*
Illinois	yes	2131	both	3.64	*
Indiana	n/a	1142	both	unk	*
Iowa	yes	550	both	unk	*
Kansas	unk	600	TLE	unk	*
Kentucky	yes	910	both	unk	*
Louisiana	unk	680	both	unk	*
Maine	no	329	both	unk	*
Maryland	no	75	both	varies	*
Massachusetts	yes	1200	both	unk	*
Michigan	yes	2000	both	very few	*
Minnesota	unk	500	TLE	5.5	*
Mississippi	yes	485	both	unk	*
Missouri	unk	864	TLE	unk	*
Montana	no	203	TLE	unk	*
Nebraska	yes	485	both	unk	*
Nevada	unk	320	TLE	unk	*
New Hampshire	yes	250	both	unk	*
New Jersey	unk	2500	both	5	*
New Mexico					
New York	yes				
North Carolina	no	1260	TLE	unk	*
North Dakota	yes	125	TLE	unk	*
Ohio	unk	1300	both	6.3	*
Oklahoma	yes	850	TLE	unk	*
Oregon	unk	1000	both	unk	*
Pennsylvania	unk	4100	both	4.58	*
Rhode Island	yes	27	both	unk	*
South Carolina	yes	950	TLE	7	*
South Dakota	yes	157	TLE	0.5	*
South Dakota	unk				
Tennessee	unk	840	both	unk	*
Tennessee	yes				
Texas	no	2719	both	unk	*
Utah	yes	358	TLE	unk	*
Vermont	yes	294	both	unk	*
Virginia	no	1685	both	unk	*
Virginia	yes	1018	TLE	unk	*
Washington	yes	59	both	4	*
West Virginia	yes				
Wisconsin	no	500	TLE	unk	*
Wyoming	yes	157	TLE	unk	*

Table 5.7

CHAPTER SIX

CONCLUSION:

The need for a Wellness Program is apparent. As seen throughout the previous chapters, the importance of wellness cannot be exaggerated. But, what does wellness offer an organization?

Wellness offers a savings, a saving of money, time, and employees. Money is saved through the decreased cost of health care, a decrease in the amount of sick days taken, a decrease in the number of injuries to employees and a decrease in the number of early separations from the department.

Time is saved from a reduction in the need training and hire new employees. Former employees may be lost through injury, illness, death, or disciplinary action. The savings in time and money are interrelated. As important as time and money are, more important is the employee.

The employee represents time, money, and the future investment of the organization. The case examples are representative of this analogy. Obesity, especially if it is stress related, is not only a problem of the individual, it is a symptomatic problem of the organization. Wellness Programs concentrate on the whole person and the organization.

In both case examples it was felt that the organization had let the employee down. There was a lack of suitable attention given to Trooper Adams' stress immediately after the shooting incidents. Anxiety occurs from not knowing what would

happen or what procedures needed to be followed. These uncertainties all affected Trooper Adams and his attitude towards his work and the Department.

Investigator Bell harbors ill feelings towards the Department because he feels they have not satisfactorily addressed his needs as a person or as an employee. The attitude by the department is too often "well if they can't take it (the stress) they need to get out of police work." Unfortunately, this would be the attitude of some supervisors towards Investigator Bells' difficulties.

Family problems, financial problems and genetic influenced addictions are issues that can be successfully addressed by the agency. By addressing needs the agency is able to salvage valuable employees. Not all employees are salvageable, nor should they be, but those employees who can respond to help need to be.

As seen in the Results Chapter, most agencies did not meet the standards of a comprehensive wellness program. With only twenty-nine (29) of the State Police Agencies responding that they had a Wellness Program, it was obvious that even they did not provide for all of the wellness components. The lack of comprehensiveness in the programs allows personnel to fall through the cracks in the organizations. This personnel includes those persons who should of never been hired and those that could have been helped if the services were offered.

Many of the respondents expressed limitations in their positive answers. Facilities and services were often limited to Headquarters or Training personnel. These limitations may adversely effect the morale of other personnel who can not take advantage of the facility or service.

Attitude and morale is a driving force behind productivity. Productivity can be extended to the relationship between wellness and morale.

The question of confidentiality is a perpetual problem within the organization. The Texas Department of Public Safety has taken a positive step by offering their personnel a program to deal with alcohol or chemical abuse for their self or their family. Persons talked to felt that they would not use the program because they felt that confidentiality would not be protected. The personnel selected may not share an acceptance in the police environment. They are seen as being outside the "working force,". It is difficult, to impossible to expect an employee to confide in someone whom they do not feel is an equal or above them in status. As with many programs the idea is good, but the implementation is not working.

Finding the right person for officers to turn to and to trust is difficult for an agency. Someone dynamic and understanding, who can relate to the pressures of the occupation and is not seen as extension of the administration. Someone of this nature can have the ability to relay a sense of confidentiality. Finding this person may lead to the success hoped for in a program of this nature, thus strengthen the Wellness Program as a whole.

A careful review of the survey results indicate a lack of comprehensive services provided for in a State Police Agency Wellness Program. The results support the hypothesis, that there would not be comprehensive Wellness Programs in State Police Agencies.

SUMMARY

Wellness Programs within State Police Agencies can answer many problems within the organization. The organization as a whole can be strengthened by an increase in the physical and mental health of their employees. Benefits are reaped from an increase in morale and productivity. The savings are found in decreased health care cost, both directly and indirectly.

Law Enforcement should strive to put forth a positive and professional image. An image of both mental and physical health. This image can be developed from a Wellness Program.

IMPLICATIONS FOR FURTHER STUDIES

The most significant implications for further studies would be to compare these research responses from personnel managers to responses from field personnel. Too often there is a wide gap between the perspectives of administration and field personnel. Each group share a frustration at the lack of services offered. It is hypothesized that field personnel would be more likely to respond negatively to the existence of services than the administration.

Further studies could be used to study those agencies that have comprehensive programs, to determine the differences in their personnel from before and after the program. There is much to consider in the development of a State Police Agency Wellness Program, but the benefits are obtainable to those agencies willing to pursue them for their employees.

APPENDIX A

January 12, 1993

Dear Personnel Manager:

My name is R. L. Church. I am a graduate student of public administration at Southwest Texas State University. I am also a Highway Patrol Trooper for the Texas Department of Public Safety. In partial fulfillment of the requirements for the degree of masters of public administration, I am doing a research project.

The research is intended to determine which wellness program services are provided by State Police Agencies to their commissioned personnel. I am conducting a survey of all State Police Agencies personnel directors to determine types and levels of services provided in the areas of, physical fitness, stress management, psychological and mental health, nutrition and dietary related issues, and alcohol and chemical dependency.

I would sincerely appreciate you taking a few minutes of your time to fill out the following survey. Each question response is valuable to the research and all responses are needed. Any comments you might have are welcomed. Enclosed is a return envelope for your convenience. If you are interested in summary results please check the box at the end of the questionnaire. Thank you again.

Sincerely,

R. L. Church
Texas Department of Public Safety
Highway Patrol
Rt. 3, Box 707
Elgin, Texas 78621
(512) 285-2550-W
(512) 321-2451-W
(512) 285-5332-H

**QUESTIONNAIRE REGARDING WELLNESS PROGRAM SERVICES OFFERED
TO THE COMMISSIONED EMPLOYEES OF STATE POLICE AGENCIES**

A. Wellness Program

1. Does your agency have a wellness program for commissioned employees? yes_____ no_____ unknown_____
2. If yes, how many of the following programs or services do you provide?
- | | | | |
|--------------------------------------|----------|---------|--------------|
| physical fitness | yes_____ | no_____ | unknown_____ |
| stress management | yes_____ | no_____ | unknown_____ |
| psychological and mental health care | yes_____ | no_____ | unknown_____ |
| nutrition and dietary related issues | yes_____ | no_____ | unknown_____ |
| alcohol and chemical dependency | yes_____ | no_____ | unknown_____ |

Additional comments or suggestions? _____

B. Physical Fitness

3. Does your agency have a mandatory fitness program? yes_____ no_____ unknown_____
4. If your agency has a mandatory fitness program, is fitness measured through task related tests? yes_____ no_____ unknown_____

If yes, what type of tests are used? _____

health related tests? yes_____ no_____ unknown_____

If yes, what type of tests are used? _____

5. Do you use any of the following types of tests?
- | | | | |
|--------------------------|----------|---------|--------------|
| body composition | yes_____ | no_____ | unknown_____ |
| muscular strength | yes_____ | no_____ | unknown_____ |
| flexibility | yes_____ | no_____ | unknown_____ |
| muscular endurance | yes_____ | no_____ | unknown_____ |
| cardiovascular endurance | yes_____ | no_____ | unknown_____ |

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6. a. Do you have a voluntary fitness program? yes_____ no_____ unknown_____
- b. If yes, do you offer any types of incentives? yes_____ no_____ unknown_____

If yes, what type of incentives do you offer? _____

7. Does your agency provide on duty time to exercise? yes_____ no_____ unknown_____
8. Does your agency provide workout facilities for all of its commissioned employees? yes_____ no_____ unknown_____

Additional comments or

suggestions_____

C. Stress Management

9. Does your agency teach stress management to their commissioned employees? yes_____ no_____ unknown_____
10. Are supervisors provided with training to assist subordinates in dealing with stress? yes_____ no_____ unknown_____
11. Does your agency attempt to protect officers from stress before it occurs? yes_____ no_____ unknown_____
12. Does your agency attempt to control stress from:
- | | | | |
|---------------------------|----------|---------|--------------|
| supervisors | yes_____ | no_____ | unknown_____ |
| other agencies | yes_____ | no_____ | unknown_____ |
| excessive paperwork | yes_____ | no_____ | unknown_____ |
| administration/management | yes_____ | no_____ | unknown_____ |
13. Do you feel stress is sufficiently addressed by your agency? yes_____ no_____ unknown_____

Please include any policies relating to your agencies stress management program.

additional comments or

suggestions_____

D. Psychological and Mental Health

14. Does your agency use any type of pre-employment psychological testing? yes_____ no_____ unknown_____
- If yes, please indicate what type_____
15. Does your agency use any type of post-employment psychological testing? yes_____ no_____ unknown_____
- If yes, please indicate what type_____
16. a. Can your agency require psychological or mental health testing on an as needed basis? yes_____ no_____ unknown_____
- b. If yes, do they use this requirement when needed? yes_____ no_____ unknown_____
17. Are supervisors provided with training to assist in recognizing signs of psychological or mental distress? yes_____ no_____ unknown_____
18. Do you feel the psychological and mental health needs of employees are being met by the agency? yes_____ no_____ unknown_____
19. Does your agency provide any type of follow-up psychological or mental health testing for at risk employees? yes_____ no_____ unknown_____
20. Is the confidentiality of employees who seek psychological or mental health care

protected? yes_____ no_____ unknown_____

21. Would seeking help for psychological or mental health problems harm an employee's career? yes _____ no _____ unknown _____

Additional comments or suggestions _____

E. Nutrition and Dietary Related Issues

22. Does your agency provide any nutrition or diet related educational information to its employees? yes _____ no _____ unknown _____

If yes, in what way? _____

23. Is training provided on the importance of nutrition and diet? yes _____ no _____ unknown _____

24. Are any behavior modification classes or programs offered to assist in nutrition and diet control?
- | | | |
|-----|----|---------|
| yes | no | unknown |
|-----|----|---------|

25. Are there any special provisions made for employees to eat on duty? yes _____ no _____ unknown _____

If yes, what? _____

Additional comments or suggestions

F. Alcohol and Chemical Dependency

26. Does your agency provide alcohol dependency treatment for its employees? yes _____ no _____ unknown _____

27. Does your agency provide chemical dependency treatment for its employees? yes _____ no _____ unknown _____

28. Do supervisors receive any training in recognizing signs of substance abuse in their subordinates? yes _____ no _____ unknown _____

29. Does your current substance abuse program meet the needs of the agency? yes _____ no _____ unknown _____

30. Does your current substance abuse program meet the needs of the employee? yes_____ no_____ unknown_____

31. Are commissioned employees subject to disciplinary action for receiving assistance for substance abuse? yes _____ no _____ unknown _____

If yes, under what circumstances? _____

reprimand _____ suspension _____ dismissal _____

Please add any policies pertaining to substance abuse among commissioned employees.

32. Is the confidentiality of employees who seek alcohol or chemical dependency treatment protected? yes _____ no _____ unknown _____

33. Would seeking help for alcohol or chemical dependency harm an employee's career? yes _____ no _____ unknown _____

34. Does your agency meet the comprehensive needs of its employees with the current level of services offered? yes _____ no _____ unknown _____

Additional comments or suggestions _____

G. Demographic Data (optional)

Title of person completing the questionnaire _____

race: _____ age: _____ sex: male _____ female _____

commissioned: yes _____ no _____ years of employment _____

years in this position _____

How many commissioned employees does your agency have? _____

Is your agency primarily traffic law enforcement? _____ or criminal law enforcement? _____ or both? _____

How many sick days are taken each year by commissioned employees? _____

Additional comments or suggestions _____

Please check if you wish to receive summary data of this research _____

APPENDIX B

February 16, 1993

- Dear Personnel Director,

Recently, you were sent a questionnaire regarding Wellness Program Services offered to commissioned employees of State Police Agencies. I have not received a return and was concerned that one was not received by your agency. Enclosed is a copy of the questionnaire.

I would sincerely appreciate you taking a few minutes of your time to fill out the following survey. The research is in partial fulfillment of the requirements for the degree of masters of public administration which I am currently seeking.

Each question response is valuable to the research and all responses are needed. Any comments you might have are welcomed. Enclosed for your convenience is a return envelope. If you are interested in summary results please check the box at the end of the questionnaire. Thank you again.

Sincerely,

R. L. Church
Texas Department of Public Safety
Highway Patrol
Rt. 3, Box 707
Elgin, Texas 78621
(512) 285-2550 (W)
(512) 321-2451 (W)
(512) 285-5332 (H)

APPENDIX C

State Police Agency Addresses and Names of Personnel Directors

		<u>Return Date</u>
1.	Alabama Department of Public Safety P.O. 1511 Montgomery, Alabama 36192 Personnel Manager Wanda Speight (205) 242-4263	XX January 25
2.	Alaska Division of State Troopers 5700 East Tudor Road Anchorage, AK 99507 (907) 269-5641	XX January 30
3.	Arizona Department of Public Safety P.O. Box 6638 2102 West Encanto Blvd. Phoenix, Arizona 85007-6638 (602) 223-2000	XX January 22
4.	Arkansas State Police P.O. Box 5901 #3 Natural Resources Drive Little Rock, Arkansas 72215 Personnel/Training Capt. Wayne Eddy (501) 224-3097	XX February 24
5.	California Highway Patrol P.O. Box 942898 Sacramento, CA 94298-001 Personnel/Training Div. Chief J.M. Healy (916) 445-9236	XX March 12
6.	Colorado State Patrol 700 Kipling St.#1000 Denver, Colorado 80215-5865 Personnel Director William Meier (303) 239-4427	XX February 26
7.	Connecticut State Police 100 Washington Street Hartford, Connecticut 06106 (203) 566-3200	No Return
8.	Delaware State Police P.O. Box 430 Dover, Delaware 19903 (302) 739-5900	XX March 19

9. Florida Highway Patrol
Neil Kirkman Building
Tallahassee, Florida 32399-0500
(904) 488-6517
XX March 24
10. Georgia Department of Public Safety
P.O. Box 1456
Atlanta, Georgia 30371-2303
Personnel Services Cindy Mitchell
(404) 624-7550
XX February 10
11. Hawaii Department of Public Safety
677 Ala Moana Blvd., Ste. 1000
Honolulu HI 96813
(808) 587-1288
XX January 28
12. Idaho State Police
Box 59
Boise, Idaho 83707
(208) 334-3850
XX February 25
13. Illinois State Police
3180 Adloff Lane, Suite 100
P.O. Box 19461
Springfield, Illinois 62794-9461
Personnel Linda Traylor
(217) 785-1325
XX February 1
14. Indiana State Police
Indiana Govt. Center North
100 N. Senate Avenue #301
Indianapolis, Indiana 46204-2259
Personnel Division John Jeffries
(317) 232-8275
XX February 4
15. Iowa State Patrol
Wallace State Office Building
Des Moines, Iowa 50319-0040
(515) 281-5821 or 281-5261
XX March 6
16. Kansas Highway Patrol
122 Southwest 7th Street
Topeka, Kansas 66603-3847
Personnel Officer Charles Mason
(913) 296-6800
XX February 5
17. Kentucky State Police
919 Versailles Road
Frankfort, Kentucky 40601-9980
Personnel Gary Brunker
(502) 695-6360
XX February 26

18. Louisiana State Police
P.O. Box 66614
Baton Rouge, Louisiana 70896
(504) 925-6006
XX January 22
19. Maine State Police
36 Hospital Street
Augusta, Maine 04333
(207) 624-7000
Telephone March 19
20. Maryland State Police
1201 Reisterstown Road
Pikesville, Maryland 21208-3899
Personnel Management Capt. George H. Hall
(410) 653-4336
XX March 4
21. Massachusetts State Police
1010 Commonwealth Avenue
Boston, Massachusetts 02215
(617) 566-4500
Telephone March 19
22. Michigan State Police
714 South Harrison Road
East Lansing, Michigan 48823
Personnel Division Capt. James Bolger
(517) 332-2521
XX February 5
23. Minnesota State Patrol
107 Transportation Building
395 John Ireland Boulevard
St. Paul, Minnesota 55155
Personnel Division Vonnice Mulcahy
(612) 296-9486 or 296-6642
XX February 1
24. Mississippi Highway Safety Patrol
P.O. Box 958
Jackson, Mississippi 39205-0958
(601) 987-1212
XX February 11
25. Missouri State Highway Patrol
Box 568
1510 East Elm
Jefferson City, Missouri 65102-0568
Personnel Lt. E. G. McCutchen
(314) 751-3313
XX January 25
26. Montana Highway Patrol
Scott-Hart Building
303 North Roberts
Helena, Montana 59620-1422
Personnel & Training Capt. Stephen R. Barry
(406) 444-3259
XX January 28

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| 27. | Nebraska State Patrol
P.O. Box 94907
Lincoln, Nebraska 68509-4907
Personnel/Training Lt. Bryan Tuma
(402) 470-2404 | XX January 30 |
| 28. | Nevada Highway Patrol
555 Wright Way
Carson City, Nevada 89711-0525
Personnel/Planning Sgt. William Garteiz
(702) 687-3303 or 687-5310 | XX January 30 |
| 29. | New Hampshire State Police
James H. Hayes Safety Building
10 Hazen Drive
Concord, New Hampshire 03305
(603) 271-3636 | XX February 1 |
| 30. | New Jersey Division of State Police
P.O. Box 7068
West Trenton, New Jersey 08625-0068
(609) 882-2000 | XX February 8 |
| 31. | New Mexico Dept. of Public Safety
P.O. Box 1628
Sante Fe, New Mexico 87504-1628
(505) 827-0700 | Telephone March 19 |
| 32. | New York State Police
State Office Building Campus
Building 22
Albany, New York 12226
(518) 457-6811 | XX March 1 |
| 33. | North Carolina Highway Patrol Division
P.O. Box 27687
512 N. Salisbury Street
Raleigh, North Carolina 27611-7687
Personnel Capt. Billy Day
(919) 733-7952 | XX January 28 |
| 34. | North Dakota Highway Patrol
600 E. Boulevard Avenue
State Capitol Building
Bismark, North Dakota 58505-0241
(701) 224-2455 | XX January 25 |
| 35. | Ohio State Highway Patrol
P.O. Box 7037 Station E
660 East Main Street
Columbus, Ohio 43266-0562
Personnel Major R.K. Hartsell
(614) 446-4570 | XX January 22 |

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| 36. | Oklahoma Highway Patrol
P.O. Box 11415
3600 N. Eastern Avenue
Oklahoma City, Oklahoma 73136
(405) 425-2424 | Telephone March 19 |
| 37. | Oregon State Patrol Division
107 Public Safety Building
Salem, Oregon 97310-0660
(503) 378-3720 | XX January 25 |
| 38. | Pennsylvania State Police
1800 Elmerton Avenue
Harrisburg, Pennsylvania 17110
Personnel Bureau Wayne Dowling
(717) 783-5533 | XX February 10 |
| 39. | Rhode Island State Police
P.O. Box 185
North Scituate, Rhode Island 02857
Personnel Lt. William A. McGarry
(401) 647-3311 | XX January 25 |
| 40. | South Carolina State Highway Patrol
955 Park Street
P.O. Box 21398
Columbia, S.C. 29221-1398
Personnel Director Bill Canaday
(803) 737-9058 | XX February 3 |
| 41. | South Dakota Department of Public Safety
Division of Highway Patrol
500 E. Capitol Avenue
Pierre, South Dakota 57501-5070
(605) 773-3105 | XX January 25 |
| 42. | Tennessee State Highway Patrol
1150 Foster Avenue
Nashville, TN 37249-1000
Personnel Bard Fisher
(615) 251-5200 or 251-5166 | XX March 12 |
| 43. | Texas Department of Public Safety
P.O. Box 4087
5805 N. Lamar Boulevard
Austin, Texas 78773
Personnel Commander MaryAnn Courter
(512) 465-2000 | XX January 22 |

44. Utah Highway Patrol XX March 1
4501 South 2700 West
Salt Lake City, Utah 84119
Personnel Specialist Bonnie Snodgrass
(801) 584-8370
45. Vermont State Police XX January 25
Waterbury State Complex 103 S. Main Street
Waterbury, Vermont 05676-0850
Personnel Officer Duncan Higgins
(802) 244-8718
46. Virginia Department of State Police XX February 11
P.O. Box 27472
Richmond, Virginia 23261-7472
Personnel D.L. Blankenship
(804) 674-2000
47. Washington State Patrol XX January 30
General Admin. Bldg., AX-12
Olympia, Washington 98504-0612
Personnel Capt. Phil Peterson
(206) 753-6553 or 753-6545
48. West Virginia State Police XX March 3
725 Jefferson Road
South Charleston, West Virginia 25309
Personnel Cpl. Dale Humphreys
(304) 746-2119 or 746-2111
49. Wisconsin Division of State Patrol XX March 12
P.O. Box 7912
Madison, Wisconsin 53707-7912
Personnel Lt. Douglas VanBuren
(608) 266-0094 or 266-3212
50. Wyoming Highway Patrol XX January 22
P.O. Box 1708
Cheyenne, Wyoming 82002-9019
(307) 777-4301

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