

The author(s) shown below used Federal funds provided by the U.S. Department of Justice and prepared the following final report:

Document Title: On-Line Education, Resources and Support for Law Enforcement Families, Final Report

Author(s): Lorraine Williams Greene Ph.D., Ellen Freeman Kirschman Ph.D.

Document No.: 186749

Date Received: February 13, 2001

Award Number: 98-FS-VX-0004

This report has not been published by the U.S. Department of Justice. To provide better customer service, NCJRS has made this Federally-funded grant final report available electronically in addition to traditional paper copies.

Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

186749

e.1

THE UNIVERSITY OF
NATIONAL CHILD ABUSE REFERENCE SERVICE (NCARS)
Box 2
730 17th St. NW
Washington, DC 20036-0001

Final Report

***On-Line Education, Resources and Support for Law
Enforcement Families
Grant Award number 98-FS-VX-0004
Metropolitan Nashville Davidson County Government***

**Principal Investigators
Lorraine Williams Greene, Ph.D.
Ellen Freeman Kirschman, Ph.D.**

Overview of Project

Reduction of stress is an important aspect within many police department programs and federally funded initiatives. However, most of these programs target the law enforcement officer and provide only minimal services to spouses and children. There is a high divorce rate among law enforcement families and we need to create ways to preserve intact families. We believe that there is a lack of innovative programs for family members because: (1) Most police departments are small and do not have the resources to develop formal outreach programs; (2) Many law enforcement officers are suspicious of the departments' intent to talk with family members and fear that private family information may be disclosed to the department administration; and (3) many families feel extremely isolated, are unaware of support services and don't know how to access resources.

We hypothesized that an on-line curriculum designed for rookie, veteran spouses and children would provide additional support, and increase resilience for families and officers. We proposed to develop and maintain a professionally built police family Website that would serve as an educational tool, a resource center, and a support network for police families worldwide, which would provide them access to professionals who have experience working with police families. A Needs and Assets Survey was developed to identify the risk and protective factors that build resiliency within law enforcement families (i.e., what factors protect families from work related stress). On-line curriculum was developed for families and children, which includes topics such as alcohol use, conflict resolution, and police families' risk factors. It allowed law enforcement agencies

that do not have adequate resources to develop their own programs by downloading the curriculum and other information for on-site use. Law enforcement families helped develop the variety of topics and activities themselves in collaboration with computer specialists and mental health professionals. This web-site improves access to family support services and provides much needed information for families as well as the underserved and smaller law enforcement communities. The web-site improves referral options as well as reduces the isolation so frequently experienced among law enforcement families. The development of this web-site was an ideal way to reach spouses, parents, and children of law enforcement personnel and to provide much-needed support to this population.

Project Goals and Objectives

Goal I.

To design curriculum that may be used on-line or on-site to prevent and reduce family-job related stress among spouses, parents and children of law enforcement officers.

Objective 1: Develop and pilot test three age specific curriculum for children 8-12, and 13-16 years of age.

Objective 2: Develop and pilot test a curriculum for spouses and parents of law enforcement officers to prevent job-family related stress.

Objective 3: Increase family members knowledge of job related stresses.

Objective 4: Increase awareness of family and personal stress signs, symptoms and solutions.

Objective 5: Increase effective family communication.

Objective 6: Increase conflict resolution skills.

Objective 7: Increase knowledge of critical incident stress reactions and interventions.

Goal II.

To build an education and social support network for law enforcement families through the use of a Web-Site.

Objective 1: Improve access to family support services and information for underserved small law enforcement communities.

Objective 2: Increase law enforcement families educational opportunities, especially for children.

Objective 3: Improve referral options for law enforcement families.

Objective 4: Reduce isolation so frequently experienced among law enforcement families.

Objective 5: Provide greater access to more specialized service providers who work with law enforcement families.

Objective 6: Provide family and child oriented curriculum for down loading by agencies without resources to develop their own.

Target Population

The project WorldWide Web-Site targets spouses, parents and children of sworn law enforcement personnel and law enforcement agencies. Parents of officers who live outside of the household are included in the target population. We proposed to pilot test

the curriculum on-site with sixty spouses and ninety children. There would be six children groups of 15 participants. The groups will be designed specifically for young people between the ages of 8-12 and 13-16.

Implementation and Progress

The National Advisory Committee

1. A National Advisory Committee Meeting was held January 28, 1999 in Nashville, TN, to assist in the development of: (1) Needs and Assets Inventory; (2) curriculums for family members; and (3) implementation of the Web-Site. The following groups provided a representative to serve on the National Advisory Committee: PEACE officers wife's clubs affiliated of CA (POWCA); Spouses of Police Officers National Group (SOPO); Reaching Out Law Enforcement Spouses + Family Members (ROLES+) of Nashville, Davidson County; Metropolitan Nashville Davidson County Police Department; Oakland Police Department, Hayward Police Department; Palo Alto Police Department; American Psychology Association (APA), Division 18 section on Police Psychology; Psychology Division of International Association of Chiefs of Police (IACP); PEACE (Black Law Enforcement Officers); and Fraternal Order of Police Auxiliary, representing over 2,000 law enforcement spouses nationwide. This resulted in broad-based support for the project.

The meeting provided a forum for National Advisory Committee experts to critique, refine, and develop a suggested work plan for the successful completion of the

identified products. Advisory committee members were provided a booklet that included curriculum outlines and preliminary drafts of surveys to review and critique. They were also provided information regarding website construction. The curriculum was scheduled to be pilot-tested at three locations: Nashville, TN., Oakland, CA., and Hayward, CA.

The committee reviewed the outline of both the adult and youth curriculum and made numerous suggestions. The chronological order of topics was discussed and the need for fun, skill building activities in the youth curriculum. Advisory Committee members suggested:

1. Extensive information be included in the curriculum regarding the selection of facilitators. When possible, a law enforcement officer or spouse be coupled with a mental health professional with experience working with police, to co-facilitate the workshops.
2. Early on in the workshop include experiential activities that expose participants to the police culture. When possible, spouses and youth should participate in ride-alongs and tour the law enforcement agency and communication center prior to the classroom instruction. Youth should tour the law enforcement agency.
3. Committee members agreed to critique the drafts of both curriculum and provide feedback prior to the pilot-testing phase of the project.
4. Committee members agreed to help facilitate the pilot-testing of the curriculum in Hayward, Oakland, and Nashville police departments.

The Co-Investigators worked along with the Project National Advisory Committee to develop a **Needs and Assets Inventory/Survey** to assess and document law enforcement family stress factors and identify protective factors (behaviors and/or characteristics that mediate against the adverse effects of stress and protect family systems). Two inventories were proposed: (1) for police families and (1) for professionals who provide services to law enforcement families. Information would be used in the development of the curriculum and findings would be reported on the Web-Site.

The committee suggested a massive marketing and dissemination plan for the Needs and Assets Survey. It was agreed to disseminate surveys throughout their organizations and departments represented by the committee. It was decided that Chiefs of large and small departments would be contacted for their support. Also, to assure an adequate number of respondents, the survey should be available in print form as well as on-line. In addition, the Advisory Committee members recommended advertising in department publications and conference events sponsored by police spouse/family organizations.

An Advisory Committee working group was dedicated to **Web-site Development**. They recommended that the Web-Site not be affiliated with any law enforcement agency to insure confidentiality and increase its utilization by law enforcement family members. Instead the Web-Site should have a virtual web host, as well as real time audio/real video streaming, and a list serve for over 1,000 messages per month

(Telelink Internet was discussed and considered a good virtual web host). There should be separate web pages for spouses, parents, children and teens with subject areas varying according to the target population. The web pages for children and teens should have interactive games developed by Capt. Ken Pence of the Metro Nashville Davidson County Police Department, and chat rooms. Pages for spouses and parents were designed to have chat rooms and the ability to stream audio and videotapes across the Internet. Real audio/real video, unlike many sound and video clips that require lengthy downloads, allows the tapes to play while receiving. There would be special events, such as monthly guest speakers drawn from project staff and Project Advisory Committee members discussing a variety of topics important to families. Speakers/visitors will have the ability to e-mail questions and comments. Our committee members agreed to help in the web-site development.

The committee discussed specific web site challenges. Some Advisory Committee members indicated that we needed to prepare for difficulties implementing chat rooms on-line, participants inability to stay on topic, intensive monitoring by a web-site manager; and the need to monitor accessibility to assure privacy. The committee suggested we limit the time and topics of chat rooms, and include message boards with selected weekly topics for discussion as an alternative to the chat room.

The mental health referral listing process was discussed and the committee considered issues such as liability and the process of accessing mental health experts to participate. Recommendations were made to consult with a lawyer to draft a

disclaimer for any mental health expert listed on the site and to target APA-division 18 and IACP psychologists for the listing.

The final item on the National Advisory Committee agenda was the **Life of the Project After the Grant**. Participants discussed the need for additional time to develop, market and distribute the products and questioned if the project could be completed by September 1999, especially since the grant award and start-up was delayed for several months. The principal investigators discussed the possibility of requesting a no cost extension. In addition, the principal investigators highlighted the Metropolitan Nashville Davidson County Police Department's commitment to the project by providing resources to hire a Family Resource Manager and support the Advisory Committee meeting.

Suggestions for extending the life of the project included: network with local universities to acquire interns to serve as website managers; solicit technical support from Telelink; and seek funding from law enforcement organizations, such as IACP. Advisory Committee members agreed to review the surveys and curriculum and help with the dissemination of the products.

2. Web-site Development: The web-site Family Resource Manager hired December 16, 1998, was replaced in July 1999. Ms. Brenda Cathey, a thirty-year veteran civilian employee and former division manager within the Metropolitan Nashville Police Department was reassigned to serve as the web-site Family Resource Manager. She

is an ordained Baptist minister with a doctorate in divinity and training in Pastoral Counseling. As our web-site manager, she answered direct e-mail questions, made web page resource updates and changes. She has since been replaced by Officer James Duke, a trained Peer Supporter, Chaplain, and 12-year veteran of the Metropolitan Nashville Police Department.

Myron Burns, Psychology Doctoral student at Tennessee State University was hired to assist in data management and analysis of the survey. He has worked as a research assistant on several research projects and is capable of performing basic statistical applications.

Several meetings were held with web-site designers and finally Chris West Multimedia was hired to assist with the web-site design; develop the chat room; design the survey to be downloaded into SPSS, build the browser based up-dates for "Question of the Week", "Psychologist Soap-Box"; and arrange for real video. Kupper Parker Communications Inc., graphic artists created the "policefamilies.com" logo design. Captain Ken Pence, Metro Nashville Police Department provided the game "Danger High", which is an on-line violence prevention game for youth participants. He also provided a living will that was located on the financial management page.

In January 2000, Metropolitan Nashville Davidson County Police Department agreed to provide technical support and the server for policefamilies.com after the federal grant funding ends.

Web Site Features:

- **The Psychologist's Soap Box:** Visitors can read what nationally known police psychologists and consultants have to say about how to struggle well and turn obstacles into challenges. The soap box is updated every month and postings from past months can be viewed by clicking on the Archives.
- **Strategies 101:** This section helps families develop or strengthen the skills needed to be resilient; for example, problem solving, active listening, and holding family meetings. Visitors can test their emotional IQ by completing resiliency exercises.
- **Bounce Back Challenge:** Each month the Bouncing Back Challenge gives police families an opportunity to share how they bounced back from a challenging situation.
- **Chat rooms and Discussion Forums:** Chat room runs twice a week. Families can join in the discussion forum anytime or register their response to the topic of the week on the message board.
- **Resources for Resiliency:** This page links families to other law enforcement sites, interesting reading and a list of mental health providers who have experience working with the law enforcement community. (As well as a disclaimer pursuant to the Advisory Committee recommendations.) Information is provided about child and elderly daycare.
- **Money Management:** Families use this section to look at their economic health. We provide calculators and guidelines to help.
- **Just for Kids:** This section includes games, prizes, special links to the FBI, the DOJ, the DEA, a kid's message board, a kid's survey, and links to kid web-sites such as: Nickelodeon, Disney, Seussville, Crayola, Blue's Clues, and Barney!

Marketing:

We proposed to advertise the Web-Site through a variety of means. Information about the Web-Site is available through search engines such as Infoseek and Yahoo, and through organizations such as the members of IACP and APA police and public safety sections; Concerns Of Police Survivors, Inc., (C.O.P.S.). State Police Chiefs Associations were contacted, given press releases, and asked to include information about policefamilies.com in their newsletters. Police Chief magazine included an article about the project in its December 1999 issue; and news about the project appeared in the Spousal support newsletters "Beside the Badge" and "10-9", and through links to police related Web-Sites and list servers such as: copnet.org; officer.com, and murlin.com. **Our web site was selected as Website of the Month by the American Psychological Association.**

From August 31, 1999 through October 2000 policefamilies.com web server statistics recorded 214,174 successful hits, averaging 506 hits per day. The busiest week was March 5, 2000 when there were 2,016 requests for pages. The month of March 2000, there were 3,973 hits; the largest number of requests for pages within one month. The web-site was available through 18 various search engines, with the most connecting through Internet Explorer, AOL, Netscape, Googlebot, SLURP, and OBOT.

3. **The Spouse/Family Adult Curriculum:** A draft of the Spouse/Family Adult curriculum was completed in May 1999 and disseminated to the Advisory Committee

Sub-Committee. Committee members provided feedback and the curriculum was scheduled to be pilot tested with spouses of recruits at the Nashville Davidson County Police Department. It was cancelled because of the small number of recruits (22) in the academy, few of whom were married or had family members to attend the workshop. Oakland Police Department began a recruit class in August 1999 and proposed to pilot test the Spouse/Adult Curriculum in September 1999. Although Advisory Committee and Peace Officer's Association representatives from Oakland Police Department advertised the event and attempted to recruit participants, so few family members agreed to attend the workshop that it too was cancelled.

Pilot testing the curriculum with veteran spouses and family members proved more successful. Nineteen participants from the Metropolitan Nashville Davidson County Police Department attended a daylong, eight-hour workshop in October 1999.

Participants gave the following feedback:

- They wanted more interactions with department personnel for the purpose of expressing their concerns.
- They saw a need to have separate workshops for recruit spouses and veteran spouses.
- They found presentations from veteran officers and spouses about their personal involvement with critical incidents to be informative.
- They suggested sending out announcements about the workshop with the officer's paychecks.
- They would like to attend additional workshops.

- They suggested providing additional exercises focusing on domestic responsibilities and gender roles.
- They suggested disseminating “Rules for fighting fair”.
- They recommended ride alongs and going to court with a spouse. These activities are informative and provide couples more time together.
- They encouraged participants to have more “quiet time” for contemplation and reflection.
- They said the department should have outings for families (e.g., Family Appreciation Day) as a way to get them to participate in family workshops.
- They wanted workshops for kids.
- They wanted fifteen minutes breaks during workshops.
- They thought the workshop would prove especially helpful for officers and spouses involved in critical incidents.

We then modified the curriculum to include additional instruction for facilitators and designed both a two-day format and a modified one-day format for those who cannot conduct a two-day workshop (See Appendix A: Two-Day and One-Day Workshop Curriculum).

A draft of the youth curriculum was developed and was disseminated to Advisory Committee Sub Committee members in November 1999 and pilot tested December 3, 1999, with youth from the Hayward, CA Police Department. Two separate

workshops were conducted for 8-12 year olds and 13-17 year olds. The two five-hour curriculum focused on the following topics:

- the police culture and critical incidents
- media influences on attitudes and behaviors
- conflict resolution skills (e.g.; how to handle negative feedback from friends and classmates)
- resources and support

We obtained the following feedback from 8-12 year old participants:

LEKids Want to Know More About

- Police Culture
- Day to day activities of cops

LEKids Learned

- More about other kids
- Not to be afraid to tell anyone about themselves

LEKids Enjoyed

- Watching the movie
- Eating snacks and socializing during breaktime
- The icebreaker (requiring interaction among participants)
- Meeting new people
- The teachers (facilitators)
- “Doing all stuff”
- The Coat of Arms Activity

The 13-17 year old participants reported:

The Teens Learned

- How to tell a person how they feel about a problem
- How to end conflict with peers and family members
- The proper way to be assertive
- Better ways to handle confrontations

The Teens Enjoyed

- Role playing
- Disagreements (discussions)
- The Icebreaker exercise
- The video
- Being separated from 12-14 year olds (High school vs. Middle school)

Although we specifically indicated the ages for participation in both groups, we had participants younger and older in both groups due to childcare issues and problems providing transportation.

4. Law Enforcement Family Needs and Assets Survey:

Overview

We developed the Law Enforcement Family Needs and Assets Survey by redesigning, with permission, Hamilton McCubbin's extensive work assessing military families regarding resiliency, coping and adaptation. There are some

parallels between military and police families; long hours of separation, exposure to danger or the threat of danger, for example. But more importantly, Dr. McCubbin's work gave us access to several well researched, field tested, ethnically sensitive inventories based on a theoretical model of family functioning that looked at strengths as well as weaknesses. It has been our observation that much of the research in police psychology has over focused on risk factors and failed to consider protective factors. In addition to McCubbin's work we borrowed some measures from Dr. Robin Gershon's epidemiological research with the Baltimore Police Department "Feelings About Work" questionnaire for Project SHIELDS, to which we added items of our own based on our clinical experience and observations in the field. A complete description of the various sections that make up the Police Family Needs and Assets survey is offered in the next section.

Creating the survey did not prove nearly as difficult as getting it on-line where it could then be downloaded into an SPSS statistical analysis spread sheet for easy data entry and analysis. The technical difficulties involved became a major hurdle and source of frustration to the web designer and to us. For example, when a respondent failed to answer every question, the data file shifted data from another entry into the blank field. While we eventually ironed these difficulties out, we learned that talented web designers may not have the specific skills needed to launch a large scale survey.

We also printed 10,000 hard copies of the survey to be distributed to individuals who didn't have on-line access. We also hoped that having a survey in hand would prompt respondents to complete their surveys immediately, rather than run the risk of forgetting to log on later, thus generating a larger respondent group. Each survey came with a self-addressed stamped envelope and both of us carried boxes of surveys to numerous presentations we made and mailed surveys whenever requested.

While we ultimately had respectable response (see Results section), survey distribution was very challenging and we were often disappointed by things beyond our control. For instance, The Baltimore Police Department agreed to disseminate 3600 surveys, but did not begin distributing them until September 2000, after the deadline for analysis. Subsequently, 83 surveys received from Baltimore are not included in this data analysis. The National FOP auxiliary originally indicated they could send surveys to all their members, but later found they were only able to mail to 500 members.

Survey Components

Section A: Demographics

We wanted to preserve the anonymity of our respondents while learning something about their current marital status, their rank, their gender and ethnicity, and what part of the United States they lived in. We were especially interested in the influence of department size on respondents' replies, since much of the prior research has focused on large urban departments, whereas the majority of American police departments employ fewer than 10 people. We wanted to compare the influence of geographical

area on police family life; explore whether women and minority officers reported differently from majority officers and examine the impact of rank on work and family issues. Our prior experience in the field and the cultural differences between departments in our home bases in Tennessee and California suggested that these variables change both perspective and experience for the officer and his/her family.

Section B: Bonding

We selected the FAC18: Family Attachment and Changeability Index to look at the relationship of bonding to flexibility. The typology proposed by McCubbin describes 4 types of families: fragile families who are low in bonding and flexibility; bonded families who are high in bonding and low in flexibility; pliant families who are high in flexibility and low in bonding; and versatile families who are high in both (McCubbin et. al, 1996).

The FAC18 is composed of two sub scales: one measuring attachment (bonding) and one measuring changeability (flexibility). Respondents are asked to respond to each item as it describes both current and preferred family functioning.

Bonding is defined as the degree to which the family members are emotionally bonded together into a “meaningful and integral unit”; open to discussion of problems, feel close to one another, want to stay connected to other family members and are involved in doing things together as a unit. (McCubbin, et. al., 1996, p. 70)

Flexibility is defined as “the degree to which the family is able to change its rules, boundaries and role to accommodate to changing pressures with and outside the family unit”. The flexible family has “open communication, a willingness to compromise, experience in shifting responsibilities and active participation by family members in decision making”. (McCubbin, et. al., 1996, p.70).

We already knew that some of the givens of police work, such as long hours, unpredictable schedules and shift work affect the amount of time a police family has to spend together. Furthermore, these givens require the non-law enforcement spouse and children to adapt to last minute changes, disappointments, and long periods of time without their mate. We wanted to know how police families were coping with these challenges and if they would prefer to modify their current behaviors.

Section C: Coherence (FIC) McCubbin

This 17 item measure is an index of the degree to which family members feel they can predict the immediate future of work and family schedules, the degree of commitment the family has to the mission and lifestyle of police work, the degree of control the family feels it has in shaping its future and the degree to which the family feels it can count on the police department to help in time of need. Originally written for military families, we adapted this scale using police-appropriate language.

In the resiliency model, coherence is an asset, a personal resource leading to harmony, balance and adaptation to crisis. Coherence is described as a process of appraisal, a world view that life can be trusted, and is orderly, predictable and

manageable. It is positively affected by social support, our next measure, and negatively impacts certain measures of strain. (McCubbin, et. al., 1996, p.33, p.265)

We were particularly interested in coherence because police work is unpredictable both in terms of working conditions and in terms of the frequency with which officers are exposed to random and senseless violence in the world around them.

Furthermore, we know from our experience and the experience of our colleagues, that bureaucratic stress far exceeds line of duty stress. The Coherence section examines the respondents' perceptions that their lives are independent from the organization's whims and needs, and that their organizations will treat them fairly, supporting and protecting them and their families.

Section D: Social Support

This is a 17 item index of the degree to which the family provides support to its members in terms of caring, giving love and affection, listening, understanding, communicating esteem, supporting a member's world view that support is available in the community as well, and a general sense of belonging. (McCubbin, et. al., 1996, p.845).

Community based social support is regarded as a critical dimension and factor in family resiliency theory. Past research has emphasized the importance of social support as a buffer against family crises, a factor in promoting family recovery from

crises and a mediator of family distress. It is related to the Coherence (Section C) measure and each positively affects the other.

Section E: Family Time and Routines

The Family Time and Routines Index (FTRI) is a 32 item scale that assesses the type of activities and routines families use and maintain and the value they place on these activities. Time spent together and routines practiced are relatively reliable indicators of family integration and stability, including effective ways to meet common problems and the ability to handle major crisis. (McCubbin, et. al., 1996, p. 325)

This scale allowed us to look at activities and routines shared by couples with and without children, which is important given the relatively young age of the police family population. It was also interesting to us because of the strain shift work places on “normal” family life.

The scale also offered us an opportunity to explore if couples differed in terms of how much they valued these activities and whether these differences were also gender based. As policing is a predominantly male profession, gender differences are an important factor in examining police families needs and assets.

Section F: Family Problem Solving Communication

All families have both positive and negative patterns of communication. The 10 item FPSC is unique in that it measures both patterns, producing an overall score and two

subscale scores: 1) incendiary communication: the pattern of family communication that is inflammatory and tends to exacerbate a stressful situation, and 2) affirming communication: the pattern of family communication that conveys support, care and exerts a calming influence. A sample statement from the five item incendiary communication scale is: "When we have conflicts we yell and scream at each other." A sample statement from the five item affirming communication scale is: "When we have conflicts we are respectful of each other's feelings."

Resiliency theory suggests family hardships and difficulties are addressed and resolved through adaptive coping strategies and problem solving communication. A basic assumption is that "the quality of family communication determines how families manage tension and strain and acquire a satisfactory level of family functioning, adjustment and adaptation." (McCubbin, et. al., 1996, p.639)

Our clinical experience and prior research indicate that police officers develop work related habits that spillover to home in a negative way. "The Police officer's Paradox" described by Kirschman (1997) describes how the same habits needed to be a good street officer can be damaging to family life. Habits such as establishing a command presence, using verbal intimidation and maintaining emotional control often create problems at home when the spouse feels she/he is being treated like a suspect, interrogated and ordered about.

We added two additional family of origin items to the FPSC concerning substance abuse and parental marriage. These two items were an opportunity to explore the widely held assumption that many police officers come from families where one parent, often the father, was a problem drinker or alcoholic. We also wanted a way to separate work related factors from historical factors in our consideration of police families' needs and assets.

Section G: Family Changes and Strains

According to stress theory, stress is the individual organism's physiological and psychological response to life events, particularly when there is a perceived imbalance between environmental demands that accompany life changes and the individual capability to meet these demands. Most research in stress theory has focused on the individual and his/her adaptive reaction to social stressors.

(McCubbin, et. al., 1996, p. 104)

In contrast, the 15 item Family Changes and Strains inventory looks at the "pile up" of family demands as an index of family vulnerability: "pile up" being defined as the "sum of normative and non-normative stressors and intrafamily strains." (McCubbin, et. al., 1996, p. 105). Pile-up is important to our understanding of family needs and assets because it provides one possible explanation for why families whose coping resources are overextended or exhausted, are more vulnerable to a single stressors than others, or why one family may lack the ability to bounce back from a crisis.

Family life changes are cumulative and at some point a family may reach it's limit in

adjusting to them, leading to negative consequences for the family itself and/or individual members.

Our clinical experience has demonstrated that a police career unfolds in certain phases and impacts the officer and his/her family member in different ways.

Stressors pile up more in some stages than others do. For example, the beginning of an officer's career is stressful in terms of demonstrating competence, adjusting to the new work environment and dealing with job insecurity. At the same time there are a host of positive stressors such as increased self-confidence, mastery, increased income and novelty. Family members may be stressed by the long hours without the officer spouse, extra domestic and child rearing chores, and feeling left out or left behind. In a similar vein, pending retirement brings a host of other social stressors such as loss of identity and fraternity. We wanted to know if our police family respondents coping abilities and perceptions were compounded by significant work and non work related stressors and changes.

Section H: Family Coping

The theoretical basis for items in this inventory comes from social support theory, family stress theory and psychological coping theory. Social support theory emphasizes the family's use of community support. Family stress theory emphasizes the interaction between the way a family defines a stressful situation and the resources they use to manage the internal and external strains and hardships resulting from the stressful event. Psychological coping theory explores the passive and active

behaviors individuals use to manage the anxiety and tension generated by stressful events and changes. The FCI asks each respondent to report how helpful each behavior listed is in coping with the stress of managing family life when spouses are unavailable for short periods of time. (McCubbin, et. al., 1996, p.626)

We chose this inventory to validate our observations that police families were often separated by long hours, overtime, work related crisis, special operations assignments and second jobs. Additionally, we had observed that successful police families coped actively with these separations, utilizing a wide range of successful coping behaviors. For instance, some mates coped with separation by getting more involved in their law enforcement spouse's work life and others did the opposite by building separate identities and support systems.

Items in the FCI are further clustered together in patterns of coping behavior, which allows us to see which patterns were most frequently used and what differences emerged between various sub-groups such as men and women, officers and spouses.

McCubbin clustered coping behavior according to the amount of time spouses were separated, leaving one to cope alone.

Short term recurrent separation:

- Fitting into the Corporate lifestyle: Three items describing behaviors which reflect the acceptance and participation in the work-related lifestyle.

- **Developing Self and Interpersonal Relationships:** Three items describing behaviors that emphasize the respondents' focus on his/her personal growth needs.
- **Establishing Independence and Self-sufficiency:** Three items describing behaviors which reflect other than the togetherness model frequently espouses as the idea for intact families.

Prolonged separation:

- **Maintaining Family Integrity:** Five items describing behaviors which center around doing things together as a family, especially with children.
- **Developing interpersonal relationships and social support:** Five items describing behaviors representing efforts to develop meaningful and supportive relationship outside the family.
- **Managing psychological tension and strain:** Six items describing behaviors for reducing perceived stress and tension resulting from separation.
- **Believing in the value of the Spouse's profession and maintaining an optimistic definition of the situation:** Six items describing behaviors which emphasize a psychological resignation to and acceptance of the stressful situation.
- **Developing self-reliance and self-esteem:** Four items describing behaviors that center around active self-development and growth behaviors.

Separation as a result of divorce

- Developing self, self-esteem and establishing Independence: Eighteen items describing behaviors which emphasize personal growth and development regarding skills, appearance and relationships, as well as, a future orientation around an independent lifestyle.
- Involvement in tension releasing social routine activities and contact with relatives: Thirteen items describing behaviors which emphasize activities done alone, with friends or with relatives which provide a diversion from the hardships and strains of a separation.
- Investing in Children and Maintaining Family Stability: Five items describing behaviors centers around doing things as a family to maintain cohesion.
- Maintaining social support through religious and social activities: Eight items describing behaviors that emphasize community and religious involvement.
- Expressing feelings and seeking understanding through personal and professional relationships: Eight items describing behavior that emphasize the release of feelings and efforts to be understood through friendships or from professionals.

Section I: Sworn officer demographics/work problems

This section of the Police Family Needs and Assets survey was written for sworn officers only. There is a short demographics section that elicits information about

years sworn, years married, current work assignment, shift assignment, rank and second job; all factors that we hypothesize may impact the officer and spill over to the family.

We used two previously cited work climate measures developed by Dr. Robyn Gershon of Johns Hopkins University to determine the positive or negative valence of the respondent officer's work environment. Our experience is that police departments can differ widely in terms of work environment. We wanted to know how the perceived work climate correlated with other variables such as coherence, bonding, stress, and perception of support.

Dr. Gershon's first measure specifically addresses interpersonal issues internal to the respondent's department. Her second measure takes a broader view and incorporates items relating to the judicial system at large, harassment, discrimination, supervision, working conditions, media and so on. The last 26 items on the survey specifically address recent work related stressors. We added an additional seventeen items (#43 – 60) to Dr. Gershon's original measure based on our observations about stressful events common to police work.

Need and Asset Survey Results

Demographic Summary

Participants (N=420) were recruited from various law enforcement offices around the country. The sample consisted of males (53%) and females (47%). The mean age for

the sample was 40 years. The racial characteristics of the sample were as follows:

4.1% African American; 66.8% Euro American; 5.1% Native American; 7.7% Latino/Hispanic; 3.9% Asian American/Asian; and 12.3% indicated other.

Participants were from the north east (10.1%), south east (12.1%), mid west (17.1%), north west (30.4%), south west (16.8%), and 13.4% indicated other. The average years married was 11.6 years and the number of times married was 1.2. For marital status, 82.4% were married 17.6% indicated they were not, 24.5% had been divorced, while 75.5% had not, 6.3% were separated 97.3% indicated they were not, and 2.7% were widowed while 97.3% were not. The average number of children living in the home was 1.4.

Spouses made up 42.4% of the sample while sworn law enforcement officers made up 57.6%. For spouses, 31.4% indicated working in the home taking care of children, while 68.6% indicated that they did not. In addition, 31.3% indicated that they had an outside job, 11.1% reported not having one, and 57.6% responded N/A. For type of work, 43.2% were professional, 12.3% worked in administration, 13.6% were clerical, 11.1% public safety, and 19.8% reported other.

For the officers, their current rank were as follows: 47.0% were police officers; 9.0% detective; and 44.0% reported being sergeant and above. For current work assignment, 53.2% reported patrol, 24.0% investigative, 3.5% custody, and 19.3% reported administrative. The average years for current work assignment was 5.32 years. In addition, for years sworn, 5.0% reported being sworn 0 to 5 years, 15.0% 6

to 10 years, 43.0% 11 to 20 years, and 37.0% indicated being sworn 21 or more years.

The average years sworn and married was 11.6 years.

For shift work, 73.7% indicated that they work permanent days, 7.1% permanent midnight's, 6.1% rotating shifts, and 13.1% permanent swing shifts. Moreover, for rotation cycle, 50.0% indicated rotating every 6 months, 16.7% weekly, and 33.3% rotated yearly. For days off, 78.8% reported having the weekends off while 21.3% reported having off days during the weekday. For officers who worked a second job, the average second job work hours was 9.8. The reasons reported for working overtime or a second job were as follows: 16.0% financial reasons, 3.8% social interaction, .7% escape from home, 5.5% other, and 5.5% no overtime work.

The average department size was 942 individuals. Based on IACP guidelines, a small department was categorized as under 100 individuals, a mid size department was between 100 – 200 individuals, and a large department was categorized as 200 or more individuals. Small departments made up 34.4% of the sample, mid size 12.9% and large 52.7%.

Family Attachment and Flexibility

Resilience was defined as the ability for the family to “struggle well” in the face of adversity. Froma Walsh (1998) indicates that there are five dimensions to family resilience: family beliefs, family organizational pattern, flexibility, bonding or attachment and social resources.

To determine family functioning, the Family Attachment and Changeability Index 8, developed by McCubbin, et. al (1996) was administered. It has two subscales. The attachment subscale measured the strength of the family members' attachment or bonding to each other. The Changeability scale indicated how flexible family members were in their relationships with other. They were also asked how they would like their family system to be on each dimension. Overall, the strength of family member attachment was low ($M=2.05$, $SD=.60$). Many reporting family members going their own way. Interestingly, when asked if they would like to be more bonded or attached, the majority indicated no ($M=1.75$, $SD=.53$). However, on the second dimension, flexibility, all participants felt that family members were flexible ($M=3.60$, $SD=.72$). They also indicated that they would like more flexibility among family members ($M=4.26$, $SD=.53$). **When examined more closely, we find that there are differences between sworn officers and spouses. Spouses wanted to experience more attachment among family members than sworn officers ($t[370]=2.34$, $p<.02$) and wanted more flexibility among family members than sworn officers ($t[369]=2.52$, $p<.01$).**

The respondents in this survey are considered pliant families because they were low in attachment or bonding and high in flexibility according to McCubbin's (1996) typology of families. They have the ability to change, are able to voice their opinions, believe they are decision-makers, and can establish family rules and can fulfill various roles and responsibilities. They also do not feel strong attachment to family members and are hesitant to depend upon each other for support, preferring to

confide in others outside of the family system. May have difficulty doing things with family members and promote family members going their own way (McCubbin, et. al., 1996).

Respondents did not differ in their responses on attachment and flexibility according to geographic region. No significant differences were found between those residing in the Northeast, Southeast, Midwest, Northwest, and Southwest in their family bonding and flexibility.

Differences were found among respondents according to departmental size in how they would like family attachment or bonding to exist among their family members. Comparisons were made between respondents from small, midsize, and large departments. Table 1 displays between group differences.

Table 1

Anova			
Dependent Variable	df	Mean Square	F
Attachment – Like	2	1.308	4.875*
Between Groups	378	.268	
Within Groups	380		
Total			

* $p < .01$

Post Hoc Analyses using a Scheffé's Test revealed that the differences were between respondents from small and midsize departments. Respondents from small

departments believed that they wanted more family bonding than those in midsize departments ($M=1.82$ vs $M=1.55$, respectively).

Differences were found between respondents who were married with children and those without children in overall bonding ($f(406)=2.81, p<.005$). Couples without children reported more attachment than those with children.

Coherence

The family measure of coherence, measures the degree to which family members believe they can control and manage their family responsibilities and work demands and predict and shape their future. It also assesses the respondents' commitment to the mission of the law enforcement agency and the support that they receive from the organization. All of these factors have a significant impact on family adaptation and longevity. **Overall, the respondents scored high on the coherence measure ($M=3.26, SD=.54$). There was a strong commitment to the mission and they felt a sense of control over what was happening to them and thought that they could predict what was to occur in their immediate future. This was the perception of both sworn officers and spouses. There were no significant differences between their scores on the coherence measure.**

Respondents did differ in their responses according to whether they were from small, midsize or large size law enforcement agencies ($f(2)=6.56, p<.002$). Post Hoc Analyses using Scheffé's Test to determine the means between which

significant differences existed, showed differences between participants from large size and small size departments ($M=3.37$ vs. $M=3.10$, respectively). Respondents from large size departments believed they had more control over their lives, and had more support from their law enforcement organization than those from small size departments.

Respondents differed in their responses on the coherence measure according to geographic region. Results of a One-way Analysis of Variance between respondents residing in the northeast, southeast, midwest, northwest and southwest regions indicated that there were regional differences ($F(5)=8.38$, $p<.000$). Post Hoc analysis using Scheffé's Test revealed that those from the northwest ($M=3.37$, $SD=.50$); perceived that they had more control and ability to manage work and home than those from the northeast ($M=2.95$, $SD=.37$) or midwest ($M=3.03$, $SD=.49$). Those from the southwest ($M=3.38$, $SD=.60$) also obtained higher scores on the scale than those from the northeast. Some respondents did not identify themselves from any of the U.S. regions. We are aware that some Canadian law enforcement agencies did indicate that they had personnel who participated in the study although we have no way of identifying the individual respondents. Those participants who did not identify themselves as residing in the U.S. regions ($N=41$) ($M=3.57$, $SD=.51$); scored higher on the measure than those from the northeast, southeast, and midwest.

Family Social Support

The social support index measured the degree to which family members provided support to each others, perceived support from the law enforcement community and their general sense of belonging. **There were no statistically significant differences between spouses and sworn officers in the amount of social support they received. ($f[1]=.386, p=.535$).** Overall, the entire group of respondents reported receiving considerable support from both family and the law enforcement community ($M=3.32, SD=.57$).

There were differences among all respondents perceptions of social support according to the size of their departments ($f[2]=11.85, p<.000$). Again a Scheffé's Test was used to determine differences between the means of small, midsize and large size departments. **Significant differences were found between large size and small size departments ($M=3.44$ vs. $M=3.08$, respectively).** Family members from large size agencies perceived themselves as having more family and community support than those from small sized departments have.

The participants in this survey also differed in response to the amount of social support they received according to geographic region ($f[5]=7.23, p<.00$). Post Hoc Analysis using the Scheffé's Test revealed that those who did not indicate that they resided in one of the U.S. regions reported more social support than those residing in the northeast ($M=3.65$ vs. $M=3.05$); southeast ($M=3.65$ vs. $M=3.11$); and midwest ($M=3.65$ vs. $M=3.05$).

Family Time and Routine

Spouses felt there was more family time and established routines than officers ($t[256]=2.24, p<.02$). Table 2 reflects that spouses were more interested in establishing predictable routines to promote togetherness as reflected in their mealtime subscale scores. Statistically significant differences were also found between spouses and officers on the relative connection subscale. Spouses found it more important than sworn officers to establish predictable routines to make connections with relatives. In addition, spouses more than sworn officers, found it important to establish predictable routines to promote a sense of family organization and accountability needed to maintain family order in the home.

Table 2

Between – Subjects Effects			
Dependent Variables	df	Mean Square	F
Child routines	1	.437	.794
Couple routines	1	.187	.677
Meal-time routines	1	2.39	4.45*
Parent/child togetherness	1	.118	.440
Relative connection	1	1.40	3.89*
Family chores	1	5.43	.115
Family management	1	.89	3.51**

* $p<.05$

** $p<.10$

Table 3 shows similar findings, when examining Between-Subjects Effects for males and female respondents. Overall, both sworn and non-sworn female respondents were more interested in establishing predictable routines to promote togetherness than male respondents, as reflected in their meal-time

subscale scores. Female respondents, more than male respondents, felt it was important to establish predictable routines to make connections with relations.

Table 3

Between – Subjects Effects			
Dependent Variables	df	Mean Square	F
Meal-time routines	1	8.67	3.93*
Relative connection	1	25.62	4.30*

* $p < .05$

Additional analyses were conducted examining differences in officers' perceptions of family time and routine according to their rank within the department. Because the number of detectives was so low in the sample, they were excluded from the present analysis. Results revealed that for the Family Time and Routine scales, those officers who were a sergeant or above indicated spending more time in child routines than police officers ($M=2.5$ vs. $M=2.2$, respectively). Further, in rating the importance of family time and routines, the only significant difference that emerged between police officers and those who are a sergeant or above were in child routines, with high ranking officers rating this higher in importance than police officers ($M=1.5$ vs. $M=1.3$, respectively).

Family Problem Solving Communication

Positive family communication patterns are essential for family problem solving, stability and hardiness. We examined family members' communication patterns using the Family Problem-solving Communication Index (McCubbin, et. al. 1996).

The measure examines overall problem-solving communication patterns, affirming (positive) communication and incendiary (negative) communication patterns.

Overall, the respondents reported affirming communication patterns. **There were no significant differences between sworn officers and spouses in overall problem-solving communication patterns ($t[260] = -.737, p = .462$).**

Results of a One-way Analysis of Variance between respondents according to geographic regions indicated significant differences in problem-solving communication patterns ($F[5, 275] = 4.94, p < .000$). A Scheffé's Test revealed differences between respondents residing in the northwest and northeast. Those residing in the northwest ($M = 1.91, SD = .54$), reported more positive overall problem-solving communication patterns than those in the northeast ($M = 1.44, SD = .33$). In addition, significant differences were noted between those residing in other areas beside the four U.S. regions ($M = 1.92, SD = .57$) and those residing in the northeast; with those residing in other geographic regions reporting more positive overall problem-solving communication patterns than those from the northeast region.

Respondents differed in their reports of affirming communication patterns according to geographic region ($F[5] = 3.67, p < .003$). Post Hoc analysis revealed that those from the northwest reported more affirming communication patterns than those from the northeast ($M = 2.18$ vs. $M = 1.65$, respectively). More affirming communication patterns were reported from those from the southwest region and than from the northeast region of the U.S. ($M = 2.16$ vs, $M = 1.65$).

Significant differences were noted between respondents in overall problem-solving communication patterns according to the size of their departments ($f[2,267]=8.59, p<.01$). Post Hoc analysis using a Scheffé's Test revealed differences were between respondents from large size and small size departments ($M=1.89$ vs. $M=1.59$, respectively). Those from large size department reported more positive communication patterns than those in smaller size departments.

Family Changes and Strains

The ability for the family to change and adapt over time is critical if it is to be resilient. The pile-up of strain and demands can adversely effect the family system. To determine the amount of strain and demands the family experiences, McCubbin's Family Changes and Strains Index was administered. **Overall few stressors or demands were experienced by the study participants during the past twelve months ($M=.327, SD=.29$); and there were no differences in the number of problems reported among sworn officers and spouses.**

There were differences in the number of strains and demands expressed by family members according to the size of their departments ($f[2]=5.70, p<.01$). The Scheffé's Test revealed that those in smaller size departments ($M=.43, SD=.34$) reported more problems than those in larger size departments ($M=.29, SD=.27$).

There were also differences in the number of problems reported according to geographic region ($f[5]=2.90, p<.01$). The number of stress and demands reported varied according to where the respondent worked.

Family Coping

Participants were asked to rate how helpful specific coping strategies were to adjusting to the demands of family life. Three primary subscales were used: fitting into corporate life; developing self and interpersonal relationships; and establishing independence and self-sufficiency. **Overall, most respondents found simply accepting the law enforcement life style demands as minimally helpful ($M=1.07, SD=.65$). Differences between spouses and sworn officers was approaching statistical significance ($f[1]=2.82, p<.09$); suggesting that sworn officers found the coping style more helpful than spouses did.**

Overall, respondents reported that coping behaviors that involved developing themselves and building interpersonal relationships as more helpful, but less than moderately helpful ($M=1.86, SD=.64$). There were no significant differences in responses between sworn officers and spouses. However, male and female respondents differed in developing interpersonal relationships and establishing social support ($f[1]=5.16, p<.03$). Female respondents reported developing more supportive relationships outside the family unit than male respondents did.

The respondents scores on the Independence and Self-sufficiency subscale were relatively low (M=1.22, SD=.66). No significant differences were noted between sworn officers and spouses in the use of this coping strategy.

Additional Coping sub-scales were also used. The sub-scale receiving the highest number of scores and the behavior most favorably endorsed by all respondents was Investing in Children and Maintaining Family Stability (M=2.16, SD=.71). This measure focused on behaviors that centered on doing things as a family and maintaining cohesion (McCubbin, et.al. 1996). There were no significant differences in responses between sworn officers and spouses on this measure.

No significant differences were found between respondents from small size, midsize, and large size departments for most of the subscales, with the exception of one.

Differences among participants according to department size was found on the Expressing Feelings and Seeking Understanding Through Personal and Professional Relationships Sub-Scale ($f[2]=3.10, p<.05$). The coping behaviors measured in this subscale emphasized expressing feelings, and efforts to have greater understanding through talking with friends, those in similar situations or professionals.

Work Climate, Organizational Issues, and Stress

Overall, respondents' perception of the work climate was rather unfavorable.

On a 3 point Likert scale with ratings ranging from (0) false to (2) true, the mean

response for the total sample was (M=1.44, SD=.26). Further, results revealed that large departments held more positive views of the work climate than small departments (M=1.5 vs. M=1.3).

Some of the items for overall perception of the work climate were “Coworkers confront and embarrass each other in meetings” and “Command staff are respectful of each other at work.” All items were coded in the positive direction in order to reflect a positive dimension of work climate.

To further determine the respondents’ perceptions of their work climate, we examined two subscale scores that measured their perceptions of conflictual and supportive interpersonal communication with their departments. **Overall, most respondents reported some conflictual communication patterns within their law enforcement organization (M=1.66, SD=.45) and little supportive communication (M=1.36, SD=.48).** There were no significant differences between officers from small size, midsize and large size departments, in terms of reports of either conflictual and supportive communication patterns. **However, Between-Subject Effects were noted in the degree of supportive communication between respondents from different regions ($f[5]=2.97, p<.01$).** Respondents varied in their perceptions of supportive communication according to where they lived.

There was a significant relationship between the amount of stress reported by the respondents and conflictual communication reported in the workplace ($r=$ -

.308, $p < .01$). Those reporting a higher number of stressors also perceived more conflictual communication in the law enforcement organization. There was also a direct relationship between the amount of perceived social support and the report of conflictual communication ($r = .270, p < .01$). Officers who reported more conflictual communication at work believed that they experienced less overall social support.

There is a strong direct relationship between the number of reported work related problems and the amount of conflictual communication perceived in the workplace ($r = .48, p < .01$). Those who reported fewer work related problems also reported less conflictual communication in the law enforcement agency.

Overall, respondents reported few work related issues. High ranking officers scored higher on this scale than police officers ($M = 3.40$ vs. $M = 3.30$, respectively, $p < .09$). Those with rank identified fewer work related problems than those who did not hold a supervisory position.

The sworn officers were asked to indicate the number of stressors experienced during the past twelve months. **On a 3-point Likert scale with ratings ranging from (0) Disagree to (2) Agree, the respondents mean response was low ($M = .60, SD = .42$). In addition, there were no significant differences between male and female sworn officers in the number of reported stressors.**

There was a strong direct relationship between the number of work related issues reported and the amount of stress experienced by the respondents ($r = .465, p < .01$). Respondents who reported fewer work related problems reported less stress.

Discussion of the Results of the Survey

We hoped to answer one core question with our survey: what builds resilience in police families? In soliciting respondents, we emphasized our interest in the assets aspect of the needs and assets survey. We said frankly that we knew more about what troubles police marriages than what strengthens them. We told prospective respondents we needed to know what makes a police marriage work and our respondents selected themselves accordingly. Our respondent group had a low divorce rate that we surmise is characteristic of our self-selected sample and not generalizable to the police population at large. On several occasions, people took us aside and said that they wanted to fill out our survey, but didn't because their marriages were strained and troubled at the time and they didn't feel they had anything to offer. Some confided that their spouses wouldn't "let" them fill out the survey, another indication of a troubled relationship. We are confident that while our respondent sample may not be representative of the general law enforcement population, it does represent the successful exemplars whom we have long hoped to study.

Approximately 10% of our sample were matched couples who identified themselves as such via our coding system. We found no significant differences between spouses within the matched couples sample and no significant differences between the matched couples and the overall sample. This was important to us because we were initially concerned that the very fact that some couples both completed the survey was an indication that they were significantly different than couples in which only one partner participated.

Bonding and Flexibility

We looked at two core elements of resilience: coherence or bonding and flexibility. Bonding is the “degree to which family members are emotionally bonded into an integral unit, feel close to one another, make efforts to stay connected to other family members, and do things together”. Flexibility is the “degree to which the family can change rules, boundaries and roles to accommodate changing pressures inside and outside the family unit. Flexibility includes open communication, a willingness to compromise, the ability to shift responsibilities and to actively include family member in decision making.” (McCubbin et. al, 1996, p.70).

Overall the strength of family member attachment in our sample was low and the majority said they would like more flexibility although there were some significant differences related to gender. Spouses, who were mostly female, more than sworn, wanted more attachment, but what they wanted was less than we

expected and not much more than officers wanted. Couples without children, bonded more, reporting more attachment or connection than those with children. This suggests that young families are at risk, with the non-enforcement or stay at home spouse becoming isolated and overloaded with child care responsibilities. This will be magnified for those who must relocate away from extended family. Spouses, more than officers, wanted flexibility among family members, more family mealtime, predictable routines to promote family organization and maintain order in the home, and predictable routines to make connections with relatives. Like other research on gender related roles, females, more than males, turn to the family as a primary source of support and shoulder greater responsibility for running the household. Small surprise then that activities which maintain predictable order and connectedness are of more value to our female respondents.

McCubbin divides functioning families into 4 types according to the relative strength of their bonding and flexibility. Families who rate low on both bonding and flexibility are called “fragile”; those who rate high on both dimensions are called “versatile.” Families who are high on bonding and low on flexibility are called “bonded” and those who are high on flexibility and low on bonding are called “pliant.” The majority of our respondents fall into the “pliant” category.

The major strength of pliant families is their ability to change, to bounce back, and reorganize, counterbalancing stability and change and adapting to fit

challenges over time. Family therapist Froma Walsh refers to that set of organizing activities as “shock absorbers” because they ensure continuity and dependability during times of disruption (Walsh, 1998, p. 80). Pliant families respect individual needs, differences, and boundaries. Family members have input into major decisions, feel free to say what they want and can shape rules, and modify traditional practices. They compromise and experiment with new ways of dealing with problems.

Pliant families are more limited than other types of families in their sense of bonding. Family members emphasize going their own way, they may have difficulty doing things as a family unit and they may turn to persons outside their immediate family for support and understanding.

Apparently, our successful police family spouses have learned to expand their support systems beyond their spouse, thus the need to maintain connection with extended family.

The implications of our findings in the areas of bonding and flexibility are important. The pliant lifestyle needs to be normalized because it is at odds with more traditional or “culturally correct” notions of family. Skills and services that support the pliant lifestyle should be included as many venues as possible: family orientations, spousal academies, academy classes, and so on.

The special adaptations police families make, need also be normalized for counselors working with them. This is not dissimilar to developments in the field of step family therapy in which counselors were treating blended families in the same way as they treated biological families. It was not until the unique needs and assets of stepfamilies were understood that therapeutic interventions became truly effective and acceptable to the families seeking help.

The pliant family pattern makes sense considering the “givens” of police work: the long hours, unpredictable schedules, shift work, and intense bonding between officers. Families need to adapt to last minute changes and frequent disappointments when an incident late in the shift, a court appearance, mandatory overtime, low seniority for shift bidding and so on destroy planned outings and traditional holiday celebrations.

Coherence

The measure of coherence is related to the way a family appraises its environment. A high measure of coherence suggests that family members feel they can predict the immediate future of work and family schedules; have control over shaping their future, are committed to the law enforcement mission and lifestyle, and feel they can count on the police department to help out in times of need.

Our respondents scored high on coherence suggesting that a positive appraisal of control is related to family stability. This would parallel studies of job related stress in which lack of control of one's work environment correlated with high degrees of job related stress.

By in large our respondents were successful at work. Forty four percent of them held the rank of Sergeant or above. Their high level of coherence implies that they may feel rewarded by their organizations through promotions and regard their agencies as predictably rewarding work with advancement. It suggests that because they had rank, our respondents may have more control over their worklives.

There was a significant difference on this measure between respondents according to department size. Respondents and spouses from large departments scored higher on coherence than did those from smaller departments. We speculate that the larger the department, the more resources are available to officers and their families in terms of mental health benefits, self-improvement classes, job related training, peer support programs and so on. Furthermore, larger departments are more apt to have active police officer associations, unions, or other forms of bargaining units to protect the officers, and subsequently, the family's interests. The influence of department size on coherence validated the central mission of our project: to create on-line resources for small, underserved police departments

and police families with little or no access to psycho-educational or mental health resources.

In terms of the measures of bonding and flexibility, this high coherence score suggests to us that our “pliant” families get what they want or need from each other in terms of attachment and feel supported in “doing their own thing”. As in the measure of coherence, large departments have more financial and personnel assets to support families, hold social events, pool resources such as donating sick leave to a catastrophically ill co-worker and so on. In small departments, one disabled officer can throw an entire squad into mandatory overtime, whereas in larger departments the remaining staff more easily absorbs individual injuries.

Family Social Support

Family Social Support measures the degree to which family members support each other and the degree to which they are integrated into the general and the law enforcement communities and view their communities as a source of emotional and social support. Our families scored high on this measure and the only significant difference was again between respondents from large size and small size departments. Respondents working with large departments perceived themselves to have more family and community support.

Family Changes and Strains

Rather than focus on single stressors, McCubbin's model for family resiliency looks at the pile up of normative and non-normative crisis through the measure of family changes and strains over the past 12 months. Our sample demonstrated low levels of stressors. We attribute this finding to the self-selection phenomenon: our respondents were in a good place in life. We also speculated that limiting stressors to those occurring in the past 12 months restricted our sample and may have artificially deflated their scores on this measure. As above, officers working in smaller size departments reported more problems than those in larger size departments, suggesting again that social, psychological and financial resources for employees may make a positive difference.

Family Coping

McCubbin clustered coping behaviors according to the amount of time spouses were separated leaving one to cope alone. He had three primary subscales: fitting into the corporate life, developing self and interpersonal relationships; and establishing independence and self-sufficiency.

Overall, our respondents found that fitting into the police lifestyle was minimally helpful, although officers found this coping style more helpful than did spouses. This validates the commonly held view that many officers prefer to socialize with their co-workers, feel less comfortable in the presence of strangers or non law enforcement friends and that shift work as well as the occupational persona makes

it challenging to stay in touch with non-police friends. This places the non-enforcement spouse, particularly the stay at home spouse who may not have a ready-made support system, at risk for isolation. It implies that developing such a support system is important for the spouses' well being.

Our respondents found that the other two clusters of coping behaviors were more helpful than fitting into the corporate lifestyle, but still only of moderate benefit. This led us to use additional coping sub-scales for analysis. Surprisingly, the sub-scale with the highest endorsement was "Investing in Children and Maintaining Family Stability." This sub-scale includes items such as doing things with the family, trying to be father and mother to children, trying to maintain family stability, investing themselves in their children, doing more things with the children.

This sub-scale is characteristic of single parents who are going it alone and has potential for leading to burn out. As stated above, couples with children spend less time together and bond less than childfree couples. Our successful families are then stable, but the link between the "architects" of the family may require more "maintenance and repair" than the link between parent and child.

This may also be a temporary, time bound, coping strategy. As officers advance in rank, our respondents told us, they have more time for children and place more value on spending time with their children. Thus the "serial single parent" may expect relief if and when his/her husband is promoted.

Sergeants and those of a superior rank rated spending more time in child routines than did police officers. They also valued this activity more. We would attribute this finding to the ability of ranking officers to exert more control over their work schedules, receive choicer shifts, be less “gung-ho” about work. We also speculate that due to their age and experience, ranking officers may have some regrets about time not spent with older children and/or may see the value of increased involvement with their younger children.

There were no significant differences in coping behaviors based on department size except when it came to the category relating to expressing feelings and seeking understanding through personal and professional relationships. This category included items such as: talking with others in my same situation; allowing myself to become angry, believing my life would not be better if my spouse were here, professional counseling, crying, talking with someone about how I feel, reading about how other persons in my situation handle things, and seeking out friends who understand how difficult it is for me at times.

Respondents working in larger department, which is the majority of our sample, found these sets of behaviors more helpful than did other respondents, and women found them more helpful than men did. As stated earlier, we surmise that larger departments have more resources to offer. Therefore, a behavior such as “talking with others in my same situation” would be helpful or perceived as helpful in

organizations that had peer support systems. Similarly, professional counseling and talking with someone about how I feel, would be seen as helpful in departments that offered counseling services or included them as an employee benefit.

Since women tend to use counseling services more than men, in general, it is extremely important that spouses, who are mostly female, be informed about their mates' counseling benefits, and have independent access to these services. It is truism that officers do not reliably bring home information about family health benefits. Family orientations for rookie and veteran spouses should always include an overview of these resources.

Department Size and Location

There has been much controversy about the influence of department size and location on police research. Many of us felt that studies conducted in large urban departments like New York and Los Angeles might have little relevance to the experience of officers working in smaller departments. We hoped our survey would not repeat this "sampling error" because it was national in scope and we could identify the size and location of each respondent's department. Indeed, our respondents came from all over with a preponderance from the Northwest.

Overall, respondents did not differ in their responses on attachment and flexibility according to geographic region. However, in almost all instances respondents

from the Northeast United States reported the highest on risk factors such as work stress and the lowest on measures of coherence (the notion that life is predictable); social support, positive family problem solving communication. Respondents from the Northwest and from locations marked “other”, (probably Canada) scored highest on these measures.

We have no way to explain this. Perhaps we are seeing the consequences of a self-selected sample. We may have an over-representation of respondents from one large Northeastern department or area that has a unique profile: e.g., a large department with few available resources or resources that are underutilized, for some reason. If for example, our Northeast respondents work in the New York City area, we may also be seeing the effect of working in a hard-driving, gritty, urban environment in which labor management relationships are cantankerous and adversarial, and everyday living is hard. As we speculated in the beginning, location counts, and research on police and their families does not generalize across the continent. We think there is further work to be done in looking at regional differences.

We found a few significant differences based on department size. Officers from smaller departments wanted more attachment or bonding with their families than officers from mid-size departments leading us to speculate that officers in mid-sized departments could choose among a variety of work place support systems

while officers in small departments had fewer choices and were more dependent on their families.

Officers working in larger departments had more positive perceptions about their work environments perhaps due to increased opportunities for variety and the ability to change environments, supervisors and co-workers. Among our respondents, those with the more positive work environment, reported fewer work problems, less stress and more support. In terms of family bonding, the more officers indicated they bonded with their families, the more perceived support they had.

5. Mental Health Professional Law Enforcement Needs and Assets Survey.

A second inventory, Mental Health Professional Law Enforcement Needs and Assets Survey, was disseminated to members of the Psychology Division of IACP. Also, it was mailed to IACP Psychology Division members and the President of the Division agreed to contact the membership and encourage their participation. This survey was also disseminated at the Police and Public Safety Division 18 meeting of the American Psychological Association in Boston, MA, August, 1999.

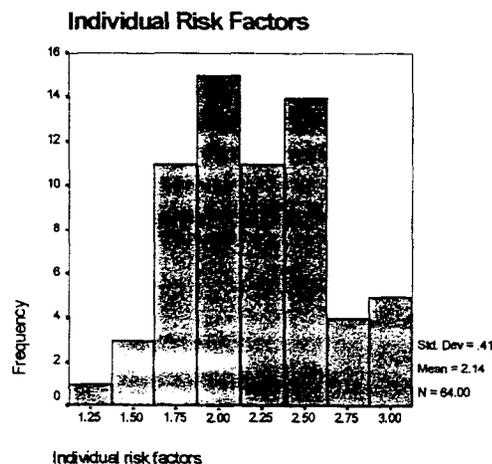
The results of the survey were made available to IACP Psychology Division members in October 1999. There were a total of 81 respondents, however, only 65 had provided counseling services to law enforcement officers and their family members. All of the respondents were psychologists who have worked with law enforcement officers between 8 to 24 years. Most provide counseling services (89.2%) and conduct critical incident stress debriefings for law enforcement personnel (86.2%).

Less than one-half (46.2%) provide administrative services and are involved in program development and evaluation (47.7%).

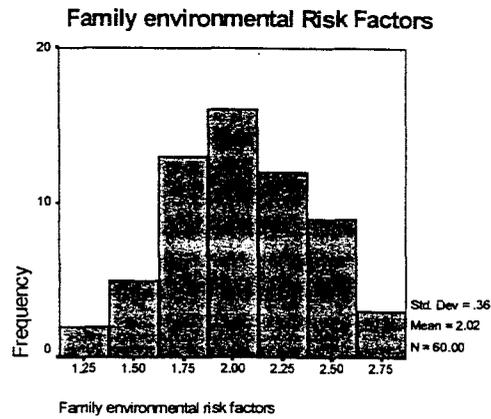
The survey required the respondents to rate how often they encountered specific risk factors or threats among individual officers, among law enforcement family members and within law enforcement agencies on a 3-point Likert type rating scale with end points labeled frequently (3) to never (0). Second, they were to indicate whether in their opinion the factors were or were not relevant in determining family resilience on a 5-point Likert type rating scale with end points labeled not relevant to very important (See Appendix B for Mental Health Professional Law Enforcement Needs and Assets Survey.)

Graph 1 reports the frequency of the risk factors or threats they noted among individual officers. Graph 2 reports the frequency of the risk factors or threats noted among family members. Graph 3 reports the frequency of the threats or risk factors noted among law enforcement agencies.

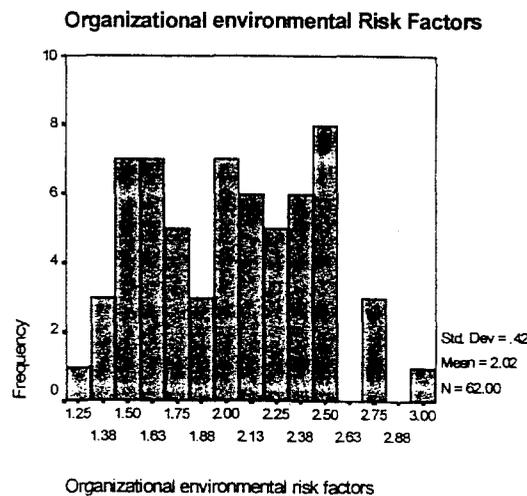
Graph 1



Graph 2

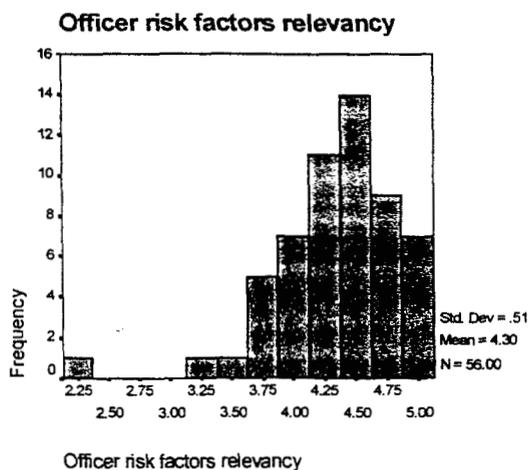


Graph 3



The results suggest that mental health professionals encountered more risk factors among law enforcement officers than among family members or within law enforcement organizations. Most participants reported occasionally encountering the risk factors among officers however, almost all of the respondents indicated that the factors were important to resilience among police families. (See Graph 4)

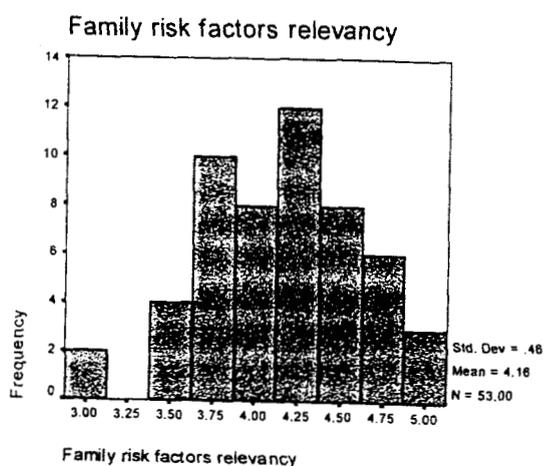
Graph 4



Most of the mental health professionals indicated that they only occasionally noted the risk factors among law enforcement families, however, most were of the opinion that the risk factors were “somewhat to very important” in assuring family resiliency.

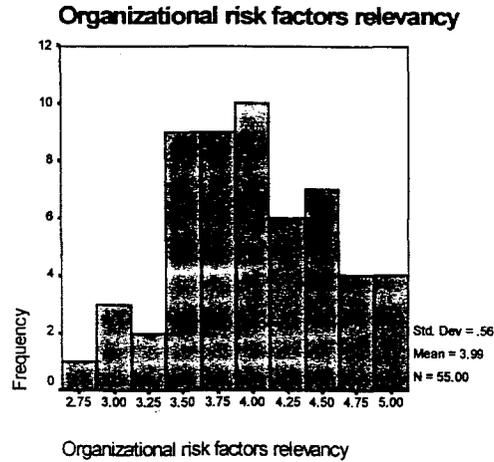
(See Graph 5)

Graph 5



There did not appear to be a consensus among the group of professionals regarding the frequency of the risks factors or threats encountered among law enforcement

Graph 6



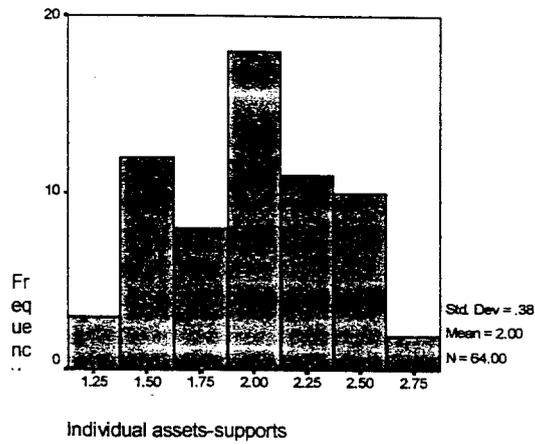
As previously indicated, less than one-half of the respondents were involved in administration or program development and evaluation among law enforcement. This may account for so few of them encountering the environmental threats among police organizations, however, having the belief that these risk factors can significantly impact law enforcement families.

The respondents were also asked to rate on a 3-point Likert type scale with end points labeled never to frequently, how often they encounter a number of protective factors among officers, law enforcement families and law enforcement organizations.

Finally, they were to rate on a 5-point Likert type scale with end points labeled not relevant to very important, as to whether the factor was relevant and important to family resilience. Graph 7 indicates the frequency of the protective factors (assets – supports) they noted among individual officers. Graph 8 reports the frequency of the protective factors noted among families and Graph 9 reports frequency of protective factors noted among law enforcement agencies.

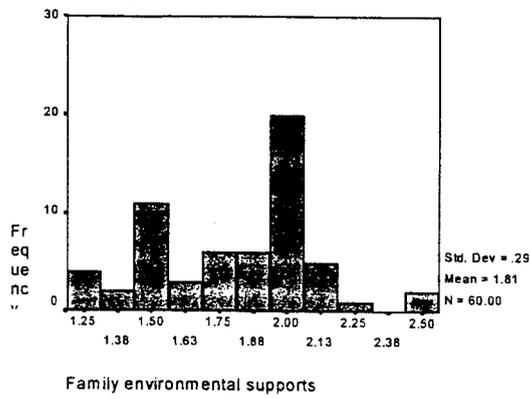
Graph 7

Individual Protective Factors



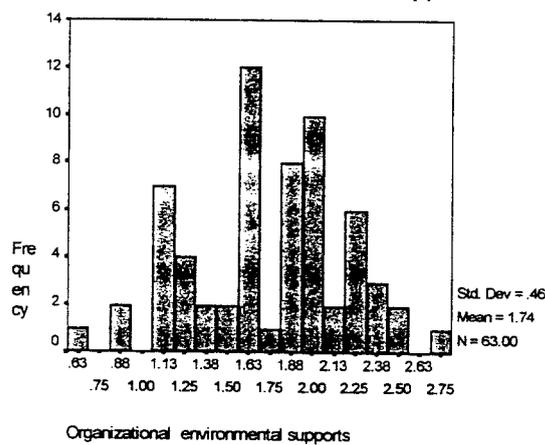
Graph 8

Family Protective Factors



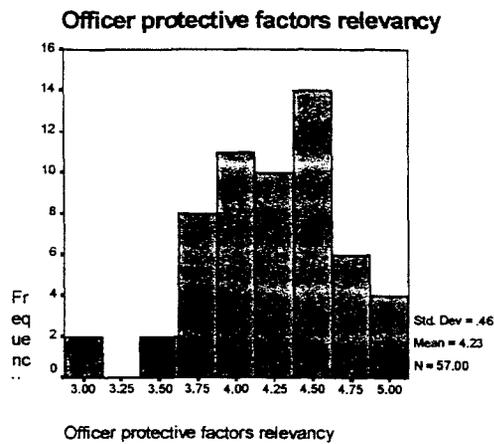
Graph 9

Organizational environmental supports

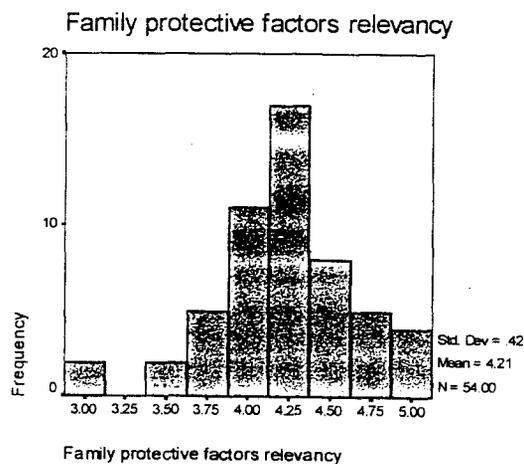


The analysis suggests that mental health professionals only occasionally noted protective factors (assets – supports) among individual officers and families. Most important is that they rarely to only occasionally noted the organizational environmental supports within the law enforcement organization. Almost all reported that the protective factors were important in promoting resilient families (See Graphs 10, 11, and 12).

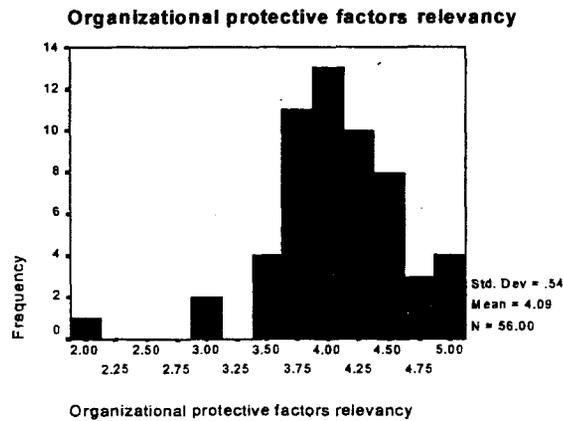
Graph 10



Graph 11



Graph 12



Although organizational factors such as management's awareness of source of stress, offerings of educational programs, peer support programs, resources to provide crisis intervention services to officers and family members, were considered important organizational supports for law enforcement families, few were available.

The mental health professionals survey confirmed that most professionals who work with law enforcement families agreed that the risk factors and protective factors included in the family resiliency survey were relevant in studying resiliency among law enforcement families.

Task and Management Plan

The original task plan was modified. A no additional cost extension was requested, until September 30, 2000. Dr. Lorraine Williams Greene and Dr. Ellen F. Kirschman continued to serve as co-principal investigators for this project. This project tested the efficacy of an innovative prevention service delivery model for police families. The findings of the Need and Asset Survey are being written up for publication.

References

Kirschman, E. (1997). I Love a Cop. NY: Guilford Press.

McCubbin, H. I., Thompson, A. I., and McCubbin, M. A. (1996).
Family Assessment: Resiliency, Coping and Adaptation.
Madison, WI.

Walsh, Froma, (1998). Strengthening Family Resilience. NY: Guilford Press.



11402

The Law Enforcement Family Needs and Assests Survey

By Lorraine Williams Greene, Ph.D. and Ellen Kirschman, Ph.D.

This survey is designed to determine what attitudes and behaviors strengthen and support police families. (By families we mean a couple with or without children or step-children, a single parent family when one parent was or is a law enforcement officer, or domestic partners when one is a law enforcement officer). There are no right or wrong answers, please respond to every question as it applies to you. Please mark the appropriate response.

Confidentiality: *The survey is anonymous: **DO NOT SIGN YOUR NAME OR INCLUDE ANY IDENTIFYING INFORMATION.** To preserve your confidentiality you will need to create your own personal identification code (PIC). This code will help us analyze data from several thousand surveys. Only you will know your code.*

How to create your own ID code: *In the space below, create a code using a combination of 6 numbers and letters of your choice. **COUPLES** should complete separate surveys but **USE THE SAME CODE** followed by the letter **O** for law enforcement spouse, **S** for non-law enforcement spouse, and **OS** if you are both an officer and a spouse.*

ID CODE

--	--	--	--	--	--	--

 -

--	--

Behavioral Science Form

0006363



11402

To be completed by sworn law enforcement officers

Directions: Please fill the circle that best indicates how much you agree with the following statements

Shade circles like this: ●
Not like this: ⊗

- 1. Suspects are dealt with in a just and adequate way by the court system.
2. Man-power resources in the department are not utilized in the best way.
3. There is good and effective cooperation between units.
4. I can trust my partner and co-workers.
5. My immediate supervision is inadequate.
6. I view my work as just a job - it is not a career.
7. The major satisfaction in my life comes from my job.
8. I feel trapped in this job because of all the time I have put into it.
9. It is very likely that I will make a genuine effort to find a job outside this department within the next year.
10. Compared to my peers (same rank), I find that I am more likely to be criticized for my mistakes.
11. I feel that I am less likely to get chosen for certain assignments because of "who I am" (e.g., race, gender, sexual orientation).
12. Fellow officers or supervisors try to harass me.
13. Within the department, offensive racial/ethnic jokes are often made in my presence.
14. Within the department, offensive gender related jokes are often made in my presence.
15. When I am assertive or question the way things are done in the department, I am considered militant.
16. Promotions in this department are not tied to ability and merit.

Strongly Disagree Disagree Neutral Agree Strongly Agree
[Response grid with 16 rows and 5 columns of circles]



11402

To be completed by sworn law enforcement officers

Directions: Please fill the circle that best indicates how much you agree with the following statements

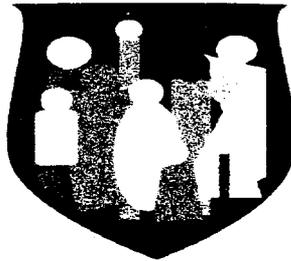
Shade circles like this: ●
Not like this: ⊗ ✓

- 17. The public has confidence in this police force.
18. Media reports of alleged police wrong-doing are biased against us.
19. The administration supports officers who are in trouble.
20. I have had to make split second decisions on the street that could have serious consequences.
21. Some police would put their work ahead of anything - including their families.
22. My immediate supervisor is competent.
23. In order to get ahead in the department, you have to be an expert in playing politics.
24. The department tends to be more lenient in enforcing rules and regulations for female officers.
25. People in the department will do things behind your back.
26. My immediate supervisor will defend me in dealings with the department.
27. I have to work twice as hard to get credit or respect compared to other officers.
28. I find supervising other people to be very stressful.
29. I am bothered by my co-workers complaining about work.
30. Female officers are held to a higher standard than other officers.
31. My salary is less than I could earn working in another country.
32. I am aware of racial discrimination against other officers.
33. Ethnic minority officers are held to a higher standard than other officers.

Strongly Disagree Disagree Neutral Agree Strongly Agree
[Response grid with 33 rows and 5 columns of circles]

Portions of this survey were adapted from instruments developed by Dr. Hamilton McCubbin Director of the Family Stress, Coping and Health Project at the Center for Family Studies, University of Wisconsin and Dr. Robyn Gershon of Johns Hopkins University.

This project was supported by Grant #98-FS-VX-0004 awarded by the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice. Points of view in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



PoliceFamilies.com

Need and Asset Survey

Developed by

Lorraine Williams Greene, Ph.D.

Ellen Freeman Kirschman, Ph.D.

This project was Funded by

Grant #98-FS-VX-0004

*Awarded by the National Institute of Justice,
Office of Justice Programs, US Department of Justice*

Supported by

Metropolitan Police Department of Nashville and Davidson County

Advisory Committee

American Psychological Association (Police & Public Safety Division)

FOP Auxiliary

Hayward Police Department

International Association of Chiefs of Police (Psychological Services Sub Section)

Michigan State Police Department

Oakland Police Department

Palo Alto Police Department

PEACE

Peace Officers Wives' Clubs Affiliated of California (POWCA)

Reach Out Law Enforcement Spouses + Family Members (ROLES+)

Spouses of Police Officers

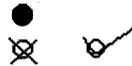


11402

Please mark or fill the appropriate response.

Shade circles like this: ●

Not like this: ⊗



Section A

1. What is your gender?

Male Female

2. Your year of birth?

19

3. What is your historic/geographic origin?

- African-American or African
- European American or European
- Native American
- Latino/Hispanic
- Asian American or Asian
- Other (please specify)

4. Are you currently married?

Yes No

Divorced?

Yes No

Separated?

Yes No

Widowed?

Yes No

5. How many years have or were you married?

Years

6. How many times have you been married?

Times

7. How many children are currently living in your home?

Children

8. Do you work full time taking care of the home and/or children?

Yes No

9. If you are not a sworn law enforcement officer, do you have a job outside of the home?

Yes No N/A

10. If yes, what type of work do you do?

11. If yes, about how many hours do you work per week?

hours per week

12. What is your rank or spouse's current rank?

- Patrol Yes No
- Investigative Services Yes No
- Detention Yes No
- Sergeant Yes No
- Lieutenant and above Yes No

13. In what geographic region do you live?

- Northeast
- Southeast
- Midwest
- Northwest
- Southwest
- Other

14. What is the size of your or your spouses department?

, #Sworn



11402

The Law Enforcement Family Needs and Assests Survey By Lorraine Williams Greene, Ph.D. and Ellen Kirschman, Ph.D.

This survey is designed to determine what attitudes and behaviors strengthen and support police families. (By families we mean a couple with or without children or step-children, a single parent family when one parent was or is a law enforcement officer, or domestic partners when one is a law enforcement officer). There are no right or wrong answers, please respond to every question as it applies to you. Please mark the appropriate response.

Confidentiality: *The survey is anonymous: **DO NOT SIGN YOUR NAME OR INCLUDE ANY IDENTIFYING INFORMATION.** To preserve your confidentiality you will need to create your own personal identification code (PIC). This code will help us analyze data from several thousand surveys. Only you will know your code.*

How to create your own ID code: *In the space below, create a code using a combination of 6 numbers and letters of your choice. **COUPLES** should complete separate surveys but **USE THE SAME CODE** followed by the letter **O** for law enforcement spouse, **S** for non-law enforcement spouse, and **OS** if you are both an officer and a spouse.*

ID CODE

--	--	--	--	--	--	--

 -

--	--



11402

Instructions: *Decide how well each statement describes what is happening in your family. In the column headed "NOW" fill in the circle, which best describes how often each thing is happening right now. In the column headed "LIKE" fill in the circle, which best describes how often you would like each thing to happen in your family.*

Shade circles like this: ●
Not like this: ⊗ ☑

Section B

In my family.....

1. In our family it is easy for everyone to express his/her opinion.
2. It is easier to discuss problems with people outside the family than with other family members.
3. Each family member has input in major family decisions.
4. Family members consult other family members on their decisions.
5. In our family everyone goes his/her own way.
6. We have difficulty thinking of things to do as a family.
7. Discipline is fair in our family.
8. Family members feel closer to people outside the family than to other family members.
9. Our family tries new ways of dealing with problems.
10. In our family, everyone shares responsibility.
11. It is difficult to get a rule changed in our family.
12. Family members avoid each other at home.
13. When problems arise, we compromise.
14. Family members are afraid to say what is on their minds.
15. Family members pair up rather than do things as a total family.

NOW					LIKE				
Never	Some times	Half of the time	More than half	Always	Never	Some times	Half of the time	More than half	Always
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.



11402

Please rate the following statements as they apply to your family.

Shade circles like this: ●

Not like this: ⊗



Section C

- 1. If there is a conflict between the family's needs and the police department's needs, there is no question that the department comes first.
- 2. The police department seems to dictate to spouses of police officers what they should or should not do.
- 3. Our family can pretty well plan in advance for special assignments in the police department.
- 4. If we have problems or special needs in our family, we feel confident we can get the help we need.
- 5. Our family feels we have some say about future police department assignments (when and where).
- 6. My family and I are unsure whether we will stay in or leave the police department.
- 7. Law enforcement life makes planning for family member's education and work almost impossible.
- 8. If our family voices any special needs and concern it will hurt our chances for advancement in the department.
- 9. Our family is unsure when our law enforcement member will be home or gone.
- 10. Our work and family schedules are always up in the air because of frequent call outs, long work hours, etc.
- 11. The police department treats its members and their families justly and fairly.
- 12. Our family shares a commitment to the lifestyle and mission of the police department.
- 13. When we face problems in our family, we have the ability to look on the brighter side of things.
- 14. The police department really does take care of its families and wants us to be all that we can be.
- 15. When law enforcement creates hardships for us, the police department makes every effort to explain and communicate the rationale for change.
- 16. There is no way that being in law enforcement can ever be good for our family.
- 17. Within our family we have fair and just rules that keep things running smoothly.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				
<input type="radio"/>				



11402

Directions: Read the statements below and decide for your family whether you: (1)Strongly Disagree; (2)Disagree; (3)Neutral; (4)Agree; (5)Strongly Agree. Fill the circle for that reponse.

Shade circles like this: ●

Not like this: ⊗



Section D

- 1. If I had an emergency, even people I do not know in the police department would be willing to help.
2. I feel good about myself when I sacrifice and give time and energy to members of my family.
3. The things I do for members of my family and they do for me make me feel part of this very important group.
4. Police Families know they can get help from the police department if they are in trouble.
5. I have friends who let me know they value who I am and what I can do.
6. People in the police department can depend on each other.
7. Members of my family seldom listen to my problems.
8. My friends in the police department are a part of my everyday activities.
9. There are times when family members do things that make other members unhappy.
10. I need to be very careful how much I do for my friends because they take advantage of me.
11. Being a part of this law enforcement organization gives me a secure feeling.
12. The members of my family make an effort to show their love and affection for me.
13. There is a feeling in the police department that people should not get too friendly with each other.
14. It is more difficult to raise children when you are married to a law enforcement officer.
15. I feel secure that I am as important to my friends as they are to me.
16. I have some very close friends outside the family who I know really care for me and love me.
17. Member(s) of my family seem to take me for granted.

Response grid with columns: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree. Each row contains five circles for selection.



Please rate the following statements as they apply to your family.

Shade circles like this: ●
Not like this: ⊗

How Important to Keeping the Family Together and United
Important

Section E

Routines

Work Day and Leisure Time Routines

1. Parent(s) have some time each day for just talking with children.
2. Working parent has a regular playtime with children after coming home from work.
3. Working parent takes care of the children some time almost every day.
4. Non-working parent and children do something together outside the home almost every day (e.g., shopping, walking, etc.)
5. Family has quiet time each evening when everyone talks or plays quietly.
6. Family goes some place special together each week.
Family has a certain family time each week when they do things together at home.
8. Parent(s) read or tell stories to the children almost every day.
9. Each child has some time each day for playing alone.
10. Children/teens play with friends daily.

Couples Routines

11. Couple has a certain hobby or sport they do together regularly.
12. Couple has time with each other quite often.
13. Couple goes out together one or more times a week without children.
14. Couple often spends time with teenagers for private talks.

Family Bedtime Routines

15. Children have special things they do or ask for each night at bedtime (e.g., story, goodnight kiss, hug, etc.)
16. Children go to bed at the same time almost every night.

	Strongly Disagree	Disagree	Neutral	Agree	Not	Somewhat	Very	Not Applicable
1. Parent(s) have some time each day for just talking with children.	<input type="radio"/>							
2. Working parent has a regular playtime with children after coming home from work.	<input type="radio"/>							
3. Working parent takes care of the children some time almost every day.	<input type="radio"/>							
4. Non-working parent and children do something together outside the home almost every day (e.g., shopping, walking, etc.)	<input type="radio"/>							
5. Family has quiet time each evening when everyone talks or plays quietly.	<input type="radio"/>							
6. Family goes some place special together each week. Family has a certain family time each week when they do things together at home.	<input type="radio"/>							
8. Parent(s) read or tell stories to the children almost every day.	<input type="radio"/>							
9. Each child has some time each day for playing alone.	<input type="radio"/>							
10. Children/teens play with friends daily.	<input type="radio"/>							
11. Couple has a certain hobby or sport they do together regularly.	<input type="radio"/>							
12. Couple has time with each other quite often.	<input type="radio"/>							
13. Couple goes out together one or more times a week without children.	<input type="radio"/>							
14. Couple often spends time with teenagers for private talks.	<input type="radio"/>							
15. Children have special things they do or ask for each night at bedtime (e.g., story, goodnight kiss, hug, etc.)	<input type="radio"/>							
16. Children go to bed at the same time almost every night.	<input type="radio"/>							



11402

Shade circles like this: ●

Not like this: ○



Section F

When our family struggles with problems or conflicts, which upset us, I would describe my family in the following way:

- 1. We yell and scream at each other.
- 2. We are respectful of each other's feelings.
- 3. We talk things through till we reach a solution.
- 4. We work hard to be sure family members were not hurt, emotionally or physically.
- 5. We walk away from conflicts without much satisfaction.
- 6. We share with each other how much we care for one another.
- 7. We make matters more difficult by fighting and bringing up old matters.
- 8. We take the time to hear what each other has to say or feel.
- 9. We work to be calm and talk things through.
- 10. We get upset, but we try to end our conflicts on a positive note.
- 11. In my family of origin, no one abused alcohol or drugs.
- 12. In my family of origin, my parents had a happy marriage

	Mostly False	Mostly True	True
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section G

During the past 12 months, did any of the following happen in your family?

- 1. Family member appeared to have emotional problems
- 2. Family Member appeared to depend on alcohol or drugs
- 3. Remarried and/or added a child to the family
- 4. Child member became pregnant
- 5. Incurred financial debts
- 6. Purchased or built a home
- 7. Spouse became seriously ill or injured
- 8. Child became seriously ill or injured
- 9. Close relative or friend become seriously ill
- 10. Child died
- 11. Death of husband's or wife's parents or close relative
- 12. Close friend of family died
- 13. Incidents of extreme anger and/or physical abuse in the family
- 14. Family member was arrested by the police
- 15. Family conflict over whether to stay in or leave the Police Department

No Problems	Yes, Small Problem	Yes, Big Problem	No Children
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate the following statements as they apply to your family.

Shade circles like this: ●
Not like this: ⊗

How Important to Keeping the
Family Together and United
Important

Family Meals

17. Family eats at about the same time each night.

18. Whole family eats one meal together daily.

Extended Family Routine

19. At least one parent talks to his or her parents regularly.

20. Family has regular visits with the relatives

21. Children/teens spend time with grandparent(s) quite often.

22. We talk with/write to relatives usually once a week.

Leaving and Coming Home

23. Family checks in or out with each other when someone leaves or comes home.

24. Working Parent(s) comes home from work at the same time each day.

25. Family has certain things they almost always do to greet each other at the end of the day.

26. We express caring and affection for each other daily.

Family Chores

27. Parent(s) have certain things they almost always do each time the children get out of line

28. Parents discuss new rules for children/teenagers with them quite often.

Family Chores

29. Children do regular household chores.

30. Mothers do regular household chores.

31. Fathers do regular household chores.

32. Teenagers do regular household chores.

	Strongly Disagree	Disagree	Neutral	Agree	Not	Somewhat	Very	Not Applicable
17. Family eats at about the same time each night.	<input type="radio"/>							
18. Whole family eats one meal together daily.	<input type="radio"/>							
19. At least one parent talks to his or her parents regularly.	<input type="radio"/>							
20. Family has regular visits with the relatives	<input type="radio"/>							
21. Children/teens spend time with grandparent(s) quite often.	<input type="radio"/>							
22. We talk with/write to relatives usually once a week.	<input type="radio"/>							
23. Family checks in or out with each other when someone leaves or comes home.	<input type="radio"/>							
24. Working Parent(s) comes home from work at the same time each day.	<input type="radio"/>							
25. Family has certain things they almost always do to greet each other at the end of the day.	<input type="radio"/>							
26. We express caring and affection for each other daily.	<input type="radio"/>							
27. Parent(s) have certain things they almost always do each time the children get out of line	<input type="radio"/>							
28. Parents discuss new rules for children/teenagers with them quite often.	<input type="radio"/>							
29. Children do regular household chores.	<input type="radio"/>							
30. Mothers do regular household chores.	<input type="radio"/>							
31. Fathers do regular household chores.	<input type="radio"/>							
32. Teenagers do regular household chores.	<input type="radio"/>							



11402

Purpose Family Coping Inventory is designed to record the behavior wives or husbands find helpful to them in managing family life when spouses are unavailable for short periods of time. Coping is defined as individual or group behavior used to manage the hardships and relieve the discomfort associated with life changes or difficult life events.

Directions: Here is a list of "behaviors" or statements that spouses may or may not use to cope. Please carefully consider "how helpful" each of these behaviors has been to you in your adjustment. Fill in the appropriate circle, following responses for each statement. Please be sure and record a response for every item.

Shade circles like this: ●
Not like this: ⊗ ⊕

Section H

Behaviors

- 1. Talking with other individuals in my same situation
- 2. Going to school
- 3. Learning new skills
- 4. Developing myself as a person
- 5. Making financial investments/savings
- 6. Doing things with the family
- 7. Involvement in religious activities
- 8. Trying to be a father and a mother to the children
- 9. Allowing myself to become angry
- 10. Believing that my spouse's career is most important
- 11. Always depending upon friends to give me support
- 12. Trying to maintain family stability
- 13. Investing myself in my children
- 14. Becoming more independent
- 15. Reading
- 16. Believing that the law enforcement agency that my spouse and/ or I work for have my family's best interests in mind
- 17. Taking advantage of local programs and services aimed at helping those in my situation
- 18. Wishing my spouse (or former spouse) was not gone and that things were different
- 19. Believing that my life would not be any better if my spouse were here (or my former spouse and I were still together)
- 20. Building close relationships with people
- 21. Taking advantage of professional counseling

	Not Helpful	Minimally Helpful	Moderately Helpful	Very Helpful
1.	○	○	○	○
2.	○	○	○	○
3.	○	○	○	○
4.	○	○	○	○
5.	○	○	○	○
6.	○	○	○	○
7.	○	○	○	○
8.	○	○	○	○
9.	○	○	○	○
10.	○	○	○	○
11.	○	○	○	○
12.	○	○	○	○
13.	○	○	○	○
14.	○	○	○	○
15.	○	○	○	○
16.	○	○	○	○
17.	○	○	○	○
18.	○	○	○	○
19.	○	○	○	○
20.	○	○	○	○
21.	○	○	○	○



11402

Directions: Here is a list of "behaviors" or statements that spouses may or may not use to cope. Please carefully consider "how helpful" each of these behaviors has been to you in your adjustment. Fill in the appropriate circle, following responses for each statement. Please be sure and record a response for every item.

Shade circles like this: ●
Not like this: ⊗

Behaviors

- 22. Involvement in activities specifically designed for law enforcement families
23. Establishing a new life for myself
24. Drinking alcohol
25. Counting on relatives to help me out
26. Being active in the local community
Doing things with relatives
28. Reliving the past; reflecting on the memorable events and/or happy times
29. Crying
30. Believing that things will always work out
31. Dating
32. Talking to someone about how I feel
33. Showing that I'm strong
34. Using drugs
35. Making sure I take advantage of all police department benefits
36. Participating on a regular basis in planned activities sponsored by the police department
37. Establishing a routine which is not dependent upon my spouse (or former spouse) being around
38. Believing that I am better at running the family and/or finances without my spouse or former spouse
39. Believing that this is our style of life and I should enjoy it
40. Always trusting my faith to pull me through
41. Doing more things with the children
42. Being a "good" spouse and doing what my spouse wants me to do
43. Believing in God
44. Doing volunteer work
45. Involvement in social activities (parties, etc.)

Response grid with columns: Not Helpful, Minimally Helpful, Moderately Helpful, Very Helpful. Each row contains four circles for selection.



11402

To be completed by sworn law enforcement officers

Section I

Shade circles like this: ●

Not like this: ⊗



1. How many years have you been a sworn police officer? ○ 0 to 5 ○ 6 to 10 ○ 11 to 20 ○ 21 and up

2. How many years have you been married and worked as a sworn police officer? [] [] Years

3. What is your current work assignment? ○ Patrol ○ Investigative ○ Custody ○ Administrative ○ Undercover/ Task Force

4. How many years have you been in your current work assignment? [] [] Years

5. What shift do you normally work? ○ Permanent Days ○ Permanent Midnights ○ Rotating shifts "rotation cycle every []" ○ Permanent Swing Shifts

6. What are your normal days off from work? ○ Weekends ○ Weekdays

7. What is your current rank? ○ Police Officer ○ Detective ○ Sergeant and above

8. Over the past month, about how many hours did you work at a second job? [] [] Hours

9. If you work overtime or a second job, please check the reasons (check all that apply).

- Financial reasons
○ Social interaction
○ Escape from home
○ No overtime work
○ Other []

Directions: Please read each statement below and decide to what degree each describes your law enforcement agency.

- 1. Coworkers confront and embarrass each other in meetings
2. Command staff are respectful of each other at work.
3. Officers are respectful of each other at work.
4. Coworkers are not open and honest with each other at work.
5. We work hard to be sure colleagues/coworkers are not offended or hurt emotionally.
6. Officers walk away from disagreements and heated discussions feeling frustrated.
7. Command staff walk away from disagreements and heated discussions feeling frustrated.
8. Command staff affirm officer's opinions and viewpoints even when they may disagree.
9. Co-workers make matters more difficult by getting emotionally upset and stirring up old problems.
10. Co-workers take the time to hear what each other has to say or feel.
11. Co-workers try to be calm and talk things through.
12. Co-workers get upset, but try to end differences on a positive note.
Command staff show tolerance when officers make mistakes.
14. Command staff are tolerant when officers voice a difference in opinion.
15. Command staff actually listen to officers opinions and simply don't give "lip service".

Response grid with columns: False, Mostly False, Mostly True, True. Each row corresponds to a statement with a circle for marking.

Behavioral Science Form

0006363

Directions: Here is a list of "behaviors" or statements that spouses may or may not use to cope. Please carefully consider "how helpful" each of these behaviors has been to you in your adjustment. Fill in the appropriate circle, following responses for each statement. Please be sure and record a response for every item.

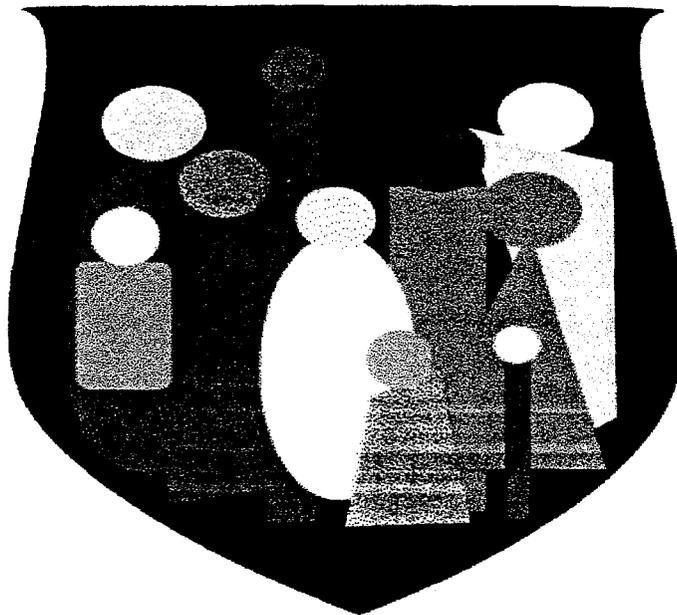
Shade circles like this: ●
Not like this: ⊗ ✓

Behaviors

- 46. Planning my future
47. Concentrating on hobbies (art, music, sewing, etc.)
48. Eating
49. Traveling
50. Always relying on myself to solve problems
51. Going shopping with the children or by myself
52. Reading about how other persons in my situation handle things
53. Seeking encouragement, guidance and support from my parent(s)
54. Engaging in relationships and friendships which are satisfying to me
55. Sleeping
56. Keeping my self in shape and well groomed
57. Watching television
58. Going to movies
59. Remodeling or redecorating the house
60. Engaging in club work (church, PTA, etc.)
61. Telling myself that I have many things I should be thankful for
62. Keeping problems to myself
63. Going shopping with friends
64. Advancing my professional career
65. Living up to what society wants me to do as a parent
66. Participating in gatherings and events with relatives
67. Socializing with friends of the opposite sex
68. Establish a new style of life-new friends, new activities, etc.
69. Always believing that nothing bad could ever happen to my children
70. Seeking out friends who understand how difficult it is for me at times

Not Helpful, Minimally Helpful, Moderately Helpful, Very Helpful columns with circles for response selection.

Mental Health Professionals Survey
By
Lorraine Williams Greene, Ph.D.
Ellen Freeman Kirschman, Ph.D.



Policefamilies.com

1900 Church Street, Suite 500, Nashville, TN 37203 (615) 862-7887



Dear Colleague:

We need your help! The attached survey is funded by a grant from the National Institute for Justice (Grant #98-FS-VX-0004: On Line Education Resources and Support for Law Enforcement Families) and is part of a project to 1) assess the needs and assets of police families and 2) provide on-line psychological support and education for the police family community. A similar survey is being distributed to law enforcement families nationwide and, with you help, will be the largest survey of its kind.

Our survey is unique because it was developed by law enforcement professionals and law enforcement families and because it looks at families from a positive, rather than a pathological perspective. Until now most studies of law enforcement families looked primarily at risk factors and overlooked protective factors – skills or assets that help individuals and families resolve problems and resist stress. Both risk and protective factors are crucial to our understanding of what strengthens a police family and promotes resilience, which we are defining as the ability to “struggle well” and bounce back from work related stress. We would appreciate a few minutes of your time and ask that you complete the survey and return it in the attached envelope. The results of both surveys will be available at our website – www.policefamilies.com.

In addition, please note that there are others ways for you to participate in this project.

- You can distribute surveys or flyers about the online survey to your clients and your client departments.
- You can be a guest speaker in a chat room (we will feature a new topic every month and welcome your suggestions for same).
- You can write an editorial article for the “Psychologist’s Soap Box”.
- You can have your name, address, phone number and email address listed in our resources section. (Having your name listed in the resource section does not obligate you to provide counseling. Any such arrangement is between you and the person who contacted you).

1900 Church Street, Suite 500, Nashville, TN 37203, (615) 862-7887

If you are interested in participating and/or you have some suggestions or questions for us, please contact our Family Resource Manager at (615) 862-7887 or e-mail her at bcathy@nashville.org.

Thank you for taking the time to participate in this important project. By doing so you are joining others who have endorsed our efforts: The International Association of Chiefs of Police – Psychological Services Section; The American Psychological Association – Division 18 - Police and Public Safety Section; The Fraternal Order of Police Auxiliary; Spouses of Police Officers (SOP); The Peace Officers Wives' Clubs Affiliated of California (POWCA); The Metropolitan Police Department of Nashville and Davidson County; The Oakland Police Department; The Hayward Police Department; and the Palo Alto Police Department.

Lorraine Williams Greene, Ph.D.

Ellen F. Kirschman, Ph.D.

Encl.

The Mental Health Professional Law Enforcement Needs and Assets Survey

Authored by

Lorraine Williams Greene, Ph.D. and Ellen Freeman Kirschman, Ph.D.

Directions: Step 1:

First, read the statements below and decide how often you encounter the following risk factors among law enforcement officers and their family members: (1) Frequently; (2) Occasionally; (3) Rarely; (4) Never. Put a check mark in the appropriate box.

Step 2:

After you have responded to the question of frequency, return to the list of risk factors and indicate whether in your opinion the factor is: (1) Not relevant to family resilience; (2) Not important; (3) Somewhat important; (4) Important; (5) Very important. Put the appropriate number in the space provided before the statement.

Relevancy		Never	Rarely	Occasionally	Frequently
	The Individual Officer:				
	Lack of insight into work related stressors				
	Inability to identify feelings				
	Denial of emotional needs				
	Social isolation				
	Limited constructive activities outside of work				
	Substance abuse/problem drinking				
	Characterological flaws/psychological problems				
	Poor interpersonal skills				
	Other:				
	The Family:				
	Limited knowledge of police work				
	Inability to identify stress in family members				
	Inability to identify stress in themselves				
	Social isolation				
	Poor communication skills				
	Conflicts setting priorities between job and home				
	Financial management problems				

Relevancy		Never	Rarely	Occasionally	Frequently
	The Family (cont.):				
	Limited community resources to deal with trauma				
	Family crisis				
	Limited conflict resolution skills				
	Conflicts regarding officer's choice of work				
	Financial instability				
	Limited knowledge regarding child/adolescent development				
	Other: _____				
	The Organization:				
	Inability to quickly identify symptoms of stress in officers				
	Management's lack of awareness of organizational stressors				
	Management's lack of awareness of resources				
	Lack of resources to deal with acute and chronic stress				
	Limited knowledge of CIS reaction				
	Perceived sex discrimination				
	Perceived racial discrimination				
	Poor communication				
	Poor supervision				
	Lack of role models and mentors				
	Perceived lack of acceptance by peers and supervisors				
	Promotional processes				
	Workload				
	Community response				
	Line of duty danger				
	Shift work				
	Perceived favoritism				
	Sexual harassment				
	Other: _____				

Protective Factors

Directions: **Step 1:**

First, read the statements below and decide how often you encounter the following protective factors: (1) Frequently; (2) Occasionally; (3) Rarely; (4) Never. Put a check mark in the appropriate box.

Step 2:

After you have responded to the question of frequency, return to the list of protective factors and indicate whether in your opinion the factor is: (1) Not relevant to family resilience; (2) Not important; (3) Somewhat important; (4) Important; (5) Very important. Put the appropriate number in the space provided before the statement.

Relevancy		Never	Rarely	Occasionally	Frequently
	The Individual Officer:				
	Awareness of personal signs and symptoms of stress				
	Effective communication style				
	Established social support system at work				
	Established social support system at home				
	Bonds with community organizations/institutions outside of law enforcement				
	Shows flexibility				
	Good health and fitness habits				
	Hobbies				
	Bonding – close with at least one other individual outside of law enforcement				
	Has an optimistic outlook on life				
	Other:				
	The Family:				
	Awareness of job related stress factors				
	Ability to identify family stressors				
	Ability to identify personal stressors				
	Maintains a social support system				

Relevancy					
		Never	Rarely	Occasionally	Frequently
	The Family (cont.):				
	Has knowledge of resources in community				
	Has knowledge of resources in department				
	Has a family structure with clear roles and responsibilities				
	Open communication				
	Uses conflict resolution skills				
	Uses problem solving skills				
	Supportive relationships outside police work				
	Family members have optimistic outlook/ability to make meaning of adversity				
	Knowledge of CIS reactions				
	Family time together				
	Couple time together				
	Family participation in department sponsored social and education activities				
	Spirituality				
	Flexibility, adaptable to change				
	Financial stability				
	Law enforcement families hold the department in high esteem				
	Other: _____				
	The Organization:				
	Management is aware of signs and symptoms of stress				
	Management supports resources to deal with acute and chronic stress				
	Educational opportunities are available				
	There is an early warning identification and support system				
	Supports a peer support program				
	In-service training in cultural competency for management				
	In-service training in cultural competency for line level officers				
	Management identifies and manages sexual discrimination and harassment				
	Management actively promotes support for women and ethnic minorities				

Relevancy	The Organization (cont.):	Never	Rarely	Occasionally	Frequently
	Line level officers are involved in decision making				
	Promotional practices are fair and standardized				
	Work assignments are fairly distributed				
	Department is fully staffed and there is minimal overtime required				
	Union and management work together effectively				
	Organization/union promotes family activities				
	Utilization of psychological services				
	Management is perceived as fair and concerned				
	Flexible schedules				
	Educational/social activities for families				
	Stress management classes for recruits				
	Structured CIS intervention for officers				
	Structured CIS intervention for families				
	Other: _____				

Personal Information:

Are you a licensed psychologist? _____ Yes _____ No
 Social worker? _____ Yes _____ No
 Professional Counselor? _____ Yes _____ No

How many years have you been working with law enforcement officers? _____

How many years have you been working with law enforcement family members? _____

What percentage of your practice involves direct contact with sworn officers? _____

What percentage of your practice involves direct contact with police families? _____

Please check all services you provide and indicate what percentage of your time is spent in that activity:

_____ Counseling	_____ Research
_____ Debriefing	_____ Program Development/Evaluation
_____ Organizational Consulting	_____ Operational Tasks (hostage negotiating, selecting for specialties or promotion)
_____ Administration	

**Thank you for your participation. Please return to:
 Dr. Lorraine Williams Greene, 1900 Church Street, Suite 500, Nashville, TN, 37203**

This project was supported by Grant #98-FS-VX-0004 awarded by the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice. Points of view in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



Policefamilies.com

Need and Asset Survey

Developed by

Lorraine Williams Greene, Ph.D.

Ellen Freeman Kirschman, Ph.D.

This project was Funded by

Grant #98-FS-VX-0004

*Awarded by the National Institute of Justice,
Office of Justice Programs, US Department of Justice*

Supported by

Metropolitan Police Department of Nashville and Davidson County

Advisory Committee

FOP Auxiliary

Hayward Police Department

Michigan State Police Department

Oakland Police Department

Palo Alto Police Department

PEACE

Peace Officers Wives' Clubs Affiliated of California (POWCA)

Reach Out Law Enforcement Spouses + Family Members (ROLES+)

Spouses of Police Officers

Administrative Service (NOJHS)