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**Caring for and about those who serve:
Work-life conflict and employee well being within Canada`s Police
Departments**

Linda Duxbury,
Professor, Sprott School of Business, Carleton University.

Christopher Higgins,
Professor, The Richard Ivey School of Business, The University of Western
Ontario.

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**Caring for and about those who serve:
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This report provides key findings and recommendations from a study of work-life conflict and employee well-being that involved 4500 police officers working for 25 police forces across Canada. Findings from this study should help police forces across Canada implement policies and practices that will help them thrive in a "sellers market for labour."

1. Introduction

Recent decades have seen a dramatic shift in the nature of the work-family interface. The proportions of women, dual-career families and employed individuals with childcare and eldercare responsibilities have increased dramatically over the past several decades. Technologies such as e-mail, cellular telephones and laptop computers have made it possible for employees to work anytime, anywhere. Global competition has increased the expectations on the part of employers that their workers will do just that. The culmination of these influences has made it increasingly difficult for employees to accommodate the various demands placed on them by their work and family lives. As men and women have struggled to manage the interplay of their family and work activities, work-family research has striven for a better understanding of the ways in which work and family intersect. While a burgeoning work-family literature has evolved since the mid-1970s, the critical concept of role overload – having too many responsibilities and too little time in which to attend to them – has garnered relatively little research attention.

The disappearance of the role overload construct from the literature is unfortunate. Research by Duxbury and Higgins (2009) indicates that overload is taking an increasing toll on workers, employers and the Canadian health care system. Specifically, high levels of role overload have been found to be associated with higher levels of stress, depression, work absenteeism, intent to turnover, poorer physical and mental health, greater use of Canada's health care system and higher health care costs. Given the high prevalence of work-life conflict and role overload and their myriad negative consequences, academics, practitioners and policy-makers alike would benefit from a deeper understanding of these important topics. The research study summarized in this report is in-depth investigation of the causes and consequences of work-life conflict and role overload within police organizations in Canada. It also seeks to identify actions that workers and police organizations can take to reduce these two stressors. It is, to the best of our knowledge, the first study of its kind undertaken within a policing environment.

1.1 Research Objectives:

This study seeks to focus attention on the important topics of work-life conflict and role overload within Canadian police organizations. The broad objective of this research program is to identify mechanisms by which role overload and work-life conflict can be reduced or prevented within police organizations in Canada.

Specifically we seek to increase our understanding of the following:

- Who works within Canada's police organizations?
- What is the prevalence, within Canadian police organizations of key predictors of role overload and work-life conflict including objective work demands, objective non-work demands, and stressors specific to the police environment?
- How prevalent are high levels of role overload and work-life conflict in Canada's police organizations?
- How are police organizations viewed as employers? What are they doing well and where are improvements needed?
- How healthy (physical and mental health) are those working within Canadian police organizations?
- What strategies can police organizations use to mitigate the negative impacts of work-life conflict and role overload on individual and organizational well being?
- What impact does gender and rank have on the above issues?

This research has resulted in a deeper understanding of the nature, causes, and consequences of role overload and work-life conflict in the police sector. Our findings have allowed us to identify a number of concrete practices and strategies that can be implemented by employers and employees to reduce the incidence and consequences of role overload and conflict between work and life.

It is our hope that this research will significantly increase the profile of work-life conflict and role overload as serious workplace health issues within police forces today. It is also our hope that the results of this study will make it possible for interested stakeholders and policy makers within Canadian police organizations to generate practical steps that can be taken by individuals, families, and employers to minimize role overload and its harmful consequences.

1.2 Methodology

This study is part of a much larger study of work-life and employee well-being issues being conducted by the authors (the 2011-12 National Work-Life and Employee Well-being Study). The Canadian Association of Police Services Boards felt that police services across Canada would benefit from the knowledge gained from this study and were our partners in getting the sample. They communicated to member organizations across Canada the opportunity to be involved in the research and encouraged interested police organizations to contact us. In return for their assistance in getting the sample we agree to write a report which focused specifically on the health of Canadian police organizations and their employees.

A survey instrument was developed to test the theoretical model shown in Appendix A. Where ever possible we used established measures with acceptability reliability and validity from the research literature to quantify the constructs in our research model. Unless noted, construct scores were calculated as the summed average of the scores given to the individual items making up the measure. In all cases, high scores reflect higher levels of the construct. A complete description of how the various data collected for this study were analyzed can be found in Appendix B.

In total 25 police forces across Canada participated in this study. The sample, with one exception (no force in Quebec participated in the study, despite multiple attempts to involve them) is representative of the communities served by the police in Canada. The survey was administered in the 25 participating police forces using the following procedures. An e-mail from the police chief as well as a note from the researchers was sent to all employees within the police force inviting them to participate in this study. The survey was administered electronically. The link to the survey as well as a password was included in the e-mail from the researchers. Prior to conducting the survey, we undertook a pilot test on a sample of police employees.

Just over 8000 (8269) people started the survey. While we obtained completed survey responses from just over 7000 ($n = 7091$) police employees, the number of usable responses varied from question to question due to non-response to some items. Approximately two thirds of the respondents were sworn members of the police while one in three were civilian members. Consistent with the demographics of police forces in Canada, the majority of the respondents were male. Gender and job type were highly confounded with most of the women in the sample working in Civilian positions while most of the men were "sworn."

Our large sample size allows us to look at the impact of both gender and job type in our analysis. The Sworn sample is divided into three job type groupings: Constable, Sergeant and Staff Sergeant and Command. Similarly, we divided the Civilian sample into three job type groupings: managers, professional, and clerical/administrative. Each of these job type grouping were then further sub-divided based on the gender of the respondent. To examine the impact of job type on the attitudes and outcomes included in this study we first compare across job type, ignoring gender. To look at the impact of gender we compare the responses given by the men and women in the sample within job type (i.e. compare response of male Constable to female Constable). Finally, we look at the impact of gender and job type together by comparing the responses of the men and women in the sample across job type (i.e. male Constable versus male Sergeant/Staff Sergeant versus male Command). This analysis will allow us to determine the extent to which job type and gender are related to employee wellbeing etc.

This report focuses on statistically significant differences only. In other words, if we do not discuss a particular relationship in the report then the reader can assume that the conclusions drawn with the total sample apply in this case as well.

1.3 Structure of this report

This report is divided into 9 chapters. Following this introductory chapter (Chapter 1) we provide demographic details on the sample in Chapter 2. Chapter 3 looks at the key predictors of role overload and stress arising from the job, the family, and the organization. Chapters 4 and 5 (present our findings with respect to the key outcomes included in this study. Organizational outcomes are presented and discussed first followed by a discussion of employee well-being and work-life outcomes. Chapter 6 focuses on moderators such as supportive management, perceived flexibility, control over work and control over family. After presenting data on the moderators themselves we examine, in Chapter 7, the extent to which these various moderators impact the key outcomes considered in this study. Chapter 8 presents our findings with respect to the key predictors of the outcomes included in this study. Prediction of three sets of outcomes are explored: work-life and role overload (part one), organizational outcomes (part two), and employee well-being outcomes (part three). The final chapter of the report (Chapter 9) provides a set of recommendations on how some of the issues identified in this report can best be addressed. Data tables referred to in the text are included in Appendix C (job type) and D (gender by job type).

2. Who answered the survey? Personal Characteristics

To understand an employee's ability to balance work and life it is necessary to appreciate the constraints imposed and opportunities available in two domains: work and non-work. This section described the key features of the respondent's personal and work life that may impact work-life balance.

Data in this section of the report can be found in Appendix C and D

Table 1: Gender, Age, Marital status and Community
Table 2: Socio-Economic Status of the Respondents
Table 3: Family Type
Table 4: Dependent Care: Children
Table 5: Dependent Care: Eldercare
Table 6: Work Profile

The typical Canadian police officers is a male Gen X'er with the rank of Constable

Just under 4500 police officers answered the survey. The majority of the respondents (75%) were males between the age of 30 and 45 (i.e. 56% of the sample were Gen X). Only 8% of the sample was less than 35 years of age (i.e. Gen Y) while one in three (36%) were Baby Boomers (i.e. over the age of 45).

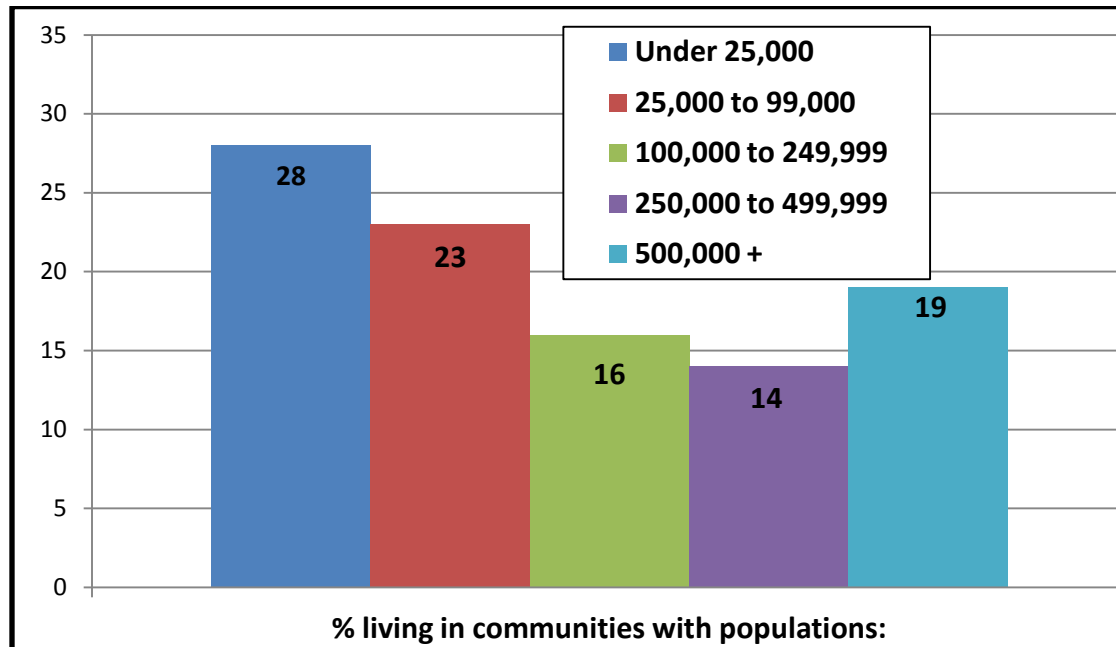
Two-thirds of the respondents were Constables, 16% were sergeants, 6% were staff sergeants, and 15% were senior officers (i.e. command). The sergeant and staff sergeants (sergeant/staff) were combined for the purposes of this analysis and make up 22% of the sample. In other words, two thirds of the sample are front line police officers, 22% are in middle management positions and 15% are in senior management positions. This distribution by rank is reflective of police forces across Canada.

The sample is geographically well distributed

The sample is geographically well distributed. While a majority of the respondents (51%) live in Ontario, a substantial proportion (23%) live in the Prairie provinces of Alberta, Saskatchewan and Manitoba and 13% live in British Columbia. Other respondents live in the Maritimes (3%) or the North (1%). Just under one in ten did not provide information on where they lived while only 1% lived in Quebec.

The sample is also well distributed with respect to community size (see Figure 1).

Figure 1: Population of Community



Many police officers have to balance heavy work demands with high demands at home

A large body of research has determined that dependent care responsibilities are positively associated with the incidence of work-family conflict and stress. The data from this study show that many police officers have to balance heavy demands at work with equally heavy demands at home.

Virtually all respondents were married or living with a partner (85% married, 6% single, 9% divorced) and had children living at home (78%). Two thirds of the police officers in this sample had responsibility for the care of at least one elderly dependent and 13% were part of the “sandwich generation” as they had to balance work, childcare and eldercare.

While just under one in four (22%) of the respondents do not have children, 15% have one child, 41% have two children and one in four (23%) have three or more children.

Research in the area has found that work-life conflict typically decreases as the age of the youngest child increases. Just over one in four of the police officers in this sample (28%) have children under the age of five (preschoolers) and as such are at higher risk with respect to work-life conflict. Just under half the sample (42%) are parents to adolescents (children age 5 to 12) and one in three (35%) have teen age children (13 to 18) and/or children older than 18 (35%).

Many officers are also responsible for the care of at least one elderly dependent

Research has shown that work-life conflict as well as stress and depression are linked to increased responsibility for elderly dependents. Eldercare responsibilities are bi-modally distributed within the sample. While 34% of the police officers in this sample report that they

have no responsibility for an elderly dependent, 33% say that they are responsible for the care of 3 or more elderly dependents. The rest of the sample has responsibility for one (15%) or two (18%) elderly dependents.

Virtually none of the police officers in the sample (97%) have responsibility for an elderly dependent who lives in their home. Just under half (44%) report that they are responsible for at least one dependent who lives nearby (13% have responsibility for one elderly dependent who lives nearby, 17% have responsibility for two and 13% have responsibility for three). Finally, two thirds of our sample say that they are responsible for the care of at least one dependent who lives elsewhere (11% have responsibility for one elderly dependent who lives elsewhere, 14% have responsibility for two and 12% have responsibility for three). Caring for an elderly dependent who lives in ones' home or lives elsewhere (defined as one or more hours away) have been found to be particularly stressful for the caregiver.

Most police officers today have tertiary education

Police officers today have more formal education than in the past. The 1996 Canadian census reported that only 15% of police officers had a university degree while 35% had a college diploma (15% had a high school education or less while 35% had some university or college courses but had not completed their degree).

While the number of police officers with a college diploma remains essentially unchanged over time (33% of our sample had a college diploma) the number with a university degree has more than doubled with 38% of the police officers in our sample reporting at least one university degree. Similarly the number of police officers with a high school education (6% of our sample) or some college/university has declined (23% of our sample). Higher levels of education have been linked to increased professionalism of police officers and a greater demand for career development and training.

Police officers are very well paid

Police officers are very well paid. Virtually no one in the sample earns below \$60,000 per year (2%) and relatively few (9%) earn less than \$80,000 per year. Half the sample (52%) earn between \$80,000 and \$99,000 and 38% earn \$100,000 or more. By comparison, the modal *family* income in Canada in 2010 as reported by Statistic Canada was \$65,000 per year.

Most police officers today are married to highly educated professionals

The irregularity of the hours and the nature of the work often require police officers to give priority to their work role. This is easier in families where the police officer has a partner who assumes primary responsibility for family role responsibilities. Unfortunately our data indicates that this is not the case for many of the police officers in our sample. Half the police officers in our sample are married to highly educated (38% with at least one university degree, 31% with a college diploma) managers and professionals (12% have a partner who is an executive or a manager and 38% have a partner who holds a professional position). Only 11% have a partner who stays at home full time while 15% say that their partner is employed in a clerical position.

A small minority of respondents had a partner who did technical (5%), retail (4%), production (1%) work or was retired (2%) while 14% said that their partner did work that was not captured by any of these groupings

Most police officers are part of a dual career family

We used job type and education data to determine the type of family respondents lived in (see Appendix B for a discussion of how we did this). The data show that half the police officers in the sample (49%) are part of a dual-career family (i.e. both partners in highly paid but demanding "white collar"/ professional positions)

Almost one in four (22%) of the police officers in the sample live in *dual-income: male primary breadwinner families* while 12% are part of a what has been referred to as a "*traditional*" family structure (i.e. male works, partner stays home). In both of these family types the police officer is considered to be the primary breadwinner within the family and the partner either works to supplement the family income or stays at home and looks after the family role. Police officers in both of these families are likely to have fewer challenges balancing work and family than their counterparts in a dual career family. Finally 8% of the respondents are in *dual income - female primary breadwinner families* where the women are the primary breadwinner. While this family type has increased in importance in the last several years it runs counter to gender role expectations and is often associated with higher levels of stress.

Many police officers live in families where the role of breadwinner is shared

Employees who live in a family where breadwinner status is shared equally are likely to have more challenges balancing work and family demands than are employees who live in families where one partner is deemed to be the primary breadwinner (i.e., primary breadwinner assumes fewer responsibilities at home which are picked up by the secondary breadwinner). As shown in Figure 2, while half (54%) of the police officers in this sample stated that they were the primary breadwinner in their family the rest either said that responsibilities were shared in their family (41%) or that their spouse was the primary breadwinner (4%).

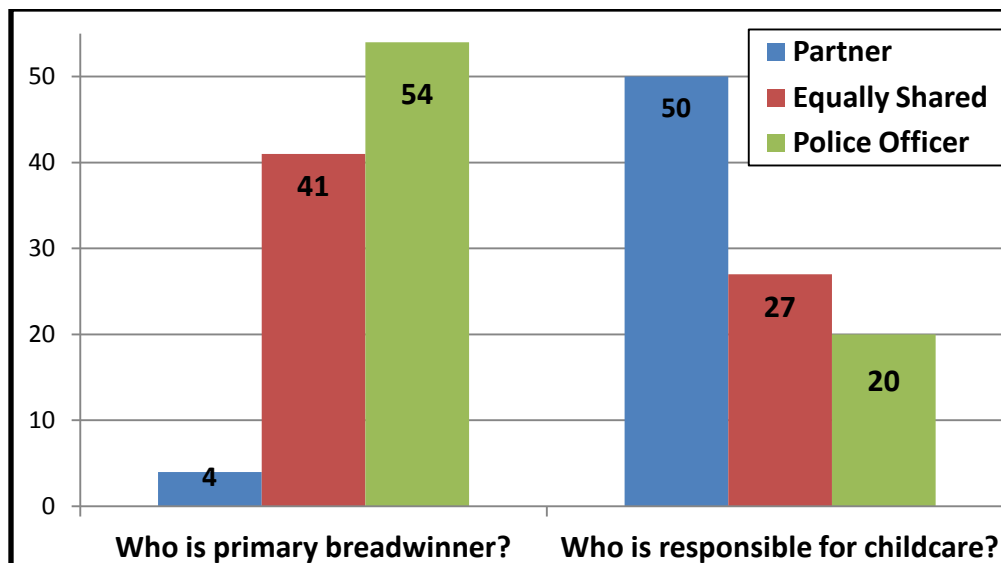
As is the role of caregiver

A parent who is responsible for childcare is accountable within the family for their children's supervision and well-being. Such a parent has been found to experience significantly greater stress and tension than the parent who "helps out." This increase in stress is associated with the greater number of worries connected with looking after the children. Data on responsibility for childcare are shown in Figure 2.

Virtually everyone in the sample said that they had some responsibility for children (only 2% of the parents in the sample said no). That being said, the data show that responsibility for childcare is skewed to the low end with half the respondents indicating that in their family their partner has primary responsibility for childcare. That being said, responsibility for childcare is shared in just

over one in four (27%) families and 20% of the police officers in the sample had primary responsibility for childcare in their family.

Figure 2: Responsibility for Breadwinning and Childcare



Most police officers live in families where money is not an issue

To get an idea of the financial well-being of the families in the sample (i.e., income levels are not directly comparable as cost of living varies by location and the need for money varies with dependent care status), we asked respondents to select the response that best described their family's financial situation (respondents who lived alone were asked to answer the question from their own perspective).

While the majority of the respondents (46%) live in families where money is not an issue, one in five say that in their families money is tight, and 34% indicate that while they can live comfortably on their family's financial resources, they do not have money for extras.

Many police officers work a rotating shift

Many of the officers in the study perform shift work– a finding that is not surprising given the need for officers to be available 24/7. While just under half (44%) of the sample work a fixed day shift (i.e. 9 to 5 workday), the majority work some kind of shift schedule (14% work a fixed shift and 42% work a rotating shift). Also important to note is the high degree of variability in the shifts worked (52% of the sample work two or three different shift patterns while 31% work four or more different shift patterns a month) and the fact that the two most common shift lengths are 10 hours (39%) and 12 hours (41%). Only 5% of shift workers work an 8 hour shift and 9% do a combination of shifts. The high use of long and ever changing shift arrangements within the police department is a cause for concern given the empirical evidence linking these types of shift arrangement to disruption in biorhythms, physical and mental health problems, exhaustion, as well as challenges with respect to work life balance, and problems at home.

Most police officers work a fixed schedule and have very little control over when they work

Three quarters of the sample (73%) work a fixed work schedule (i.e. start and stop times set) while 16% work a compressed work week. The use of flextime (8%) is less common and only 1% of the sample work part time. No one job shares.

Police forces have traditionally experienced very little turnover of staff

Two-thirds of the police officers in this sample (64%) have been with their current organization for 11 or more years and an additional 21% have been with their current police force for 6 to 10 years. Only 15% of sample have been with their current police force for 1 to 5 years. This finding has several important implications for police forces in Canada. First, the lack of turnover means that most police forces are likely to have an entrenched organizational culture. Second, many police forces may be challenged with respect to the successful implementation of transformational change. Third, many police forces have a high number of people in their workforce who are “survivors” of the downsizing of the 90's. Survivors have been found to be less loyal and trustful of senior management. Finally, the relatively low number of police officers with 6 to 10 years of work experience indicates that police forces across Canada are likely to experience succession planning issues within the next several years

Very little career mobility within Canadian police forces

Just under half (42%) of the police officers in the sample have been in their current job for 4 or more years. While one in three (35%) have been in their current job for 2 or 3 years only 24% can be considered to be relatively new to their job (been in their position for a year or less). These data suggest that there is little career mobility within Canada's police force. These data are also cause for concern as research on career development has found that the more time an individual spends in the same job the more likely they are to feel frustrated with their ability to meet their career aspirations and career potential.

Most police officers belong to a police association

Just over 70% of the police officers in our sample are members of a police association. This has both positive and negative implications. On a positive note, workers who are part of a bargaining association generally receive higher wages and greater non-wage benefits. More challenging are data showing a positive association between unionization and resistance to change.

2.1 Impact of Rank on the Findings

Police organizations are hierarchical and job duties and pressures can be expected to depend on rank. The following conclusions can be drawn with respect to the association between rank and the personal characteristics of the police officers in the sample:

- As rank increases the number of women in the group declines (see Figure 3)

- The percent of Baby Boomers in the group increases as one goes up in rank while the percent of the sample who are Gen X declines (Figure 4).
- Younger (Gen Y) employees all hold the rank of Constable.
- Education is associated with rank in a number of interesting ways (see Figure 5). First, respondents within the Command group are more likely than other respondents to either have not completed post secondary education or have a university degree. Second, the likelihood of having a college diploma decreases with rank. Finally, the likelihood of having stopped ones' formal schooling after high school increases with rank.
- Younger front line employees are more highly educated than older front line officers.
- A higher proportion of those in the Command group (30%) work in communities with population of 500,000+. This difference is likely due to the fact that those in command positions are more likely to work for a larger force with more officers at this rank. This would suggest that police officers working in larger communities have more opportunities for advancement
- Rank is not associated with the type of job held by ones' partner
- Employees in the Constable group were more likely to have a partner with university degree or college diploma (72%) and be in a family where responsibilities for breadwinning and childcare are shared (see next section). They are also more likely to have younger children at home. We would expect, therefore, to see greater work-life conflict within this group.
- The higher the rank, the greater likelihood a respondent will earn more than \$100,000 a year (see Figure 6).
- The likelihood that a respondent will state that they are the primary breadwinner in their family increases with rank (62% of those in the Command group are the primary breadwinners in their families versus 57% of those in the Sergeant/Staff Sergeant group and 52% of the Constables).
- The higher the rank the more likely the officer is to say money not an issue in their family (Figure 7).
- Those in the Constable group are more likely to be single (11%) but even within this group most respondents are married.
- One in ten respondents, regardless of rank, are divorced.
- The number of police officers living in a traditional family (male breadwinner, wife at home) is not associated with rank. The likelihood of an officer being in any of the other family

configurations examined in this report is associated with both gender and rank and will be discussed in the next section

- Constables are more likely than officers at higher rank to have no children or one child. Respondents in the Sergeant/Staff Sergeant and Command groups are more likely to have two or more children (Figure 8)
- The higher the rank, the older the children (Figure 9)
- The higher the rank, the more likely the police officer is to have a partner who has primary responsibility for childcare (Figure 10)
- The higher the rank, the greater the eldercare responsibility (Figure 11). Where the elderly dependent lives is not, however, associated with rank
- The higher the rank, the greater the likelihood of having responsibility for both childcare and eldercare (Figure 12)
- Rank is strongly associated with how ones' work day is arranged (Figure 13, 14, 15). More specifically:
 - The likelihood of working a day shift increases with rank,
 - The likelihood of working evening or rotating shifts decreases with rank
 - The likelihood that one works 3 or more different shift arrangements in a month decreases with rank
 - Those in the Constable group are more likely to work a compressed work week
 - Those in the Command group are more likely to work flextime
- Those in the Constable group are more likely to work shift schedules that are associated with higher stress and work-life conflict and lower levels of health.
- There is very little turnover within Canada's police departments - and virtually all the respondents above the rank of Constable have been with their police force for 10 or more years (Figure 16).
- While there is evidence of some rejuvenation of the police force in the entry level positions, even here "new blood" is fairly rare (only 23% of those in the Constable group have been with the organization fewer than 5 years).
- Those in the Constable group are significantly more likely to have spent 4 or more years at their current position while turnover within the upper and middle ranks is common (36% of Command and 33% of sergeant/staff sergeants have less than one year in their current position) (Figure 17).

- The majority of the Constable (70%) and Sergeant/Staff Sergeant groups belong to the staff association versus 55% of those within the Command group.

Figure 3: Association between Rank and Gender

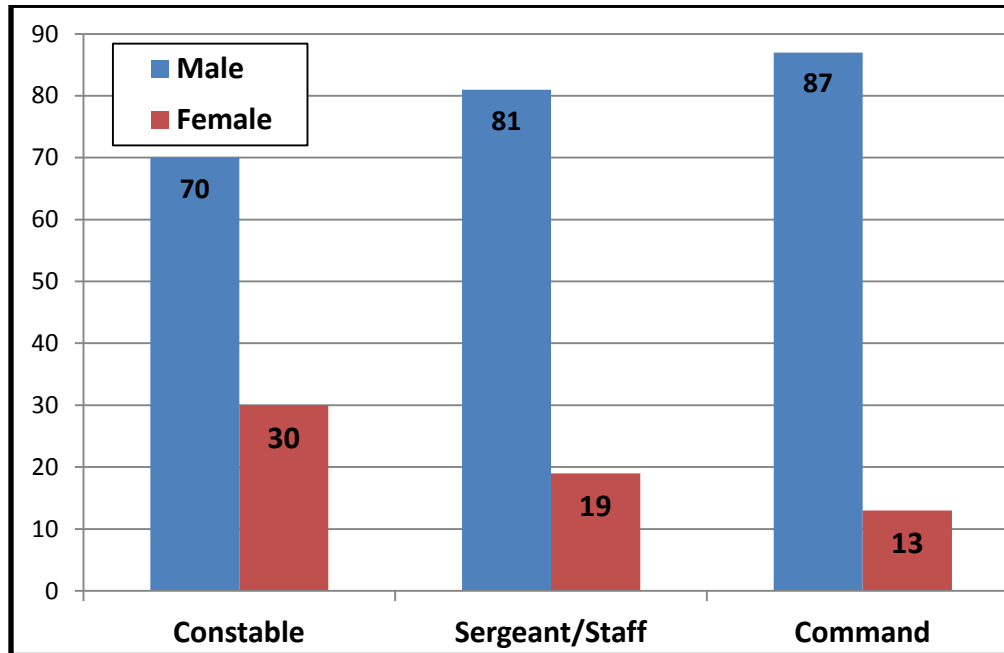


Figure 4: Association between Rank and Age

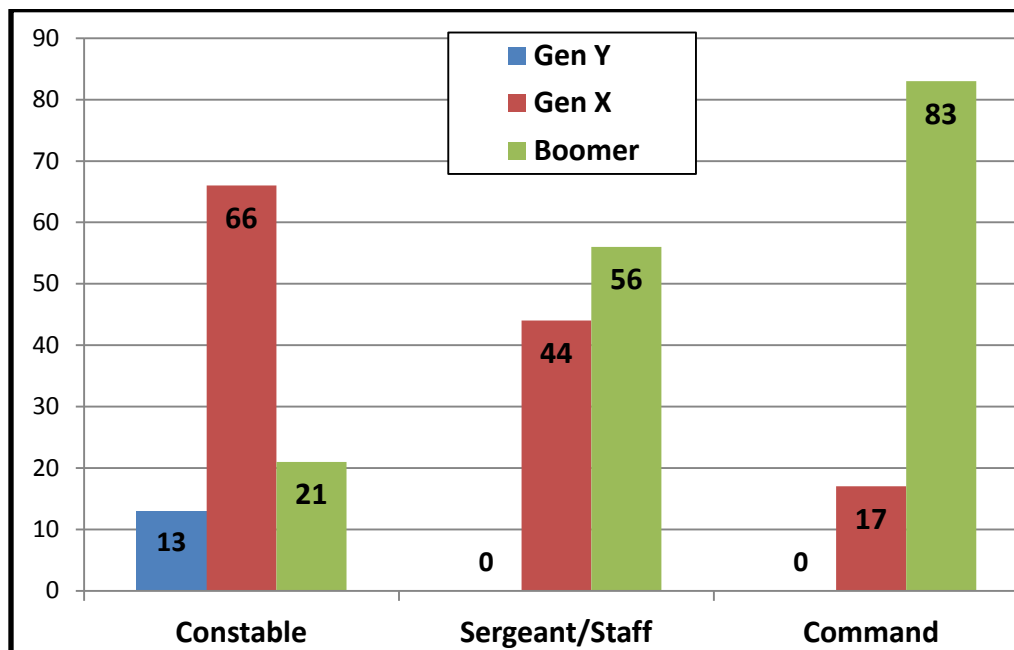


Figure 5: Association Between Rank and Education

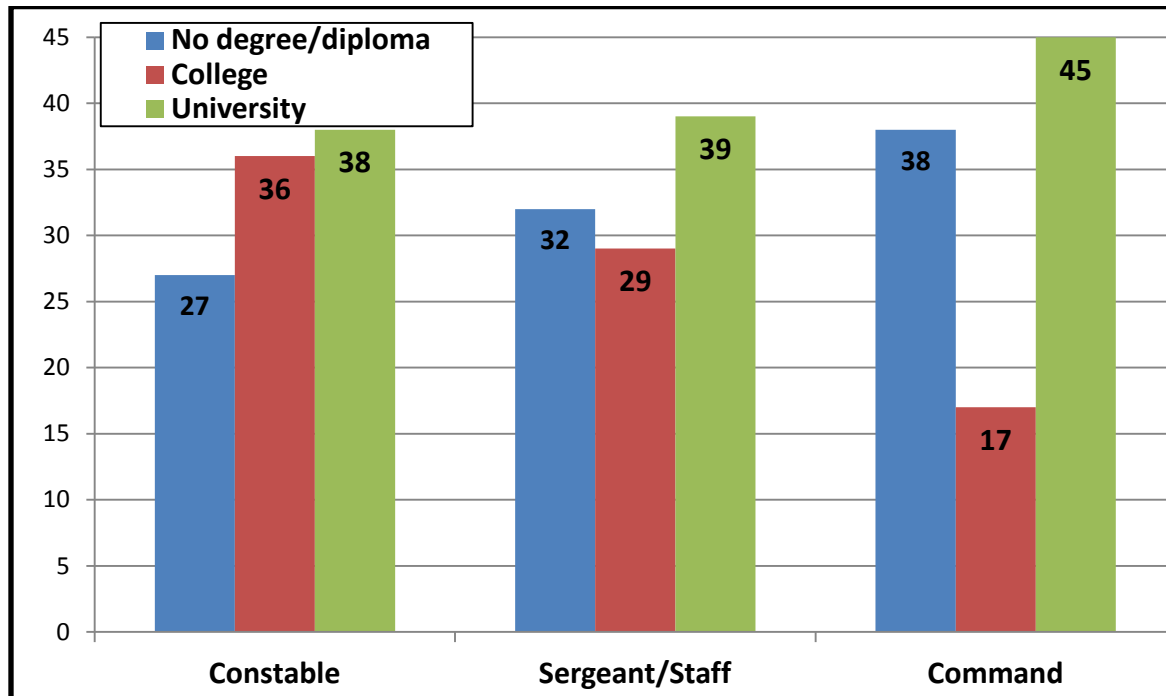


Figure 6: Association Between Rank and Income

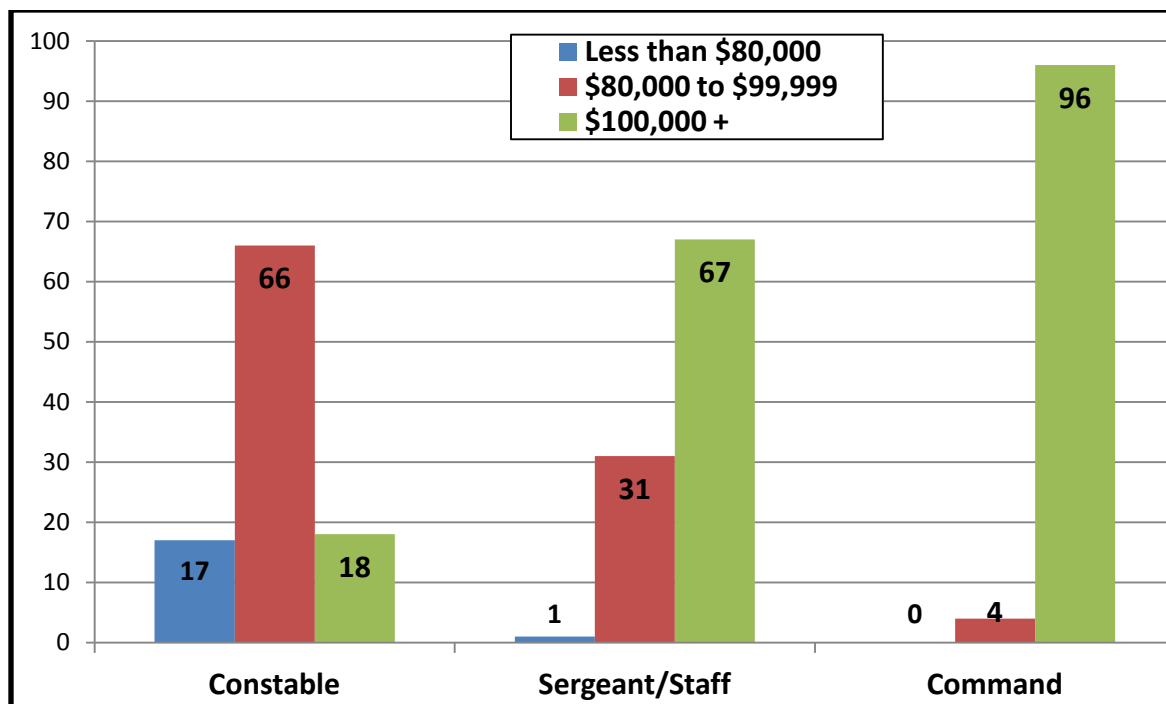


Figure 7: Association Between Rank and Families' Financial Situation

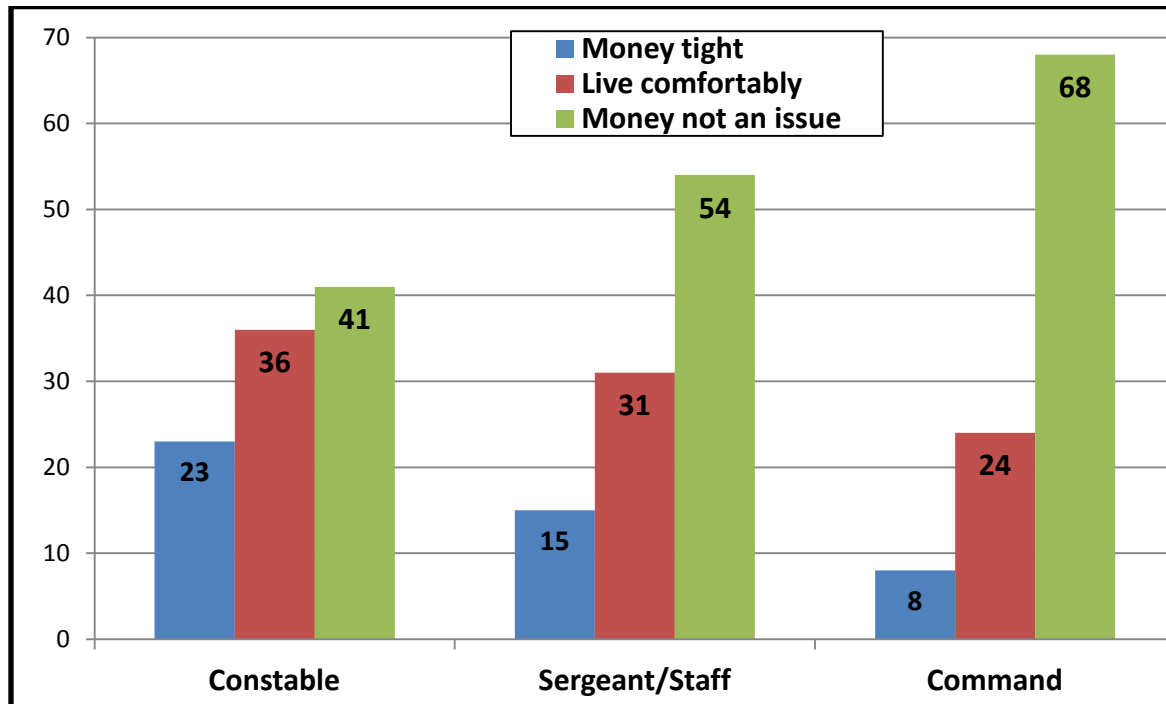


Figure 8: Association Between Rank and Number of Children

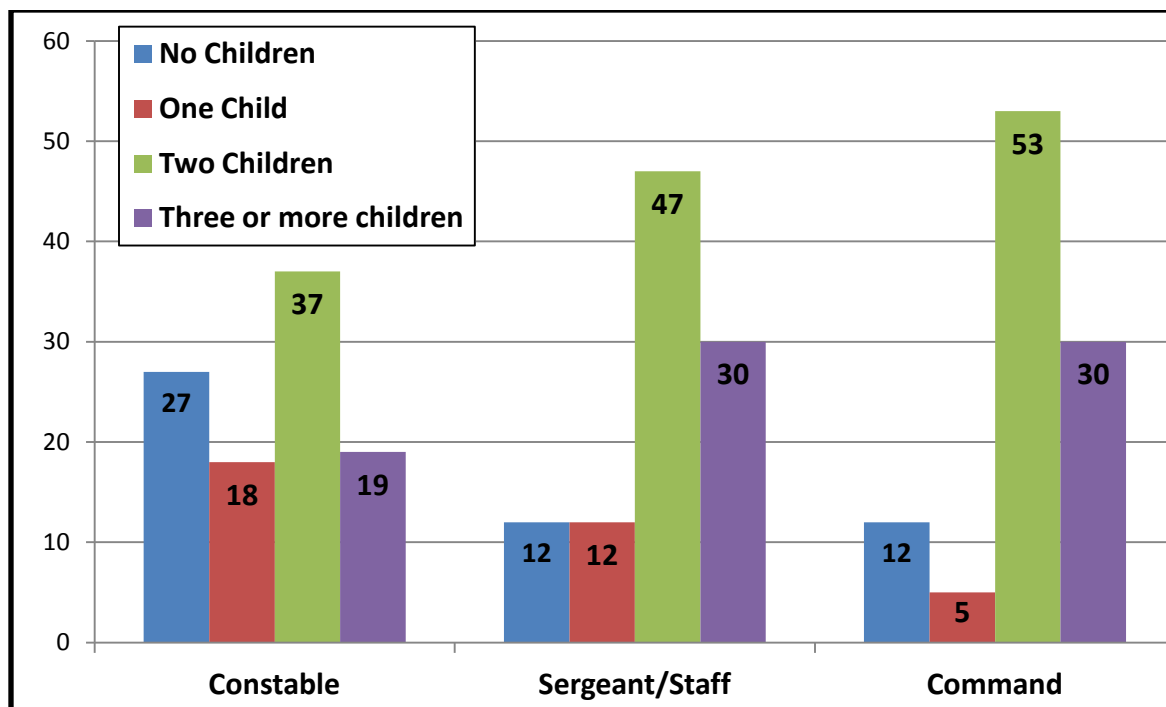


Figure 9: Association Between Rank and Age of Children

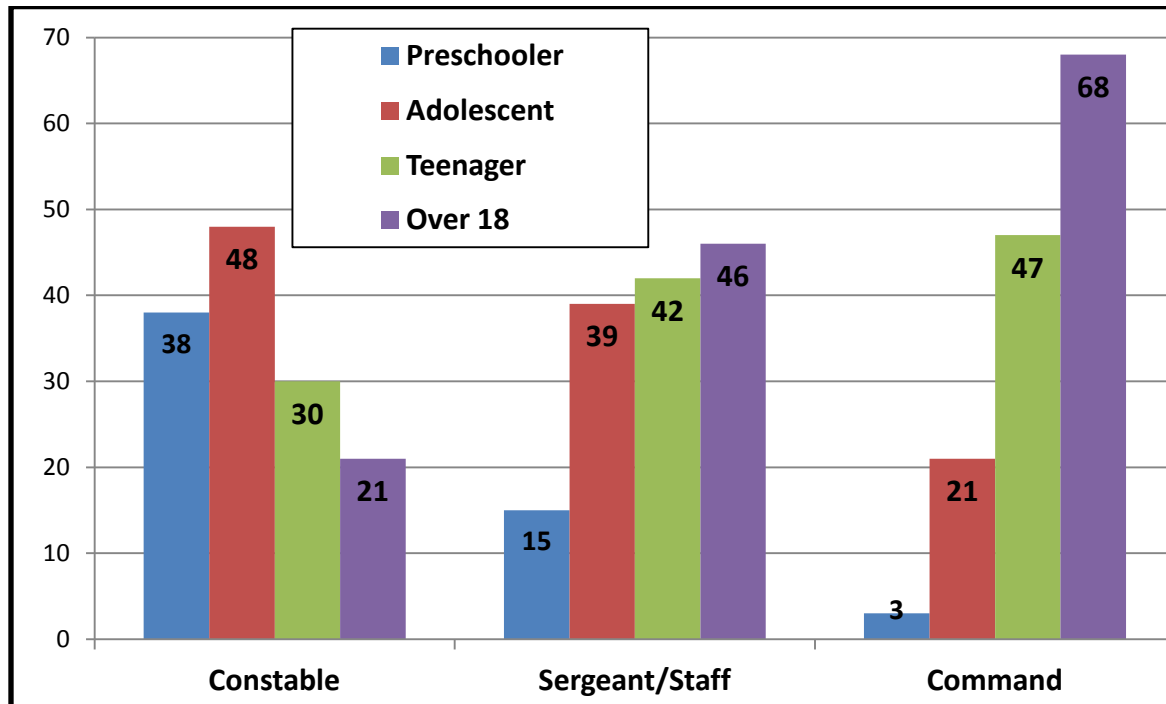


Figure 10: Association Between Rank and Responsibility for Childcare

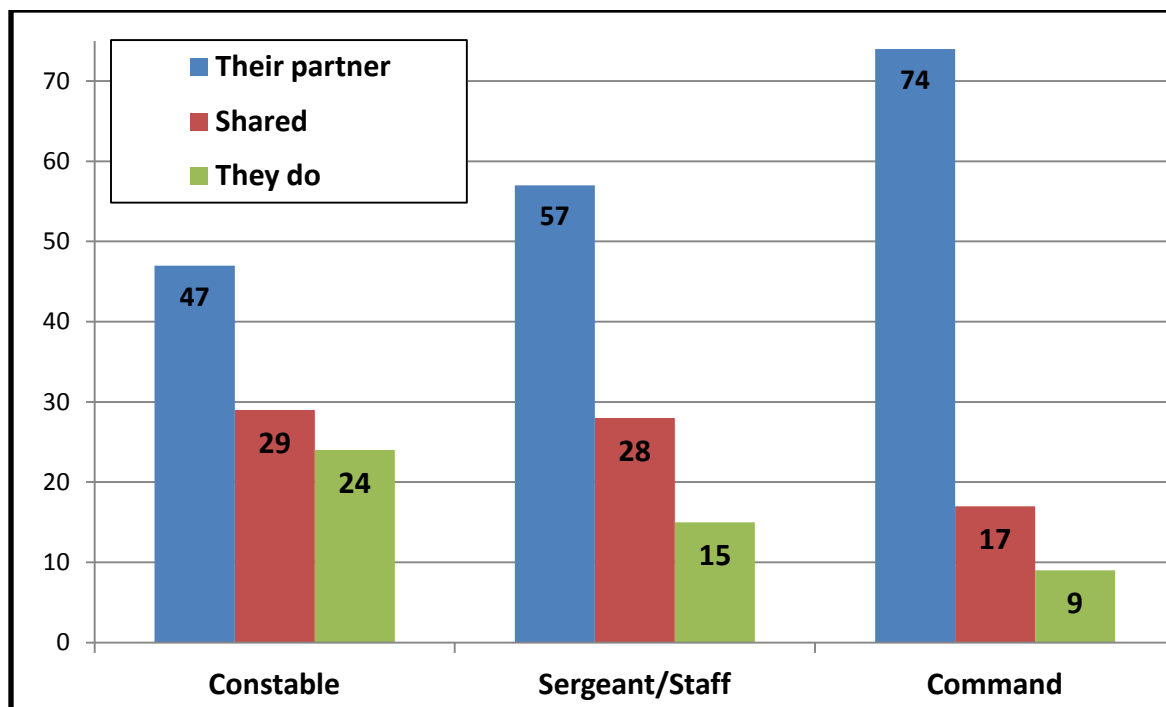


Figure 11: Association Between Rank and Responsibility for Eldercare

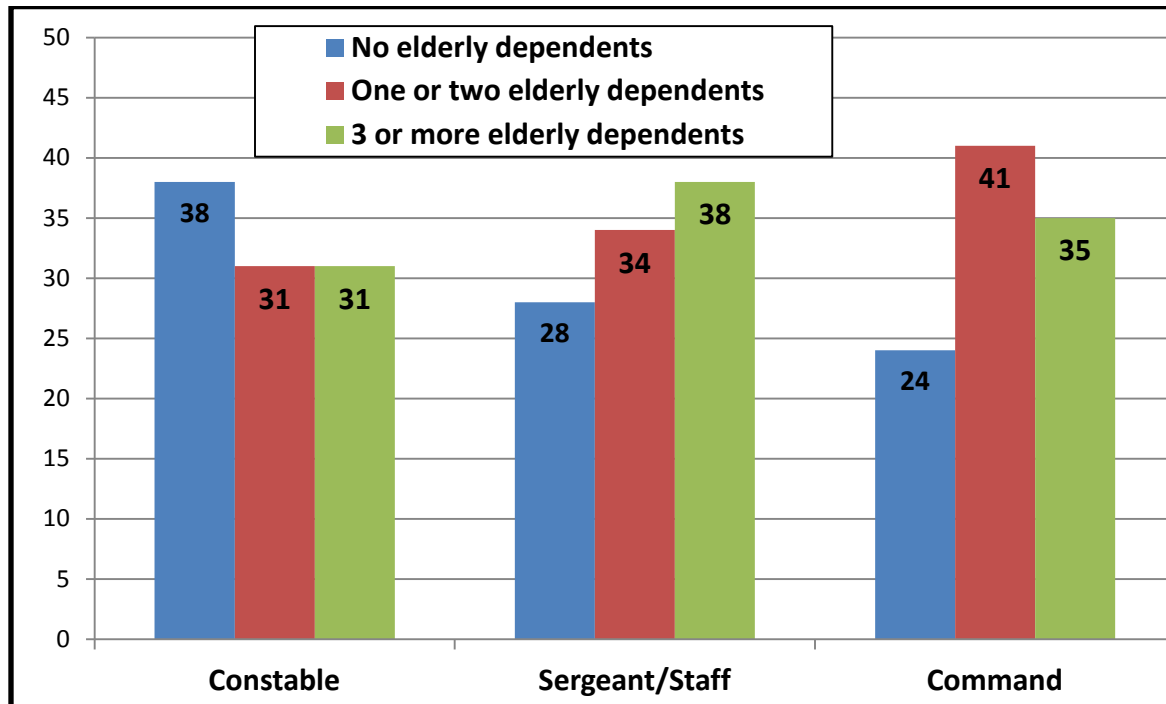


Figure 12: Association Between Rank and Have Responsibility for Childcare and Eldercare

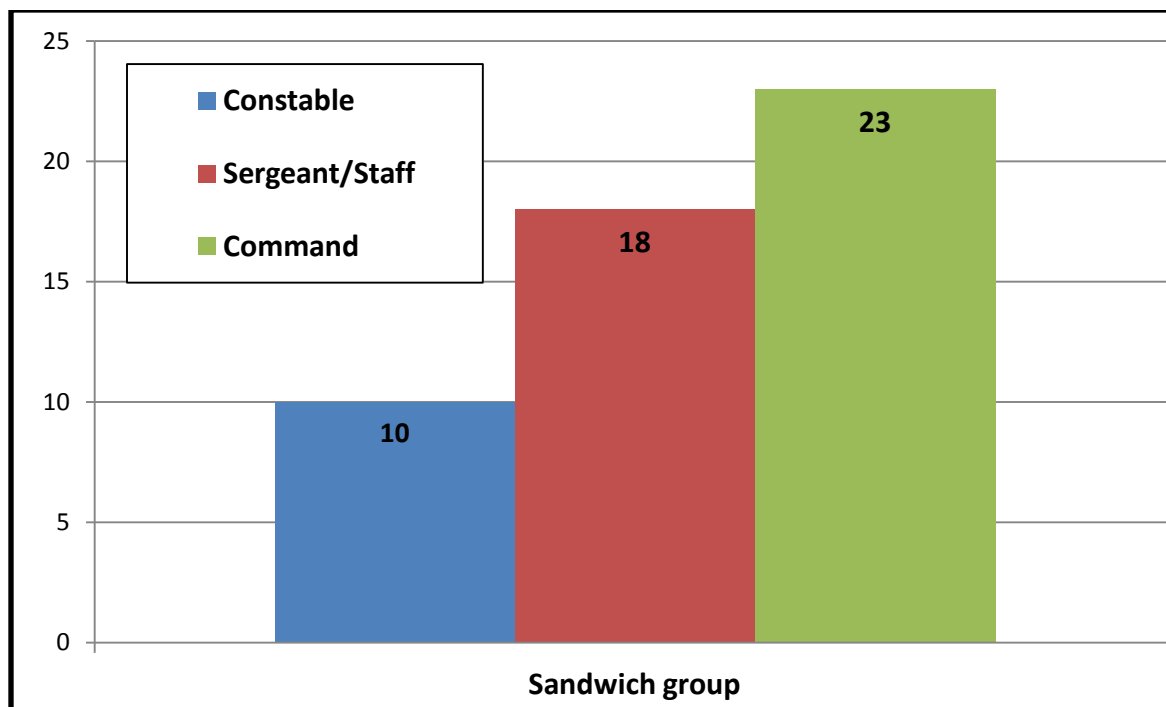


Figure 13: Relationship between rank and shift schedule

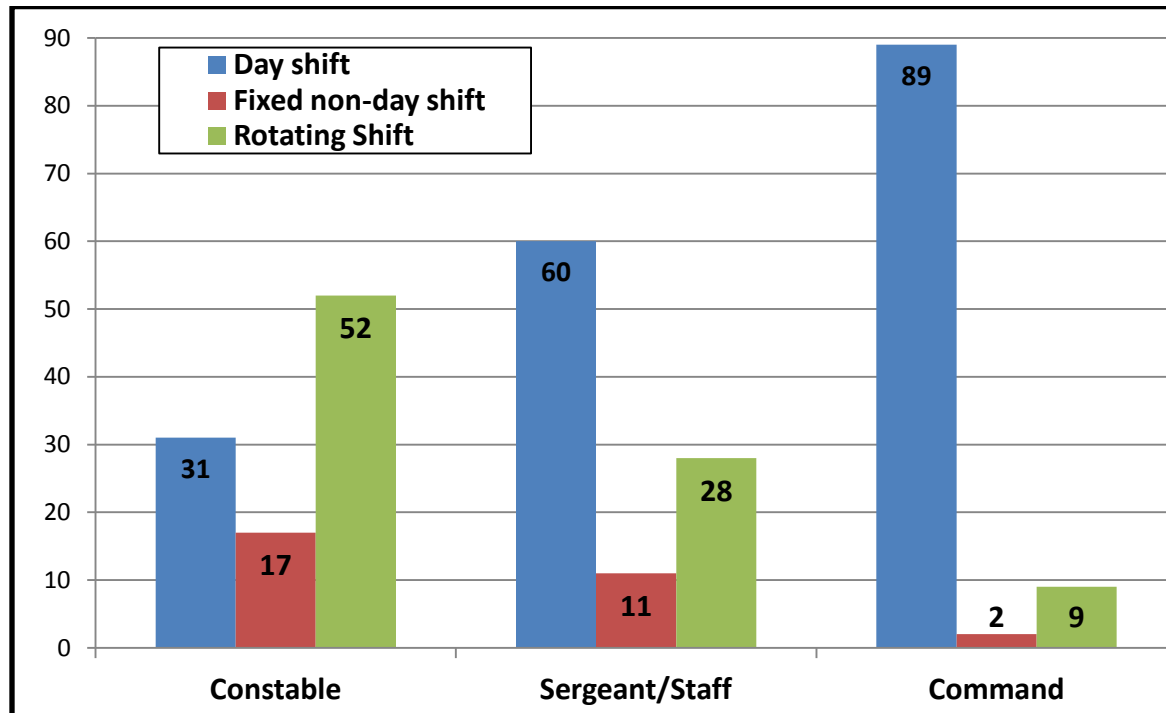


Figure 14: Relationship between rank and number of different shifts worked per month

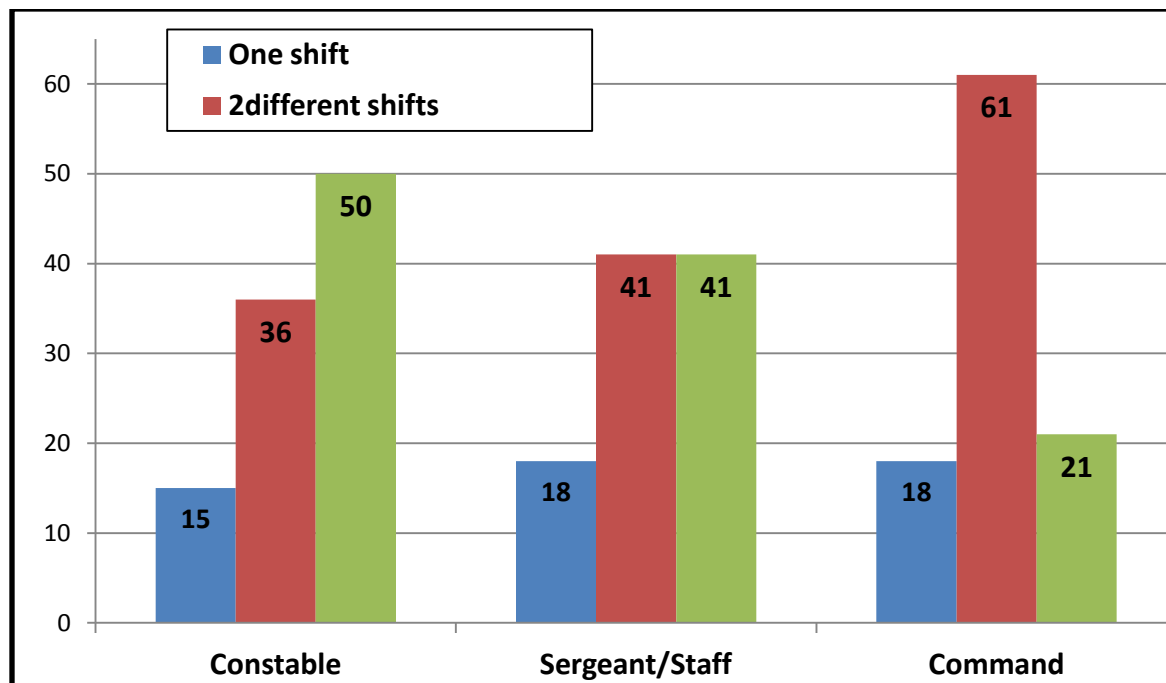


Figure 15: Relationship between rank and work arrangement

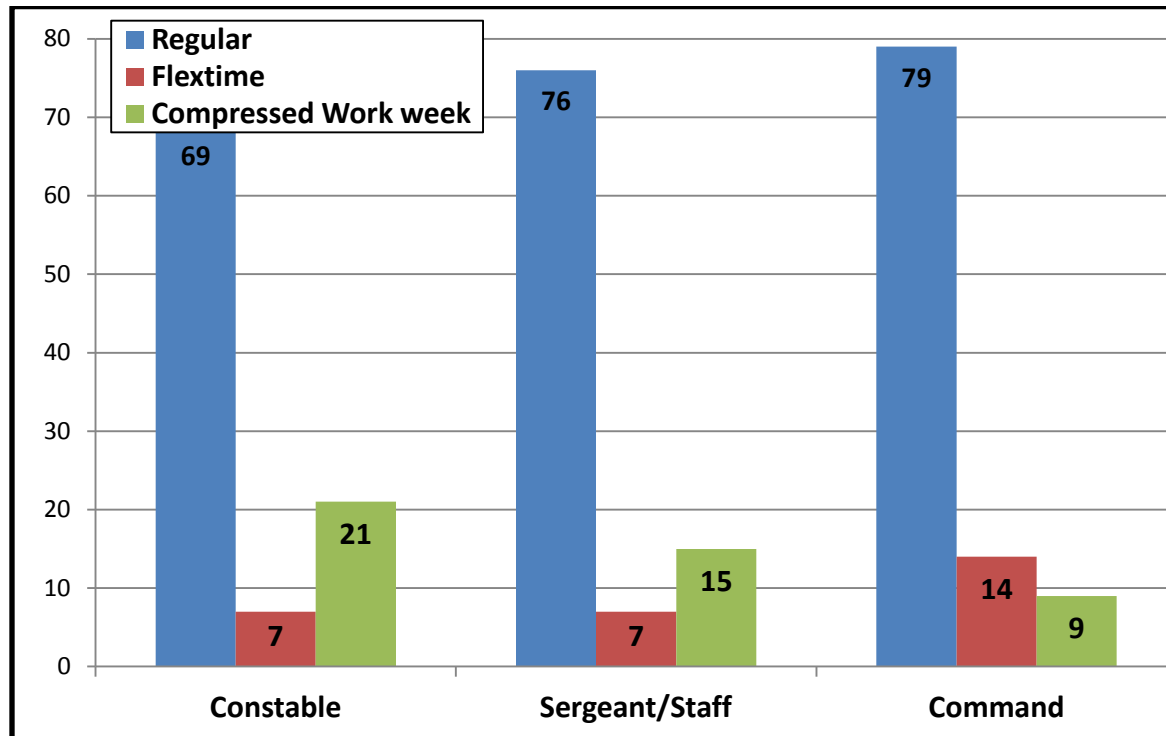


Figure 16: Relationship between rank and years with the organization

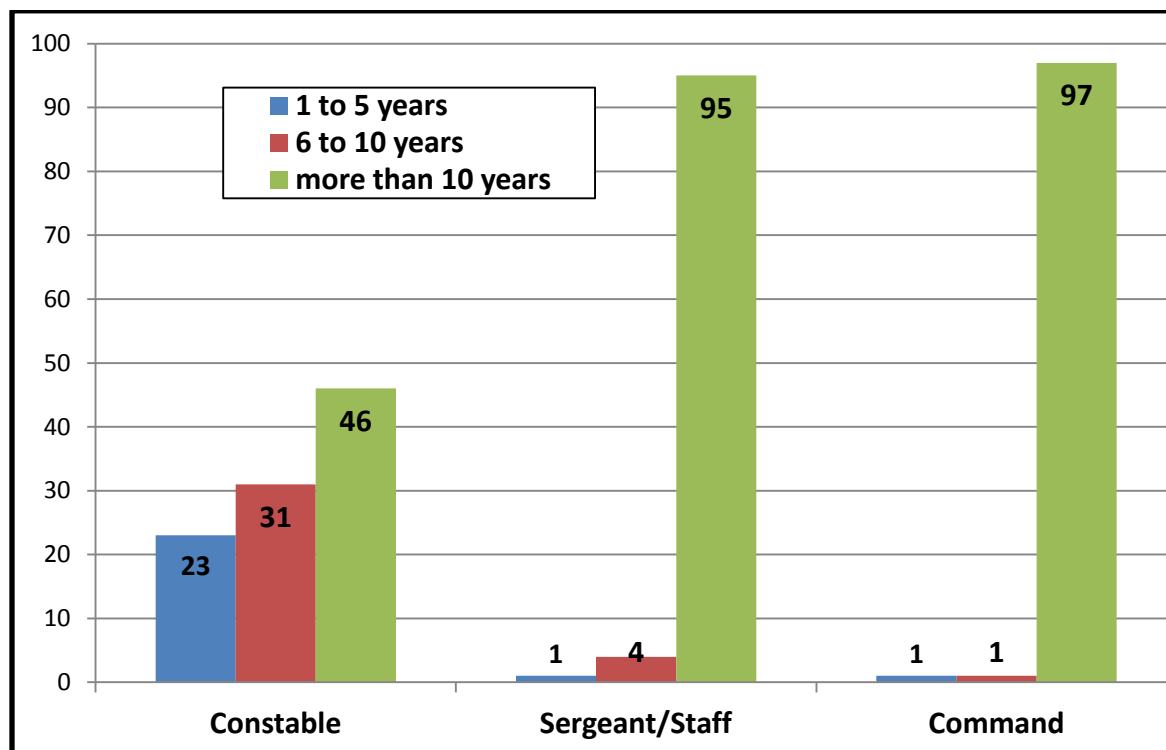
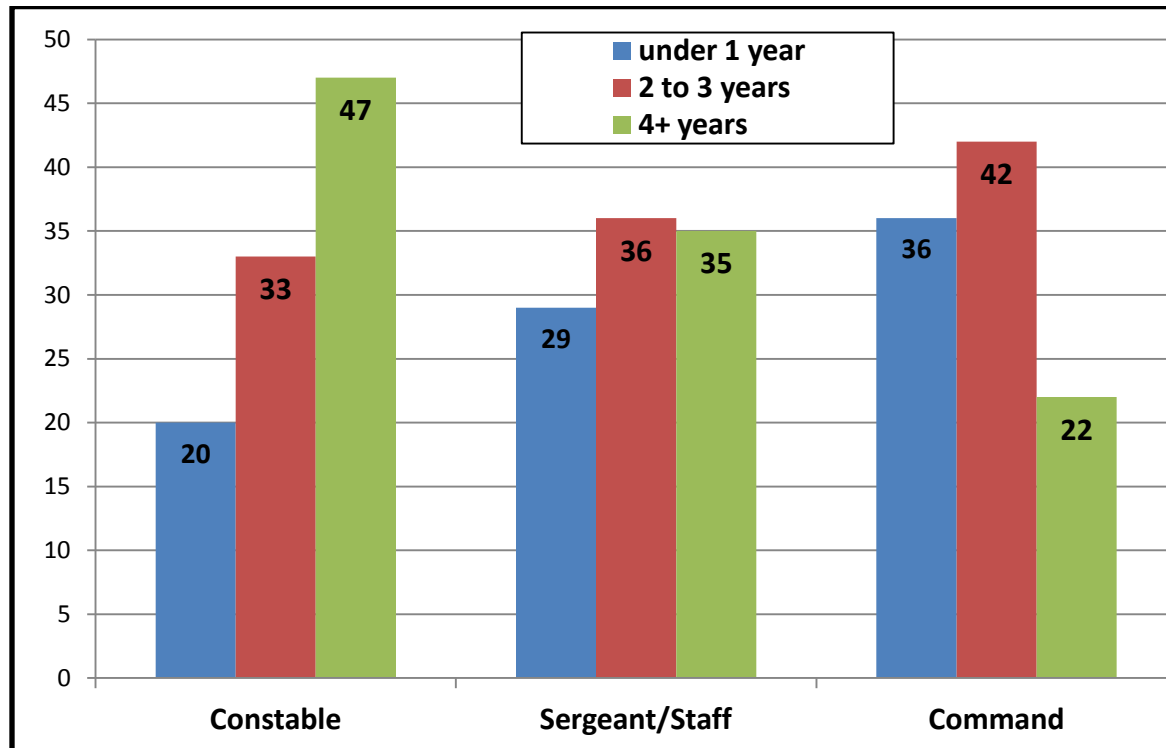


Figure 17: Relationship between rank and years in current position



2.2 Impact of Gender on the Findings

Gender is called the "primary determinant" in psychology as it is associated with how we are raised, the expectations placed on us at work, home in society (often referred to as gender role expectations) and many of the attitudes and behaviors examined in this analysis. The following conclusions can be drawn with respect to the association between gender and the personal characteristics of the police officers in the sample when rank is taken into account. When rank is taken into account

- There are no gender differences in age at the Constable and Command ranks
- Women in the Sergeant/Staff Sergeant group are younger than their male counterparts (57% of the women at this rank are Gen X'ers versus 41% of the men; 60% of the men at this rank are Baby Boomers versus 42% of the women)
- With one exception (the Command group) female police officers are more likely than their male counterparts to have a university degree.
 - Within the Constable group, 44% of the women have a university degree as compared to 37% of the men.
 - Within the Sergeant/Staff Sergeant group, 56% of the women have a university degree as compared to 35% of the men.
 - Gender is not associated with educational attainment within the Command group

- Gender is not strongly associated with partner's education or job type.
- Male officers earn higher incomes than their female counterparts within each rank category. This difference is interesting given the fact that the women in the sample are more highly educated than the men (Figure 18).
- Gender is strongly associated with the type of family the police officer lives in.
 - Women at all ranks are more likely than their male counterparts to be single or divorced (Figure 19).
 - Women in the Constable (51% versus 43%) and Sergeant and Staff Sergeant (70% versus 51%) groups are more likely than men to be part of a dual career family.
 - Men at all ranks are more likely to be part of a dual income: male primary earner.
 - Women are more likely to be part of a dual income: female primary earner family (19% of Constables, 24% of Sergeant/Staff Sergeant and 37% of command in this family type)
- Only 1% of the women in the sample are in "Mr. Mom" families (husband at home full time with the children). This puts them at a disadvantage to the 12% of their male colleagues in traditional families where the wife stays home full time
- Women, regardless of rank, are more likely than men to say that they live in a family where money is not an issue. The data indicates that this is because female police officers are more likely than their male counterparts to be married to individuals with higher incomes (Figure 20).
- Women, regardless of rank, are less likely than men to have children (Figure 21).
- The age of children in the home is not strongly associated with gender when rank is controlled for. Nor is the likelihood of having eldercare responsibilities or being a part of the sandwich generation (i.e. having both childcare and eldercare).
- Males, regardless of rank, are more likely than women to live in families where their partner has primary responsibility for childcare (Figure 22).
- Females at all levels are more likely to live in families where they have primary responsibility for childcare (Figure 23).
- As rank increases the probability that the police officer's partner has primary responsibility for childcare increases, regardless of gender (Figure 23).
- When rank is taken into account shift schedule, shift arrangement and work arrangement are not associated with gender (i.e. rank predicts how work is arranged, not gender)
- Years tenure on the force and years in ones current job are not associated with gender within the Constable and Sergeant/Staff Sergeant groups. The lack of differences here are interesting given the gender differences in salary reported earlier.

- Women in the Command group have been with their current organization for less time than their male counterparts (14% have been in organization for less than 10 years versus 1% of their male counterparts)
- Within the sergeant/staff and Command groups, women are more likely than men to be a member of a bargaining association. There was no gender difference in the Constable group.

Figure 18: Relationship between gender and personal income

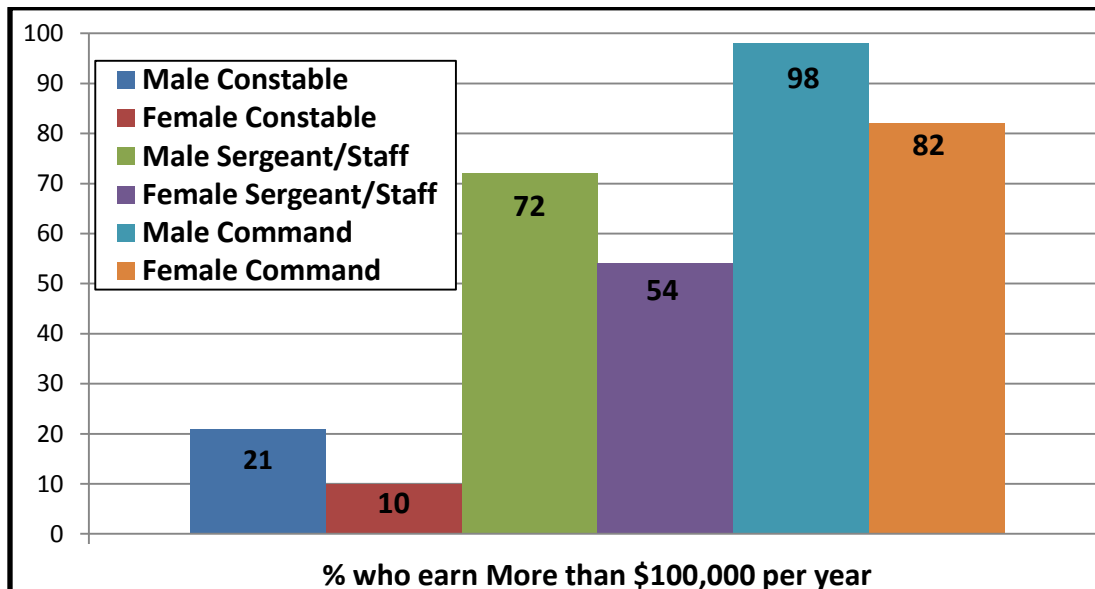


Figure 19: Relationship between gender and marital status

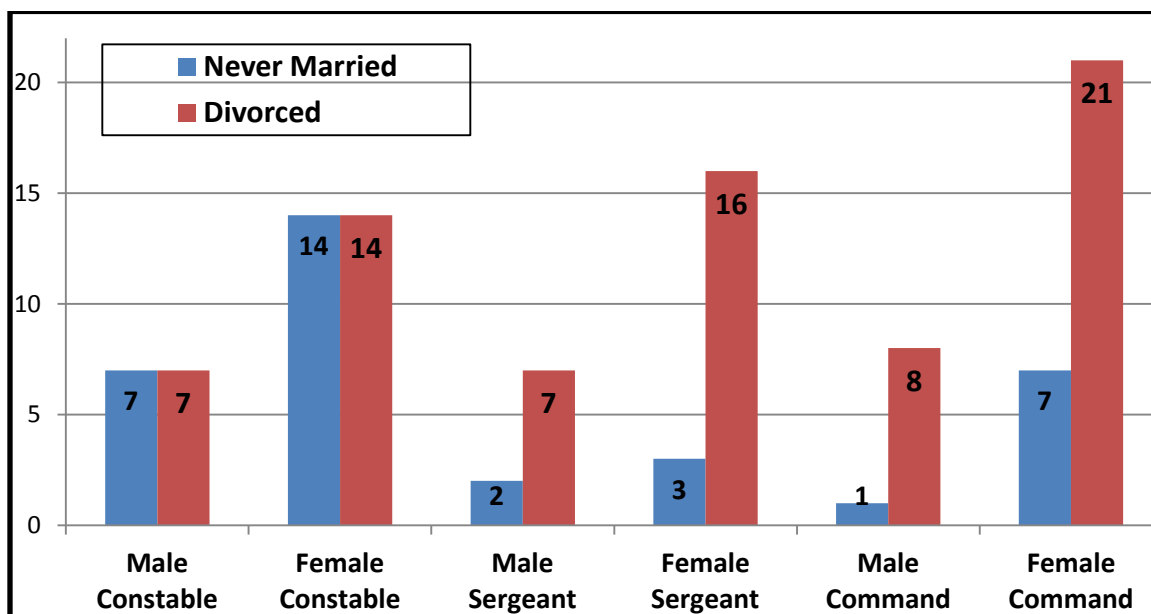


Figure 20: Relationship between gender and financial status of family

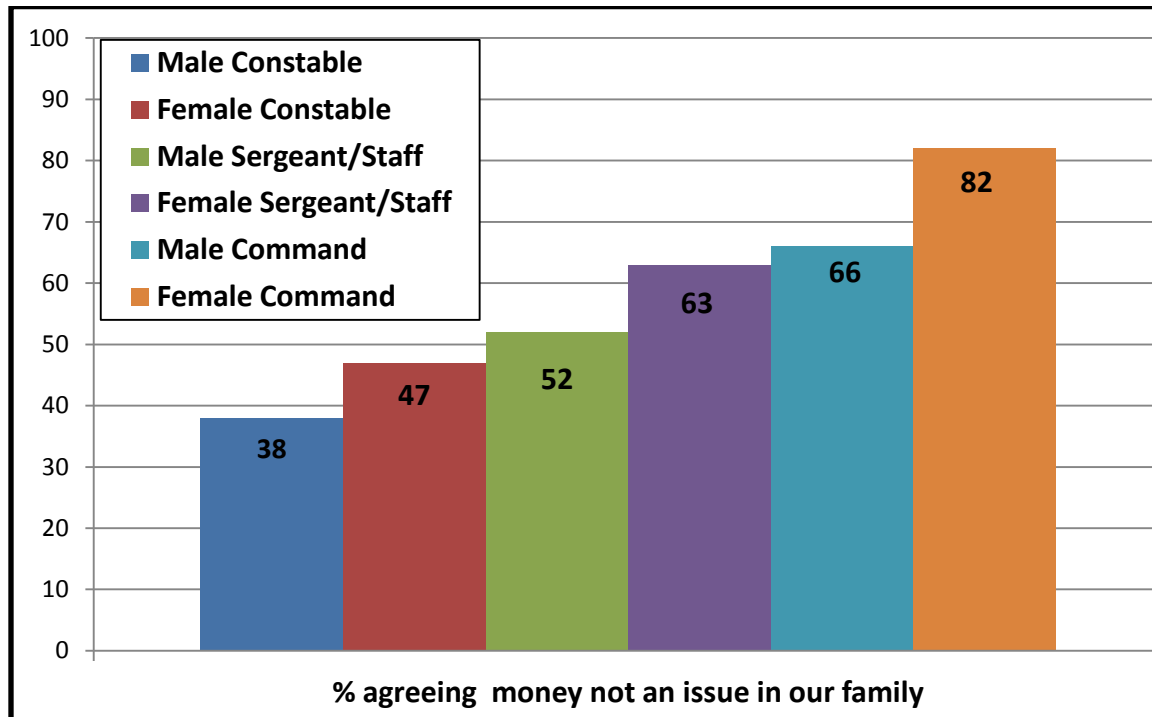


Figure 21: Relationship between gender and parental status

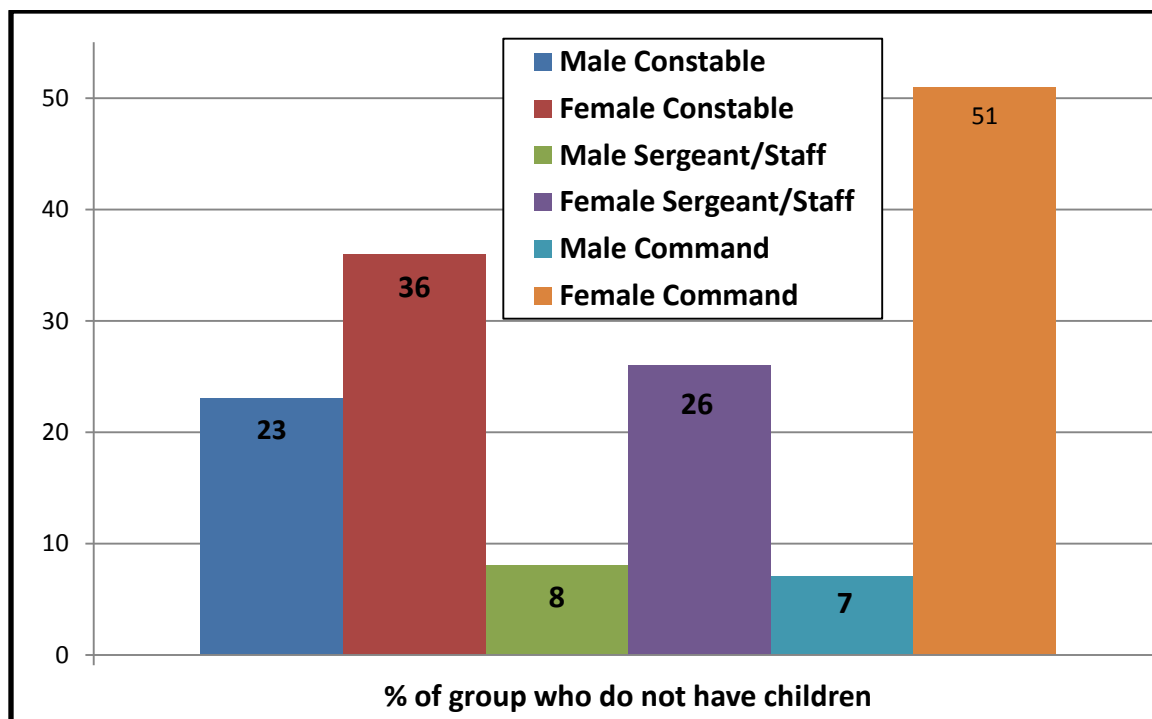


Figure 22: Relationship between Gender and Breadwinner Status

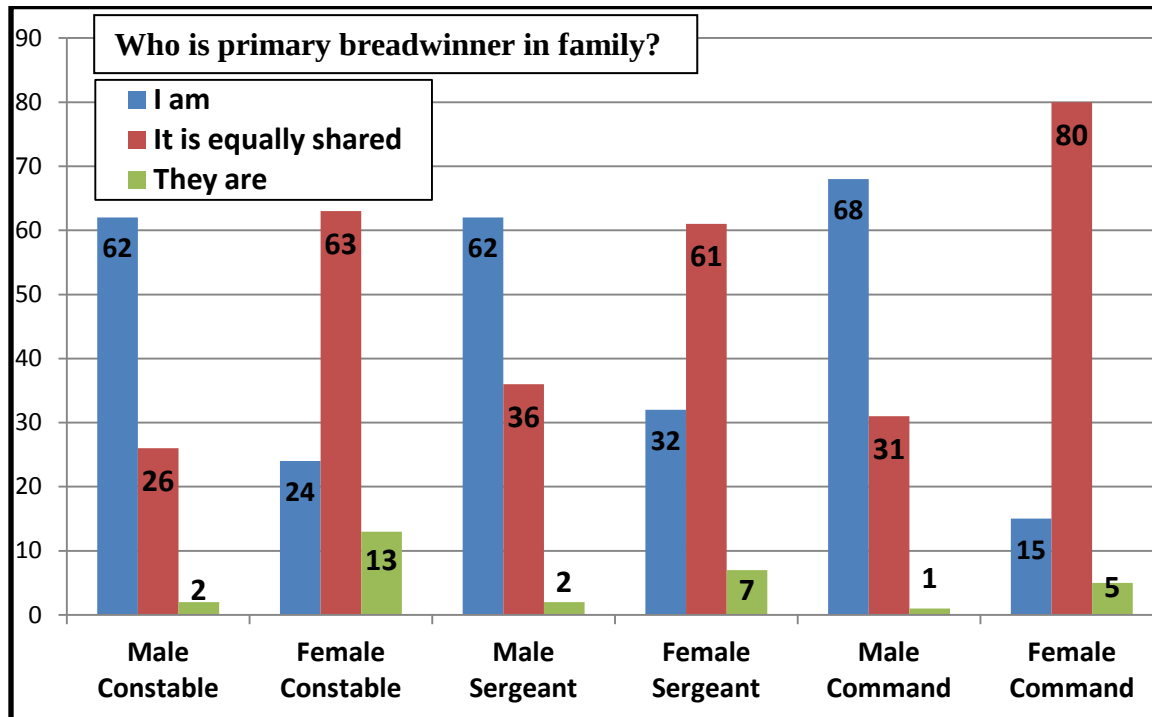
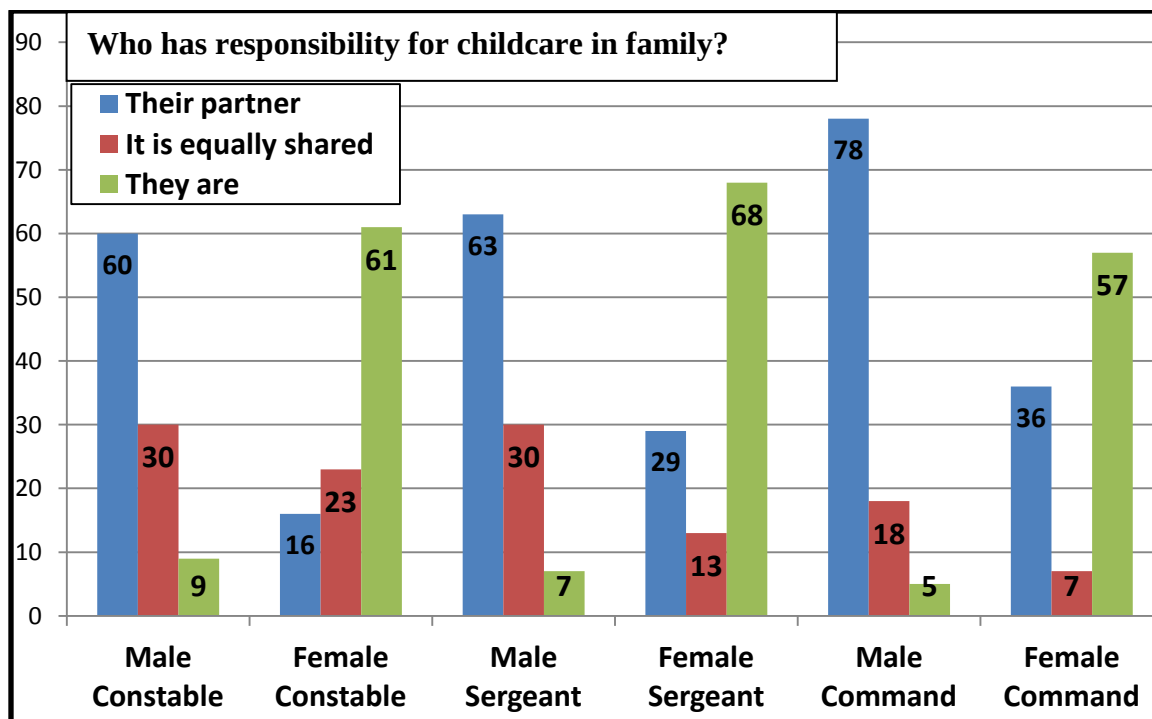


Figure 23: Relationship between Gender and Responsibility for Childcare



3. Predictors

A predictor is information that supports a probabilistic estimate of future events. This section of the report looks at predictors of the key organizational and employee outcomes examined in this study. Three sets of predictors are examined: those pertaining to the work itself (Section 3.1), those relating to the family (Section 3.2) and those associated with the organizational domain (Section 3.3).

3.1 Work Demands

Time at work is the single largest block of time which most people owe to others outside their family. Consequently it is often the cornerstone around which the other daily activities must be made to fit. As a fixed commodity, time allocated to employment is necessarily unavailable for other activities, including time with the family and time for leisure. Thus, time spent at work offers an important and concrete measure of one dimension of employment that affects individuals and their families. When asked to identify their biggest concern in life, working parents typically respond "time." Higher work demands have been found to be positively associated with increased levels of stress and depressed mood as well as increased levels of work life conflict, increased intent to turnover and increased absenteeism.

We included two measures of work demands in this study: objective work demands (hours spent in work per week) and use of office technology. We also asked respondents to estimate how many hours per week their partner spent in paid employment as stress and work-life conflict is positively associated with the total work demands within the couple (i.e. stress is greater when both members of a couple are trying to balance demanding careers with the demands of their partner's career and their family).

Data in this section of the report can be found in Appendix C and D

Table 7: Work Demands of the Respondent

Table 8: Work Demands of the Partner

Table 12: Use of Work Extension Technology

Table 13: Impact of Work Extension Technology

Police officers devote long hours to work

Police officers devote long hours to work. The average officer in this sample works just over 44 hours per week. Three-quarters of the sample (78%) work more than 45 hours per week while 20% work between 35 and 44. Two thirds (64%) of the police officers in this sample cannot get everything done during work hours and take work home to complete outside of their regular hours on evenings and weekends (a phenomena which is referred to as supplemental work at home or SWAH). These individuals spend another 6.7 hours in work per week (i.e. donate a work day's worth of time a week to the force). Respondents also spend an average of 4.3 hours per week in work related commuting.

In summary, the typical police officer in the sample spends 53.5 hours in work per week overall (including supplemental work at home and commuting) and as such can be considered to be high risk with respect to high work-life conflict, stress, depressed mood, absenteeism and poorer physical health.

Many police officers are married to people who work as hard as they do

Families where both the respondent and their partner report higher total time in paid employment per week are more likely to experience challenges with respect to work-life conflict than are families where one, if not both partners, spend fewer hours per week in paid employment.

The data from this study shows that half of the police officers in the sample (52%) are married to people who work just as hard as they do (i.e. more than 45 hours per week). Furthermore, a majority (59%) have partners take work home to complete outside of their work regular hours (e.g. evenings and weekends). These partners spend approximately 8 hours in supplemental work per week.

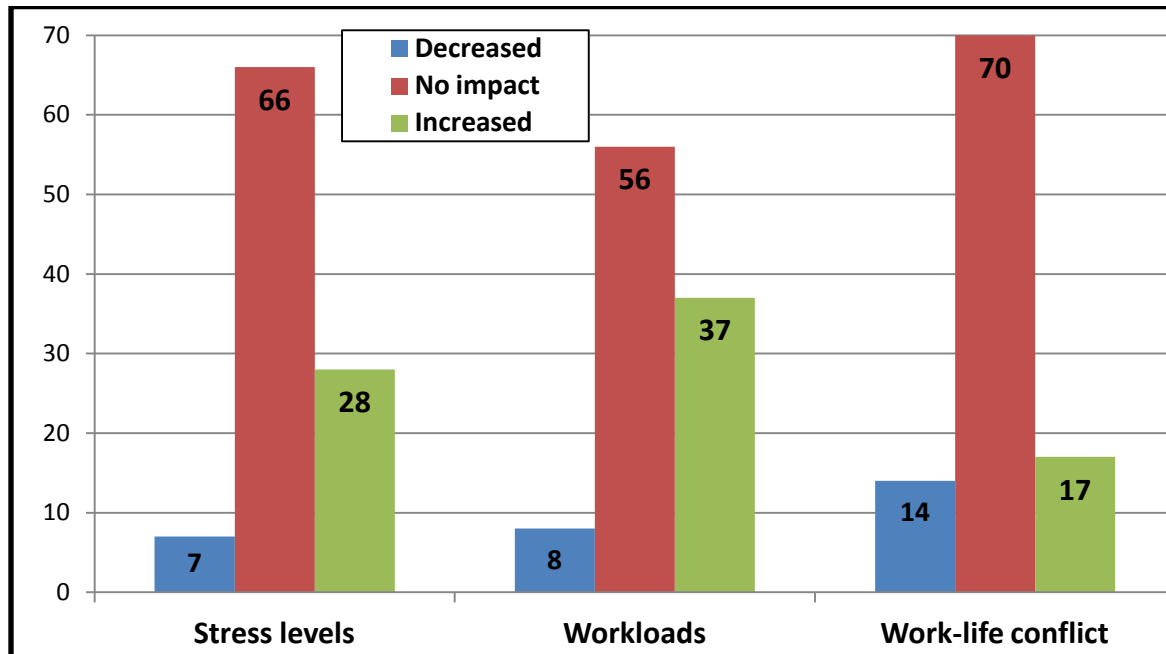
The rest of the police officers in the sample were the primary breadwinner in their family and had partners who worked significantly fewer hours per week than they did (26% of the officers in the sample said their partners worked less than 35 hours per week and 22% had partners who worked 35 to 44 hours per week). The average partner of the police officers in this sample spend 43 hours in work per week overall (including supplemental work at home and commuting).

Police officers are highly dependent on e-mail to stay connected to work

Virtually all (97%) the police officers in the sample spend time each work day using e-mail. While half the sample (45%) spend less than an hour a day sending and reading e-mails, 36% spend between 1 and 3 hours a day using e-mail and 16% spend more than 3 hours a day processing e-mail. In fact, the typical police officer in this sample spends 2.3 hours in e-mail communication on work days.

The majority of the police officers in this sample (79%) also spend time each non-work day reading and responding to work-related e-mail. While two thirds of the respondents (65%) spend less than an hour on non-work days sending and reading work related e-mails, 11% spend between 1 and 3 hours and 4% spend more than 3 hours processing work-related e-mail on their days off. Again, the high reliance police officers have on e-mail can be appreciated by noting that the typical police officer in this sample spends an hour a day in e-mail communications on their days off.

Figure 24: Impact of office technology on employees



While most do not feel that technology has impacted them (either positively or negatively)

As shown in Figure 24 the majority of the police officers in the sample do not feel that work extension technology has impacted the amount of stress they are under (66% reported no change), the amount of work they do each day/their workloads (56% reported no change), and their ability to balance and family (70% reported no change)

...A substantive number of the respondents report challenges because of technology

Just over one in four (28%) of the police officers in the sample said that their use of work extension technology has increased the amount of stress they are under and the amount of work they do each day/their workloads (37%). Fourteen percent reported that the technology made it harder for them to balance work and family demands, approximately the same percent (17%) who felt that the technology had enhanced their ability to balance competing work and family demands.

3.1.1 Impact of Rank on the Findings

The following conclusions can be drawn with respect to the association between rank and work demands:

- While all police offices work hard, time in work/workload increases dramatically with rank (Figure 24).

- It is likely that police forces across Canada could not get their work done and meet their mandates if their officers did not donate a substantive amount of their personal time each week to the organization.
- Those in Command donate more than 10 hours per week of their time to their organization (more than a day a week in Supplemental work at home - SWAH).
- Constables (6 hours per week in SWAH) and sergeants/staff sergeants (7 hours per week in SWAH) also perform a significant amount of unpaid overtime work per week.
- The partners of police officers in Command positions spend significantly fewer hours in work per week overall than do the partners of those in the other two ranks (almost 3 hours less per week than the other partners in the sample). While the direction of causality is unclear from these data (i.e. we cannot tell from these data if police officers who have partners with less demanding work roles are more able to advance, or if those individuals who are married to someone who gets promoted to a command role have to reduce their work commitments because their partner's demands are so significant) it would appear from these data that the police command role exerts significant pressures on the couple.
- The amount of time spent using e-mail on work days and non-work days increases dramatically with rank (Figure 26).
- The negative impacts of technology on the employee increase with rank (Figure 27).

Figure 25: Relationship between rank and work demands

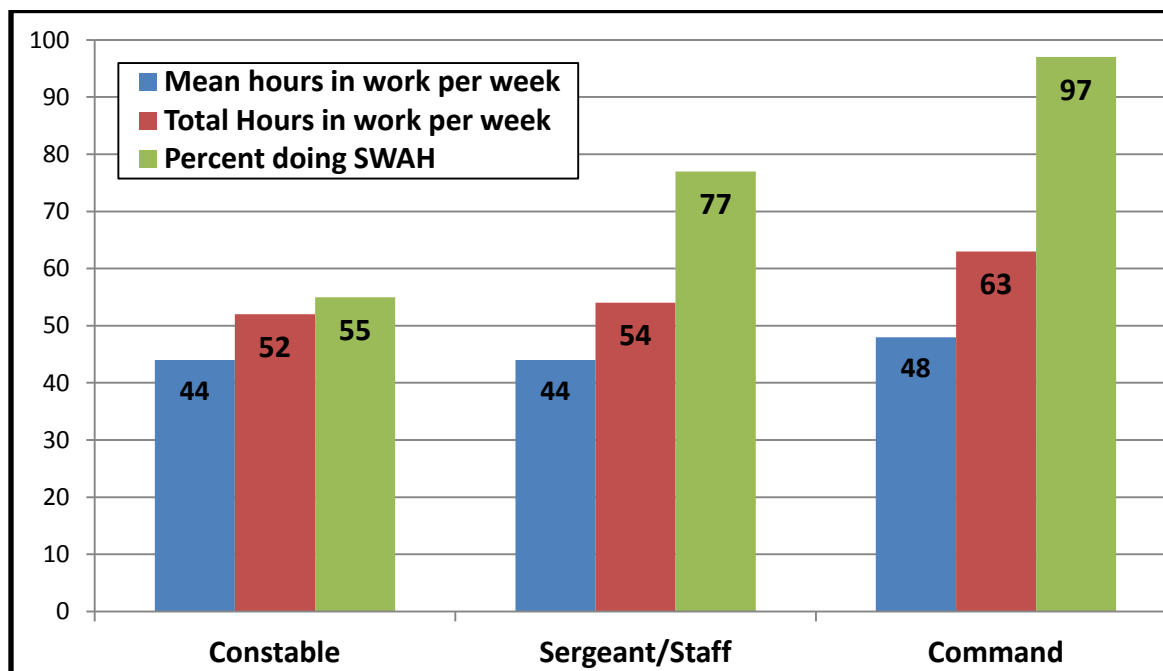


Figure 26: Relationship between rank and time spent on e-mail

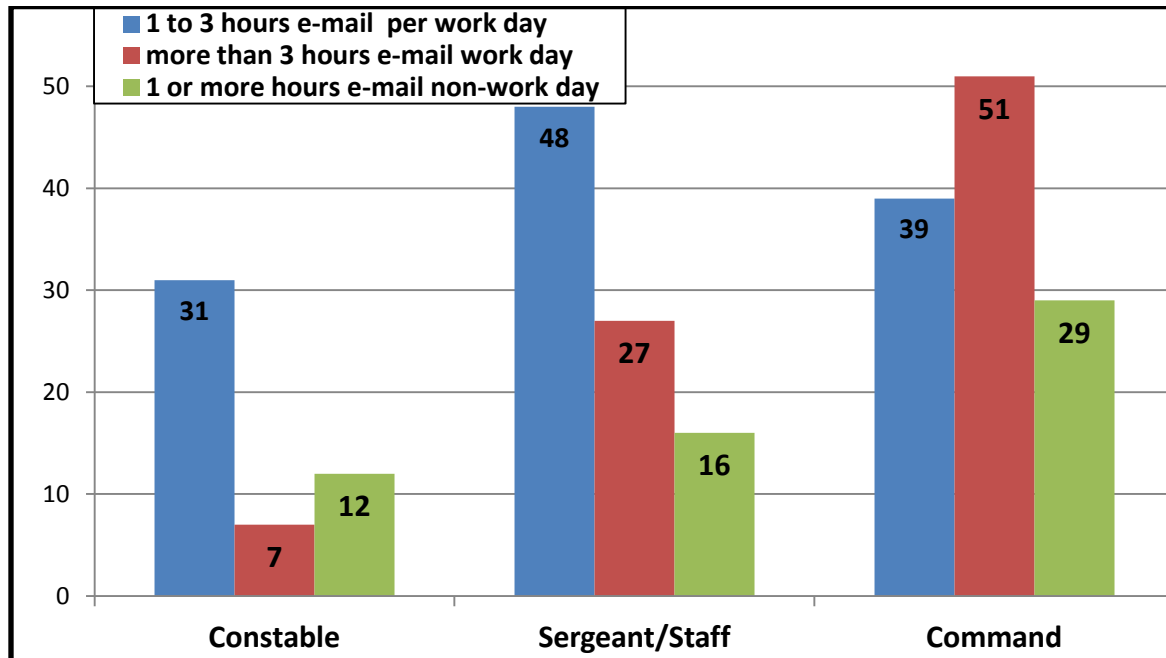
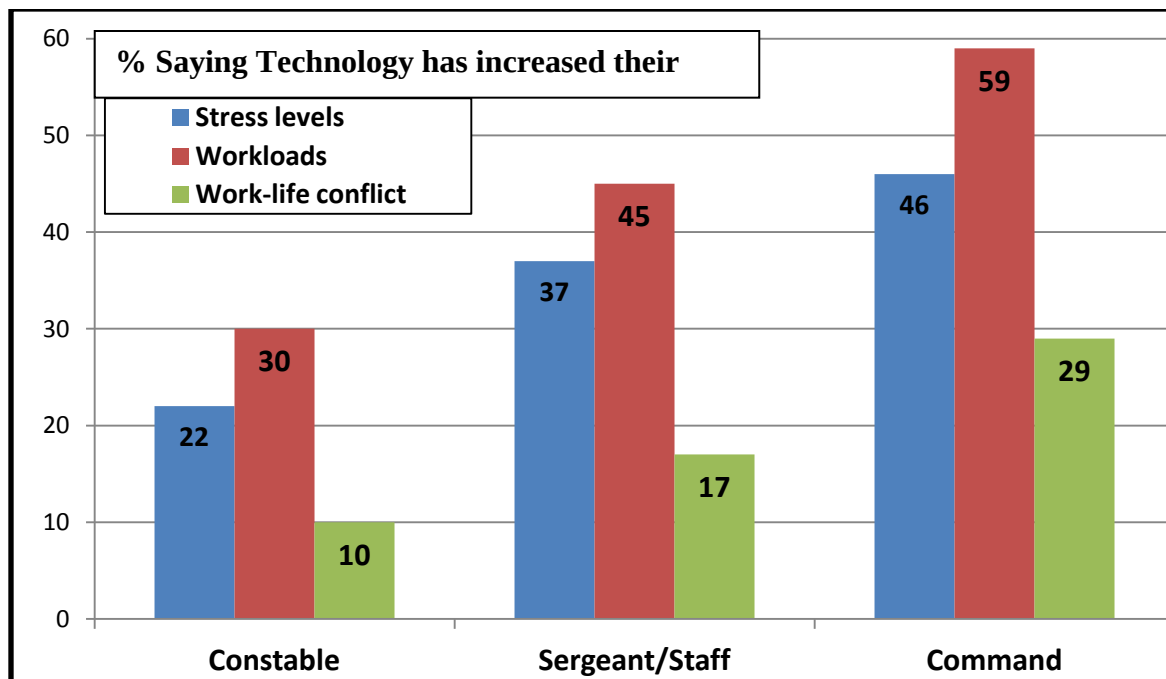


Figure 27: Relationship between rank and impact of office technology on employee

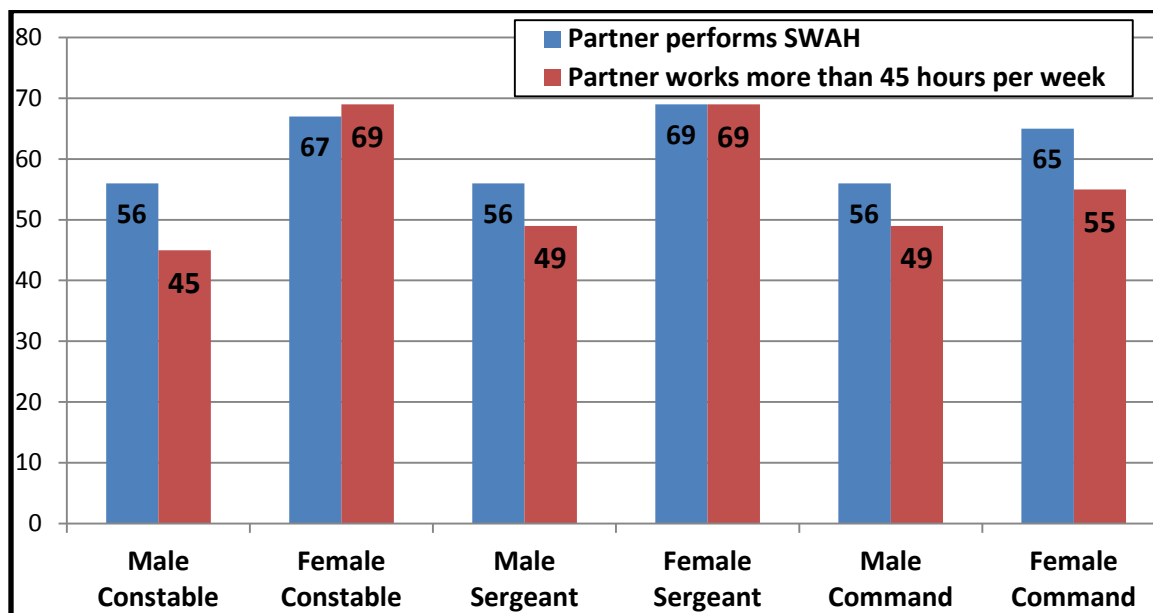


3.1.2 Impact of Gender on the Findings

The following conclusions can be drawn with respect to the association between gender and work demands when rank is taken into account:

- In the Constable and sergeant/staff groups gender is not associated with either the likelihood that an officer will perform SWAH or time spent in work per week.
- Within the Command group, the women were less likely than their male counterparts to perform SWAH (96% of men versus 86% of women).
- Women in the Command group who did perform SWAH spent less time working during their time off than their male counterparts (11 hours per week versus 8 hours per week).
- Women in the Command group spent fewer hours per week in work than their male counterparts (65 hours per week versus 58 hours per week).
- Women, regardless of rank, are more likely to be married to an individual who also has heavy work demands (i.e. the partner's of female officers are more likely to perform SWAH and work 48+ hours per week than are the partners of their male counterparts (Figure 28).
- If we control for rank, the impact of office technology on stress and the amount of work done is not associated with gender.
- Within the Constable and Sergeant/Staff Sergeant groups, gender is not associated with the impact of technology on work life balance.
- The men in the Command group are twice as likely as their female counterparts to say that office technology has negatively impacted their work life balance (35% of men in the Command group gave this response versus 18% of their female counterparts). This finding is consistent with the fact that females in Command position limit their use of technology outside of work hours to a greater extent than do the men.

Figure 28: Relationship between gender and work demands of partner



3.2 Non-Work Demands

Family labour is defined as being those tasks required to maintain a household and fulfil child and eldercare responsibilities. Non work demands were quantified in this study by looking at home many hours per week the police officer and their partner/spouse spent in childcare and eldercare. Research has found that for full time employees of both genders, an increased number of hours spent in dependent care places employees at high risk for work-family conflict, role overload and stress. This conflict, in turn, appears strongly associated with decreased physical and emotional well-being as measured by depressed feelings, life satisfaction, health and energy levels and days absent from work.

Data in this section of the report can be found in Appendix C and D

Table 9: Non-work Demands of the Respondent

Table 10: Non-work Demands of the Partner

The majority of police officers have substantive demands at home

Just under two thirds (62%) of the respondents spend time each week in childcare and one in five (20%) spend time each week in eldercare. The typical respondent with childcare spends an average of 24 hours a week in care or activities with their children. The typical respondent with eldercare spends an average of 7 hours a week in care or activities with their elderly dependents. On average a police officer spends 16 hours per week in dependent care.

The partners of the police in this sample spend substantially more time in dependent care than they do

The typical partner of a police officer spends an average of 32 hours a week in care or activities with their children (substantially more time than the police officer) and an average of 9 hours a week in activities of caring for their elderly dependents. The total time in dependent care for the partners of the police officers in the sample is 28 hours per week - almost twice the amount of time in these activities as that spent by the police officer).

3.2.1 Impact of Rank on the Findings

The following conclusions can be drawn with respect to the association between rank and non-work demands:

- The higher the rank the fewer hours per week the respondent spends in childcare, eldercare, and dependent care overall (Figure 29).
- Regardless of rank, partners of police officers spend more time in childcare and total dependent care than do the police officers themselves. These differences can be attributed to differences in time spent in childcare as there were no differences in time spent in eldercare within the family (Figure 30).
- Time per week in childcare and dependent care overall declines with rank (the higher the rank the less time in childcare and eldercare by both the police officer and their partner).

Figure 29: Relationship between rank and time in dependent care

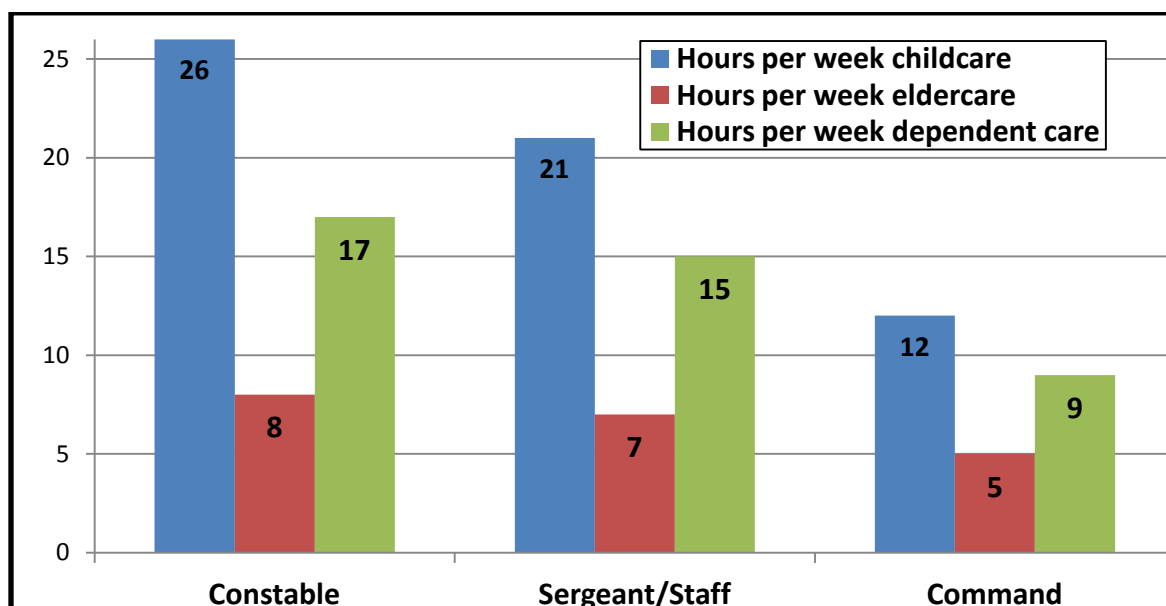
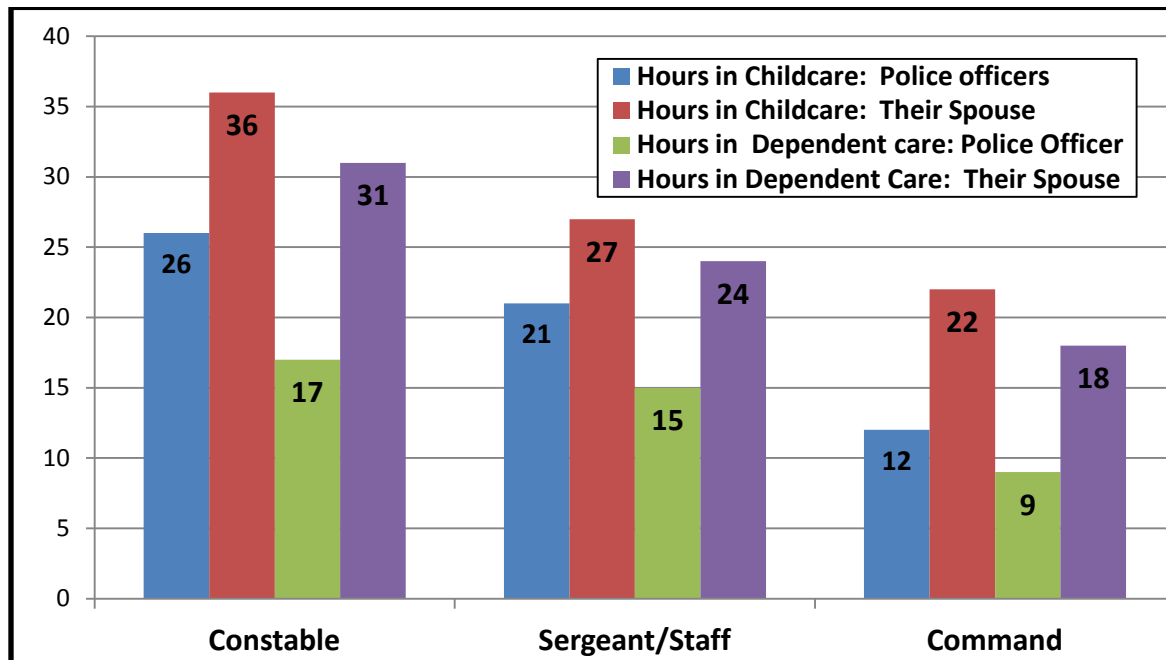


Figure 30: Relationship between rank and time in dependent care by officers and their partners



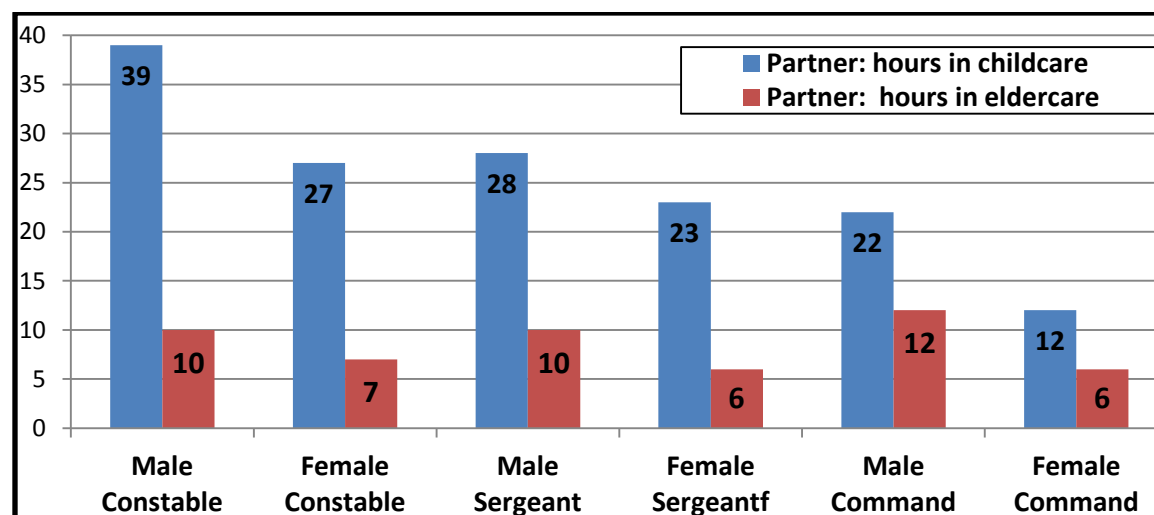
3.2.2 Impact of Gender on the Findings

The following conclusions can be drawn with respect to the association between gender and non-work demands when rank is taken into account:

- With one exception (Sergeant/Staff Sergeant group) women were less likely than men to spend time each week in childcare - a finding that is consistent with the fact that they are less likely to have children. For example
 - Constable: 65% of men and 56% of women spend time each week in childcare
 - Sergeants: 66% of men and 58% of women spend time each week in childcare
 - Command: 62% of men and 32% of women spend time each week in childcare
- With one exception (Command), female police officers who do have children spend more time per week in childcare than their male counterparts. For example
 - Constable with children: men spend an average of 24 hours a week in childcare and women spend 30 hours
 - Sergeant/Staff Sergeant with children: men spend an average of 19 hours a week in childcare and women spend 26 hours
 - Command with children: men spend an average of 12 hours a week in childcare and women spend 13 hours
- Gender was not associated with the likelihood that one would spend time in eldercare. Nor was it associated with the amount of time spent per week in eldercare.

- When rank is taken into account, partners of male police officers spend more time in childcare and in eldercare than do the partners of female police officers (Figure 31).
- Taken as a whole the data support the idea that female police officers with dependent care shoulder a higher proportion of the burden at home than their male counterparts.

Figure 31: Relationship between gender and time in dependent care by partner



3.3. Stressors in the Policing Environment

Data in this section of the report can be found in Appendix C and D

Table 11: Stressors in the Policing Environment

Our review of the literature police officers are exposed to a fairly unique set of stressors and face a different set of challenges at work than most employees. In 2010 we worked with the Ottawa Police Services (OPS) to develop and test a 34 item measure that quantified exposure to a variety of stressors in the policing environment. We included this 34 item measure in this 2011 survey. Analysis of the results using a statistical technique called principal components factor analysis revealed 5 main sources of stress arising from the policing work environment:

- Dealing with multiple competing ever changing demands,
- Pressure to take on work that falls outside ones mandate,
- Understaffing,
- Dealing with the court system, and
- Managing the expectations of the public.

A description of the questions included in each of these factors is given in Box 1. Data on the extent to which the police officers in the sample experience these five main stressors are given in Table 1. Data on the extent to which police officers experience each of the 34 of the stressors included in the measure (only 22 loaded on the five factors listed above) are given in Table 2.

Table 1: Extent to which police officers experience key stressors: Factor Scores

Stressor	% Rarely experience	% Often Experience
Multiple competing demands	22%	40%
Not enough staff to do the work	22%	40%
Managing public expectations	40%	23%
The court system	51%	19%
Having to do work outside mandate	47%	16%

Key stressors facing police today include dealing with multiple competing demands...

What are the most common types of stressors within the police environment today? Two stand out. First, our study found that many police today often (40%) experience stress associated with the need to deal with multiple competing complex ever- changing demands simultaneously. The sheer volume of the work (assigned files, phone calls, walk ins, e-mails) is overwhelming and the stress is exacerbated by other people's sense of urgency, unrealistic deadlines, pressures to do a high quality job, the increased complexity of the cases, and a culture that makes it unacceptable to say no. Also adding to the stress is the fact that the work itself is emotionally taxing and many worry that they will put others in jeopardy if they cannot get the task done quickly and perfectly.

....and understaffing

The above stress is intensified by the fact that many (40%) police officers face understaffing in their area. More specifically they feel that officers who leave are not being replaced quickly enough (unfilled positions in the area) and that they do not have enough staff coverage to allow people to take breaks during work hours (i.e., lunch, coffee) or to backfill maternity leave, secondments, absenteeism. These data can be used to make the case that "doing more with less" does come at a cost – increased stress and decreased well being of employees who must deal with higher and more complex workloads with either the same (or worse, reduced) staffing complements.

The court system and managing public expectations are stressful for one in five

Other key sources of stress relate to managing public expectations (the media and the public), dealing with the court system (attending court when on duty and off duty) and being required to do work that is outside their mandate.

Box 1: Stressors in the Policing Environment

Multiple competing complex demands:

- The sheer volume of the work (assigned files, phone calls, walk ins, e-mails)
- Dealing with multiple competing demands simultaneously
- I am responsible for too many different things/roles
- Pressures to do a high quality job while meeting an unrealistic deadline
- The cases I deal with are more complex than in the past and require greater effort
- The culture makes it unacceptable to say no
- The work itself is emotionally taxing and I worry that I will put someone in jeopardy if I cannot get it done within a certain time period
- Managing other people's sense of urgency

Performing work outside mandate

- The amount of time spent looking for my next career move takes away from the time available to develop the skills and experience needed for my current job
- Taking on work that falls outside my mandated job description (committees, covering for others)
- Perceived pressure to volunteer free time
- Politically motivated requests that fall outside my mandate

Staffing

- Not enough staff to do the work required
- There are unfilled positions in my area (people are not being replaced quickly enough)
- Not enough staff coverage to allow people to take breaks during work hours (i.e., lunch, coffee)
- Meeting work demands when people are away from work (no one available to backfill maternity leave, secondments, absenteeism)

The court system

- Having to attend court when off duty
- Having to attend court when on duty
- The demands placed on me by the court system

Managing expectations of the public

- Managing relationships with the media
- Managing the expectations of the public

Table 2: Extent to which police officers experience key stressors: Individual Items

Stressor	% Rarely Experience	% Often Experience
The culture makes it unacceptable to say no	20%	57%
The cases I deal with are more complex than in the past & require greater effort	21%	55%
The amount of time spent in administrative work	20%	55%
Not enough staff to do the work required	15%	54%
Dealing with multiple competing demands simultaneously	20%	50%
Too many competing ever changing number one priorities	24%	47%
Meeting work demands when people are away from work (no one available to backfill maternity leave, secondments, absenteeism)	26%	46%
Unfilled positions in my area (people not being replaced quickly enough)	31%	46%
Managing other people's sense of urgency	23%	46%
The sheer volume of the work (assigned files, phone calls, walk ins, e-mails)	28%	43%
The culture makes it difficult to seek help	33%	38%
Not enough staff coverage to allow people to take breaks during work hours	37%	37%
Constant changes in policy and legislation	34%	36%
I am responsible for too many different things/roles	35%	36%
Managing the expectations of the public	30%	35%
Pressures to do a high quality job while meeting an unrealistic deadline	32%	34%
Lack of resources to do the job (equipment, supplies)	38%	35%
The demands placed on me by the court system	40%	35%
Ineffective communication/Lack of timely feedback	37%	33%
Lack of control over my work	34%	33%
Perceived pressures to engage in volunteer activities when off duty	48%	30%
Taking on work that falls outside my mandated job description (committees, covering for others)	41%	29%
The shortage of skilled experienced staff	41%	28%
The IT infrastructure ("email jail")	50%	27%
Politically motivated requests that fall outside my mandate	49%	26%
The work itself is emotionally taxing and I worry that I will put someone in jeopardy if I cannot get it done within a certain time period	50%	26%
High levels of mobility within force has reduced productivity	49%	23%
Cases that are overdue in my workflow	55%	20%
Having to attend court when off duty	57%	20%
I cannot get everything done and worry about cases falling through the cracks	56%	19%
Managing relationships with the media	60%	16%
Having to attend court when on duty	59%	14%
Extent to which stressor experienced <u>not</u> associated with rank		
Extent to which respondents say that the stressor is experienced "often" <u>decreases</u> with rank		
Extent to which respondents say that the stressor is experienced "often" <u>increases</u> with rank		

Organizational stressors are more problematic for police today than operational stressors

How often do police officers experience each of the 34 sources of role overload and stress examined in this study? Data for the total sample are shown in Table 2. What are the most common organizational sources of role overload and stress within the police environment today? Four situations stand out as being problematic for a majority of the police officers in the sample: the culture of policing (i.e. 57% said that in their force it was unacceptable to say no to more work), the increased complexity of the work, the amount of time spent doing paper work, understaffing (not enough staff to do the work, no one to backfill when people were away, unfilled positions) and the lack of clear cut priorities and direction (multiple competing demands, too many ever changing number one priorities, managing others sense of urgency).

3.3.1 Impact of Rank on the Findings

The following conclusions can be drawn with respect to the association between rank and the likelihood of experiencing the various stressors associated with police work:

- The extent to which police experience the various job stressors examined in this study is strongly associated with rank (Figure 32).
- The main stressors for those at the rank of Constable include not enough staff to do the work, multiple competing demands and the court system (Figure 32)
- The main stressors for those at the rank of Sergeant/Staff Sergeant include multiple competing demands, not enough staff to do the work and managing public expectations
- The main stressors for those in Command include multiple competing demands, not enough staff, managing the expectations of the public and doing work that is outside their mandate.
- Police officers within the Command group are more likely to report that they often experience three of the five types of stressors identified in this study: multiple competing demands, work outside mandate and managing expectations of public
- Police officers at the rank of Constable are more likely to report they often face stress that is due to not having enough staff to do the work.
- The prevalence of half of the stressors examined in this study are not associated with rank
- The extent to which 6 of the stressors studied in this analysis are experienced by the police officers in this sample decreases with rank (see Table 2 and Figure 33).
- Dealing with the court system is more stressful for front line police officers (Figure 33)
- The extent to which 10 of the stressors studied in this analysis are experienced by the police officers in this sample increases with rank (see Table 2 and Figure 34).

- Stresses relating to the volume of the work and managing competing priorities and relationships increase with rank (see Table 2 and Figure 34).

Figure 32: Relationship between rank and exposure to different sources of job stress

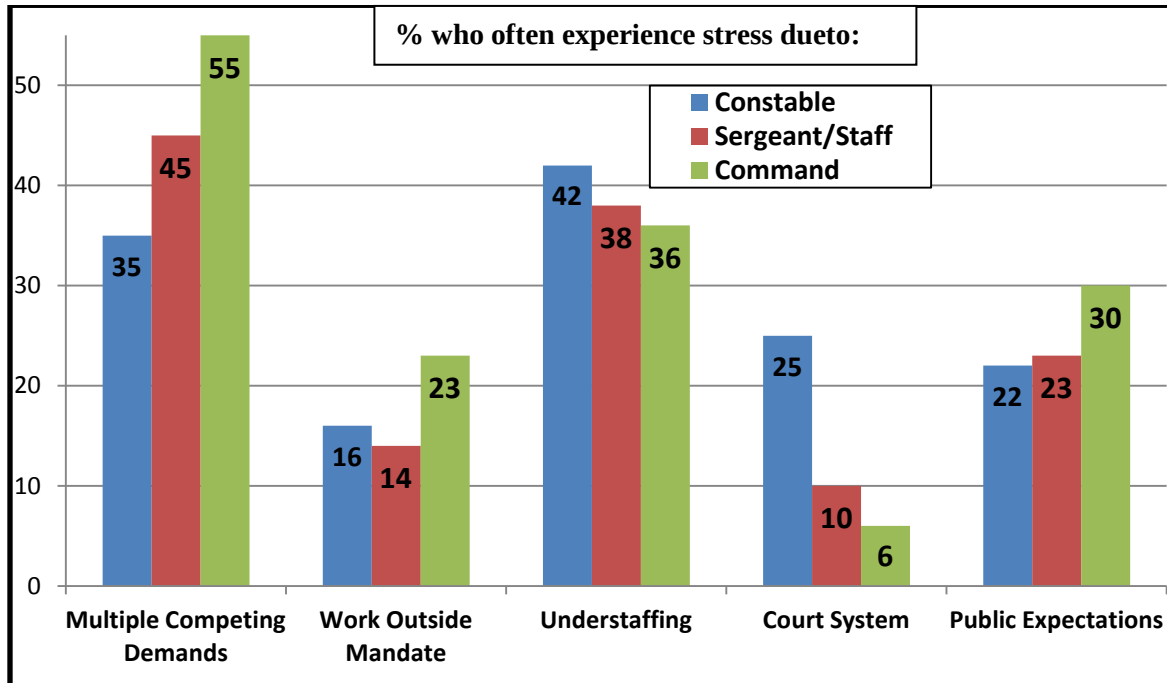


Figure 33: The extent to which police officers encounter the following stressors decreases with rank

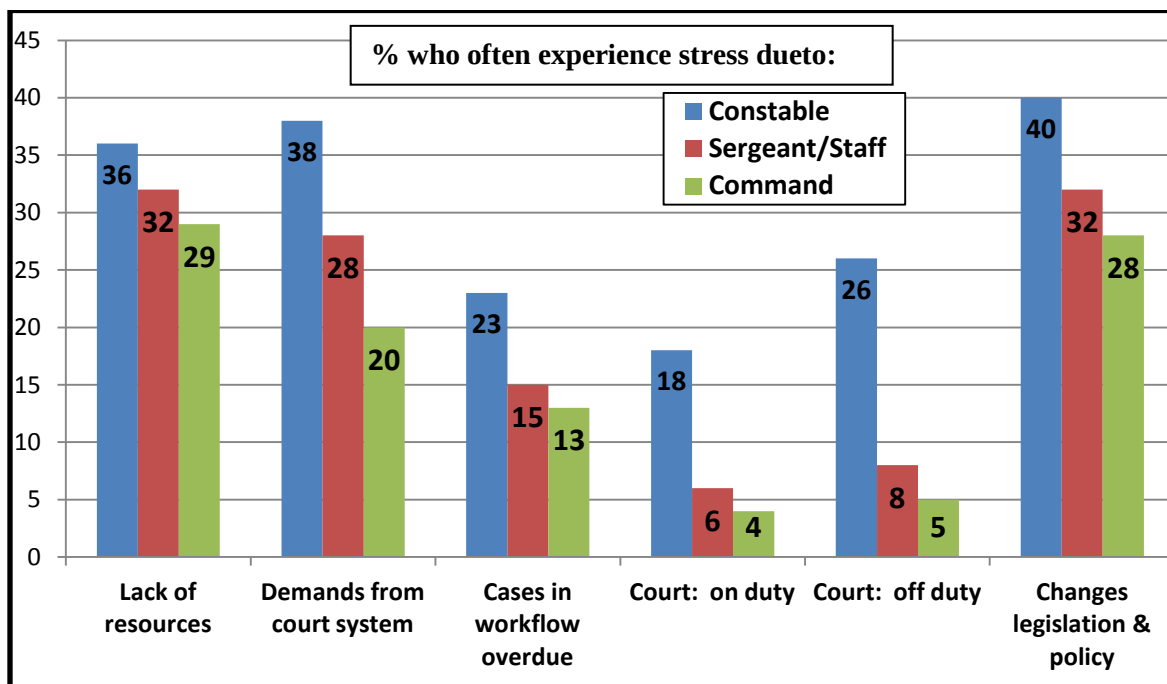
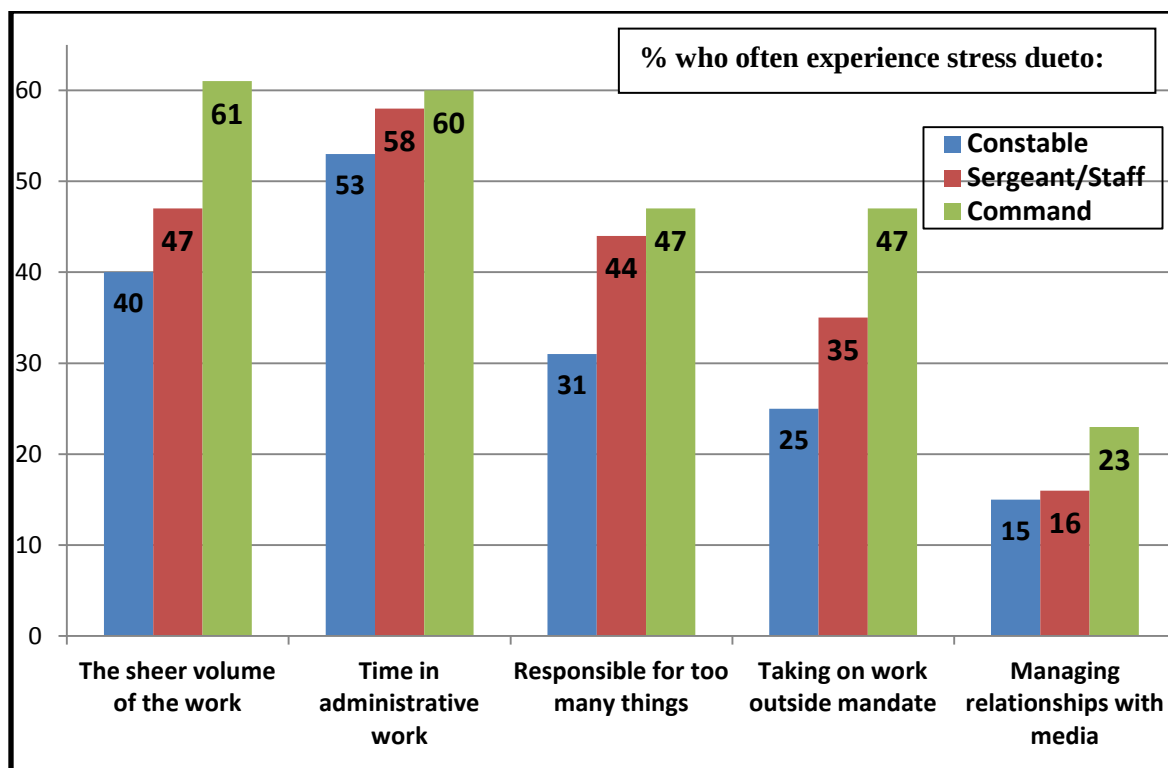
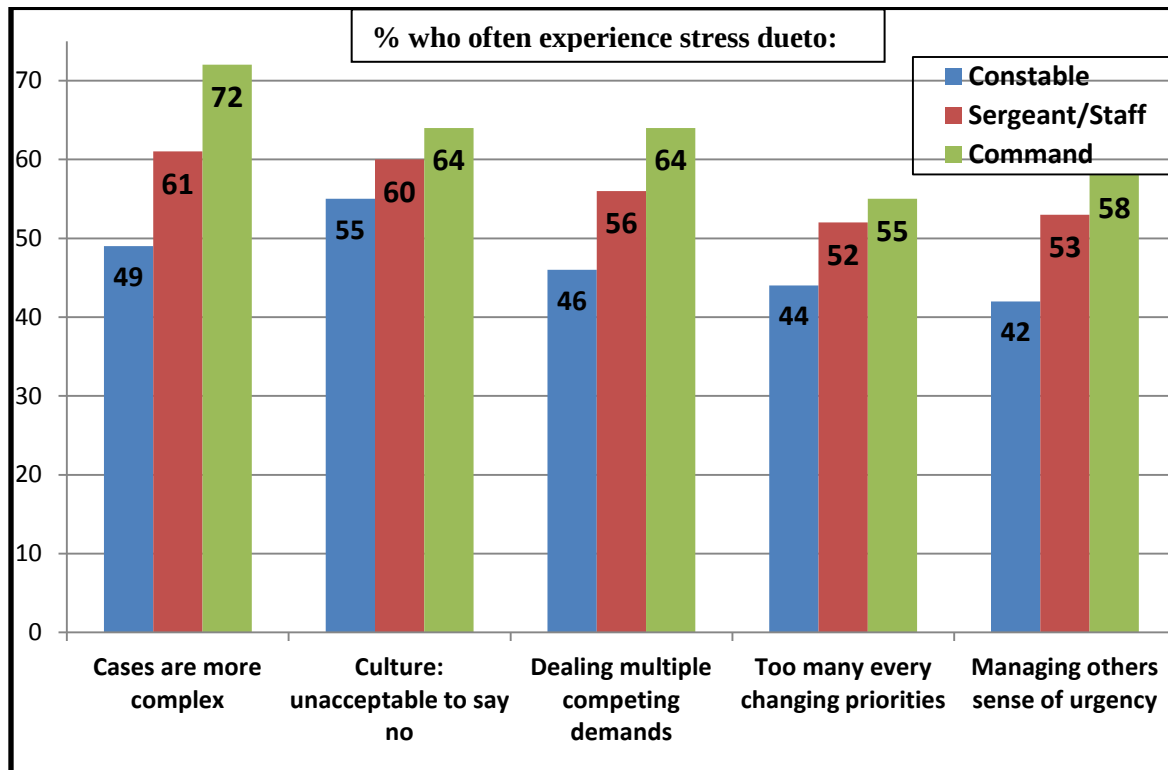


Figure 34 The extent to which police officers encounter the following stressors increases with rank



3.3. 2 Impact of Gender on the Findings

Gender differences in exposure to the various stressors examined in this study are shown in Table 3. It should be noted that there are only four cases where women are more likely than men to report that they often experienced a particular stressor.

Table 3: Gender differences (within rank) in the extent to which police officers experience key stressors

Stressor: % experiencing stressor <u>often</u>	Men versus Women		
	Constable	Sergeant	Command
The culture makes it unacceptable to say no	58% vs 49%	--	63% vs 70%
The cases I deal with are more complex than in the past	53% vs 39%	63% vs 48%	--
The amount of time spent in administrative work	56% vs 47%	59% vs 51%	--
Not enough staff to do the work required	--	--	--
Dealing with multiple competing demands simultaneously	48% vs 40%	57% vs 50%	65% vs 52%
Too many competing ever changing number one priorities	47% vs 37%	--	--
Meeting work demands when people are away from work	--	--	43% vs 59%
Unfilled positions in my area	--	--	44% vs 53%
Managing other people's sense of urgency	--	--	--
The sheer volume of the work (assigned files, phone calls, walk ins, e-mails)	--	--	63% vs 47%
The culture makes it difficult to seek help	--	--	--
Not enough staff coverage to allow people to take breaks during work hours	44% vs 33%	--	26% vs 33%
Constant changes in policy and legislation	43% vs 31%	34% vs 24%	--
I am responsible for too many different things/roles	--	46% vs 39%	49% vs 37%
Managing the expectations of the public	--	37% vs 26%	42% vs 34%
Pressures to do a high quality job while meeting an unrealistic deadline	--	--	--
Lack of resources to do the job (equipment, supplies)	39% vs 30%	--	--
The demands placed on me by the court system	41% vs 32%	30% vs 19%	22% vs 4%
Ineffective communication/Lack of timely feedback	34% vs 28%	--	--
Lack of control over my work	35% vs 25%	35% vs 27%	--
Pressures to engage in volunteer activities when off duty	--	--	--
Taking on work that falls outside job mandate	--	--	49% vs 37%
The shortage of skilled experienced staff	--	--	--
The IT infrastructure ("email jail")	--	--	--
Politically motivated requests that fall outside my mandate	--	--	38% vs 30%
Work itself is emotionally taxing	--	--	--
High levels of mobility has reduced productivity	--	--	--
Cases that are overdue in my workflow	--	--	15% vs 5%
Having to attend court when off duty	--	--	--
Worry about cases falling through the cracks	--	16% vs 24%	--
Managing relationships with the media	--	18% vs 9%	22% vs 15%
Having to attend court when on duty	--	--	--
Women more likely than men to experience stress often			

4. Organizational Outcomes

In this study we collected data on 6 key indicators of organizational health: organizational commitment/engagement, job satisfaction, intent to turnover, employment changes due to work-life conflict, retirement intentions and absenteeism.

Data in this section of the report can be found in Appendix C and D

Table 14: Organizational Outcomes
Table 15: Job Satisfaction: Facet Analysis
Table 16: Employment Changes Index: Details
Table 17: Retirement
Table 18: Absenteeism

Committed employees are loyal to their organization and engaged in their work

Commitment, or engagement as it is often referred to in the practitioner literature, is loyalty to the organization. Why does commitment matter? An individual who has high work commitment is willing to exert effort on behalf of the organization and has a strong desire to remain an employee of the organization (i.e., low intent to turnover). Individuals who have high work commitment also tend to be involved in their work.

Sixty percent of police officers are committed to their force

Almost 60% of the officers in this sample report high levels of commitment to their police force. Just under one in three (30%) report moderate commitment while 11% report low levels of commitment

Intent to turnover is defined as an individual's desire to leave an organization

Turnover has a number of undesirable implications for organizations including the cost of losing an experienced worker, recruiting and re-training a successor (re-training is estimated to cost 1.5 times the employee's annual salary), the lower productivity of a new worker, and secondary morale effects on managers, peers and subordinates

One in five police officers have high intent to turnover

One in five of the respondents have high intent to turnover (11% are thinking of leaving their current police force several times a week or more, 10% are thinking of leaving once a week). The majority (79%) have low intent to turnover.

Job Satisfaction measures how positively employees feel about their work

Why does job satisfaction matter? Although work can be a source of satisfaction and self-esteem, it can also foster dissatisfaction, depressed feelings and despair. Research has shown a negative

relationship between job satisfaction and work stress, organizational commitment, morale, absenteeism, retention, and mental and physical health.

Two-thirds of police officers are satisfied with their jobs

Two thirds (65%) of the respondents report high job satisfaction. While only 5% are dissatisfied with their jobs, 30% are neutral.

What aspects of their jobs are respondents satisfied with? What are they dissatisfied with? The answers to this question are given in Table 4.

Table 4: Job Satisfaction

Job facet	% Dissatisfied	% Satisfied
The amount of job security they have	2%	95%
Pay	10%	80%
The job in general	11%	78%
The sorts of things they do on the job	10%	75%
The number of hours they work	13%	73%
How their working hours are scheduled	18%	68%
Their current workload	23%	60%
Their ability to meet career goals and aspirations	30%	46%
The development opportunities offered by their organization	35%	42%
Job satisfaction <u>not</u> associated with rank		
Percent satisfied increases as rank increases (positive association)		
Percent satisfied decreases as rank increases (negative association)		

People are satisfied with pay and job security

Generally police officers are very satisfied with the extrinsic aspects of their work including the amount of job security they have (95%) and their pay (80%). Most are also satisfied with their job in general, the sorts of things they do on the job, the number of hours they work, and how their work is scheduled. The last is interesting given our previous finding that most police officers perform shift work. These findings are consistent, however, with the fact that most people who become police officers know before they take the job that it involves a lot of shift work. The findings are also consistent with the high levels of pay within policing and the fact that many people go into policing because of the type of work done by police officers.

Also worthy of note are data showing that while the majority are satisfied with their workloads, one in four are dissatisfied with this dimension of their work.

Police forces need to offer officers more career development opportunities

Fewer than half the police officers in this sample were satisfied with the development opportunities offered by their organization and their ability to meet their career goals and aspirations within their current place of work. Also worthy of note are the data showing that one in three police officers are dissatisfied with both of these aspects of their work. These findings support the following conclusion: Canadian police forces need to increase the number of development opportunities they provide employees if they want to improve job satisfaction and reduce turnover.

One in five Canadian police officers are eligible to retire within five years

The aging of Canada's workforce (Boomers getting older), the undersupply of youth (birth rates have declined in Canada for the past 40 year) and a lack of hiring in the 1990s and the first part of this millennium means that police forces need to be aware of the retirement intentions of their workforce.

Our data show that 20% of police officers are eligible to retire within 5 years. What do respondents plan on doing when they retire? While one in three (34%) do not plan on working at all, half (52%) plan on working part-time for another organization and 14% plan on working full time for another organization. Right now police forces incent skilled professionals to leave when they are still relatively young and able to contribute. This supposition is supported by the fact that most plan on working after they retire from the police. These data support the following conclusions: police forces across Canada need to consider changing retirement policies and perhaps implement phased retirement plans.

Work-life conflict can have a number of negative consequences on employers

Work-life conflict can have a number of negative consequences on employers when employees are not able to cope with the dual demands of work and family. The data shown in Table 5 indicate that police organizations are no exception to this rule.

Work-life conflict negatively impacts work performance of one in five police officers

While the majority of respondents report that work-life issues have not impacted their work performance, approximately one in five reported that in the last 12 months they have experienced negative changes to their circumstances at work because of conflicts with demands at home. More specifically, 22% report that work-life challenges have caused them to reduce their work productivity while one in five say that conflict between work and home has meant that they reduced their work hours, were absent from work more often, made greater use of the benefits offered by the organization and turned down a promotion. These data support the following conclusions. First, to increase their efficiency and effectiveness police forces need to deal with the issue of work-life conflict. Second, work-life issues are inexorably linked to the issue of succession planning. If the police force wants to encourage suitable candidates to move into leadership positions they need to make the senior positions more “doable” in terms of workloads and expectations.

Table 5: Impact of work life conflict on key organizational outcomes

Work and family challenges have caused you to:	% Reporting Moderate to High Change
Reduce your work productivity	22%
Reduce work hours	20%
Be absent more often from work	20%
Increase your use of employee benefits	19%
Turn down a promotion	19%
Suffer a reduction in income	13%
Percent reporting this change decreases as rank increases (negative association)	

Absenteeism due to ill health and emotional fatigue common in Canadian police forces

Many organizations use absences from work as a measure of productivity (if workers are not on the job, the work is definitely not being done). While companies expect a certain amount of absenteeism and recognize that some absenteeism is even beneficial to the employee, too much absenteeism can be costly in terms of productivity and is often symptomatic of problems within the workplace. Absenteeism has been estimated to cost the Canadian economy between 2.7 and 7.7 billion dollars annually. Data on absenteeism are shown in Table 6.

Table 6: Absenteeism

Source of Absenteeism	% Absent	Mean Days Absent in Last 6 Months	
		Those absent only	Total Sample
Total - all cases	65%	6.6	4.3
Health problems	51%	4.2	2.0
Mentally or emotionally fatigued	28%	3.9	1.1
Childcare	28%	3.3	1.0
Because person leave not granted	7%	2.5	0.2
Eldercare	5%	3.2	0.3
Long Term Absenteeism	4%		

Two-thirds of the police officers responding to our survey were absent from work at least once in the six months prior to this study being done. These individuals missed 7 days of work in a six month period or approximately 13 days of work a year. This is a relatively high level of absenteeism.

Why did people miss work? Data from this study identifies three main factors contributing to absenteeism within police organizations: health problems (51% of the sample), mental or emotional fatigue (28% of the sample) and issues with childcare (27% of the sample). These findings support the idea that work-life, workload and work stress issues are taking their toll on the physical and mental health of police and provide yet another reason for addressing these issues (decrease the costs associated with absenteeism). The high number of days absent due to

mental and emotional fatigue (approximately 8 days a year) is worthy of note. In this case it is the job that is causing the employee to experience emotional and mental fatigue. Addressing the issues causing this form of absenteeism is critical as emotional fatigue is a precursor to employee burnout.

4.1 Impact of Rank on the Findings

The following conclusions can be drawn with respect to the association between rank and the organizational outcomes examined in this analysis:

- Rank is not associated with intent to turnover.
- Commitment increases substantively with rank (Figure 35).
- Only 50% of front line police officers are committed to their organization (Figure 35)
- Front line police officers are less likely than those at higher rank to be satisfied with their job (Figure 35).
- Rank is not associated with satisfaction with job security and current workload (Table 4).
- Satisfaction with all but one of the other job facets examined in this study (number of hours worked) increases with rank (Table 4).
- Satisfaction with the job itself, pay, development opportunities and ones' ability to meet career goals increases significantly with rank (Figure 36).
- Those in the Constable group are less likely than those in the sergeant, staff sergeant and Command groups to be satisfied with how their work is scheduled,.
- Twice as many of the Constables in the sample report high dissatisfaction with their work schedules (23% dissatisfied) as those in the Command, sergeant and staff sergeant groups (Figure 37). These findings are not surprising given the high use of shift work at this rank.
- Police officers in Command positions are significantly less likely to be satisfied with the number of hours they work than are those in more junior positions (only 50% satisfied).
- Twice as many of the respondents in Command positions report high dissatisfaction with their workloads (24% dissatisfied) as those in the Constable, sergeant and staff sergeant groups (Figure 37). These findings are not surprising given the workloads reported by those in Command positions and reinforces the need to address this issue as it is likely to negatively impact succession planning.

- The data indicate that career development opportunities and ability to meet career aspirations are problematic at all level. That being said, dissatisfaction with both these job facets decreases as rank increases (Figure 37).
- Highly experienced individuals within the Sergeant/Staff Sergeant and Command groups are more likely to be close to retirement than are those within the Constable group (Figure 38).
- Rank is not associated with the likelihood an employee will say work-life challenges have impacted their work hours, their productivity or the desire for a promotion.
- Constables are more likely than those in more senior ranks to say that work life challenges have caused them to be absent from work, make greater use of the organization's benefits plan, and suffer a reduction in income (Figure 39, Table 5).
- The likelihood that a police officer will be absent from work due to health problems, childcare, mental or emotional fatigue or all causes considered is negatively associated with rank (i.e. the lower the rank, the higher the absenteeism) (Figure 40).
- Absenteeism due to eldercare is not associated with rank
- The mean number of days absent from work is not strongly associated with rank.

Figure 35: The relationship between rank and employee commitment and job satisfaction

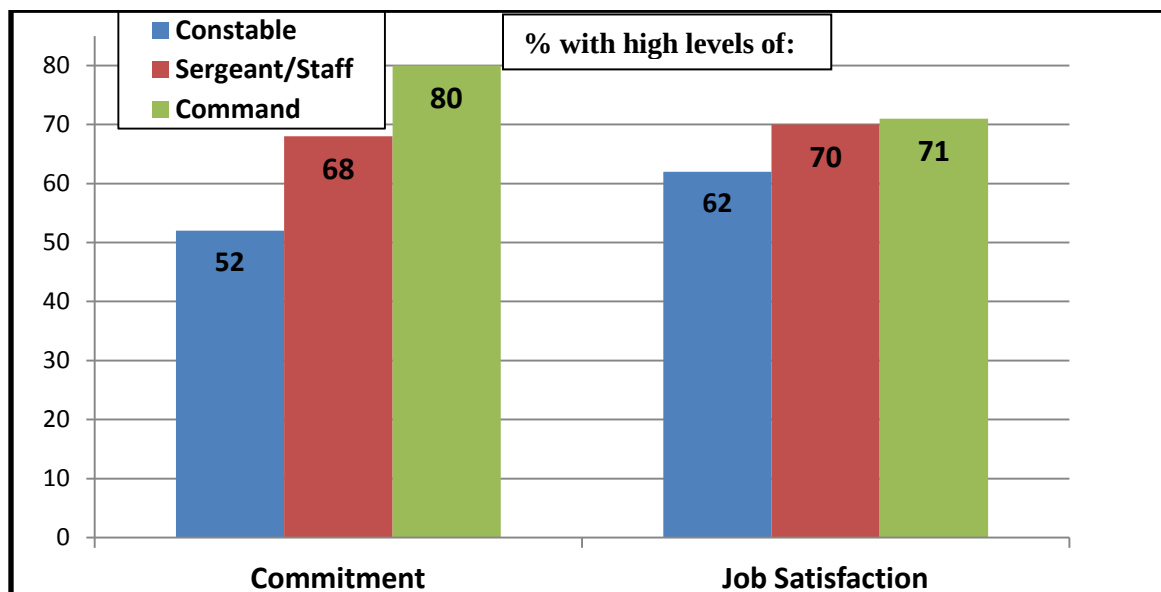


Figure 36: The relationship between rank and job satisfaction: % satisfied

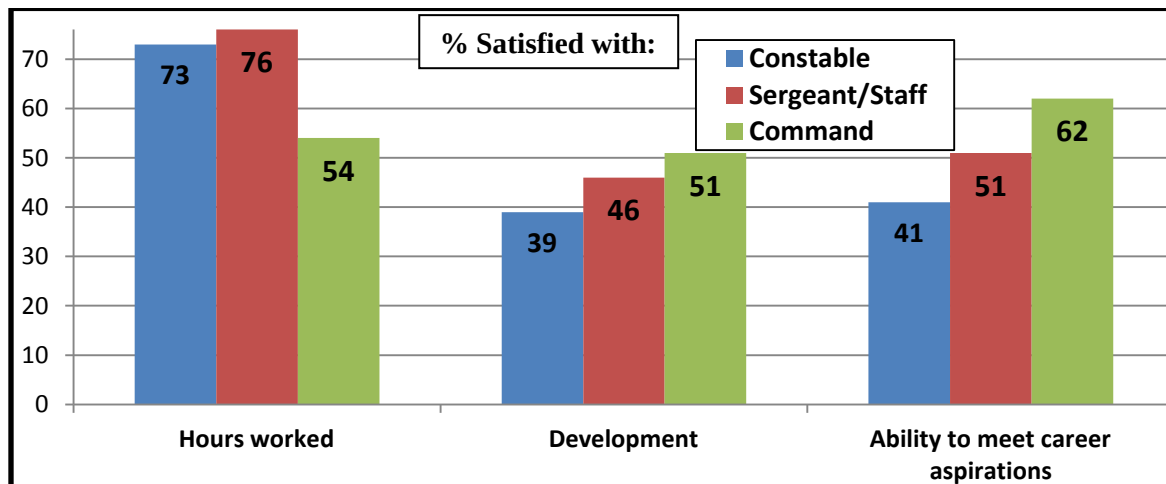
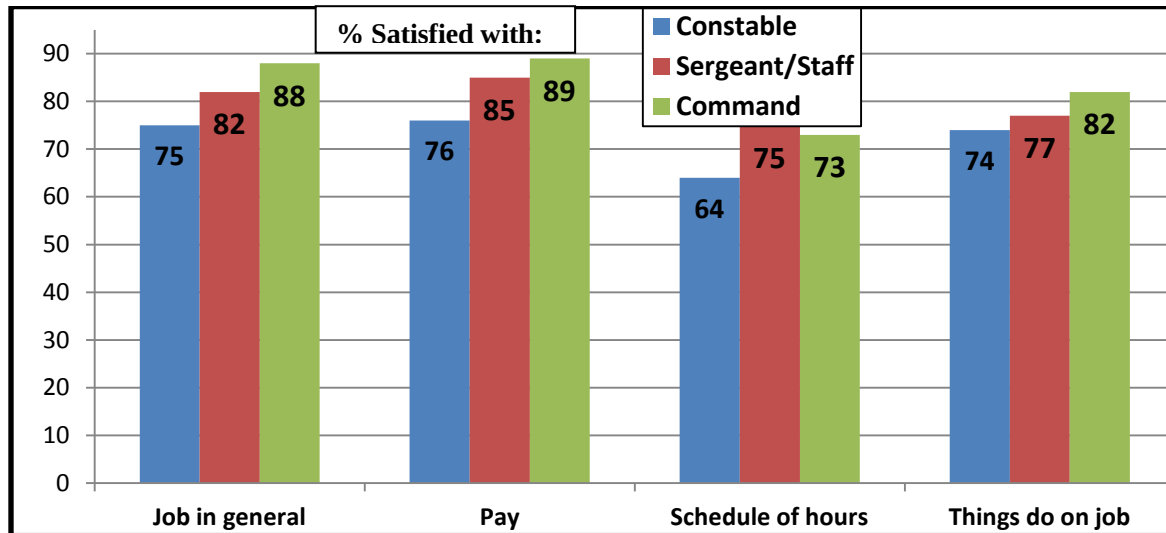


Figure 37: The relationship between rank and job satisfaction: % dissatisfied

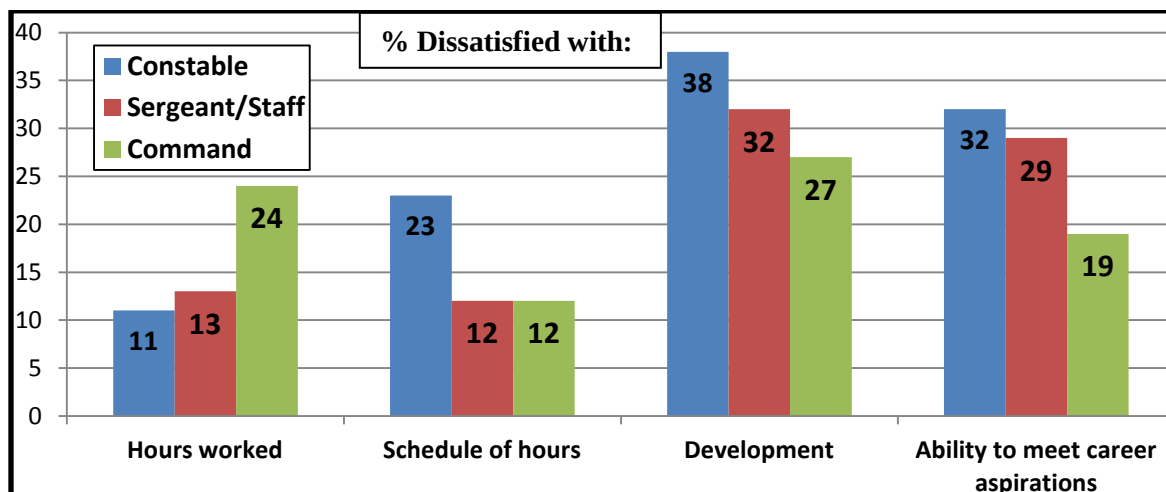


Figure 38: Relationship between rank and years to retirement

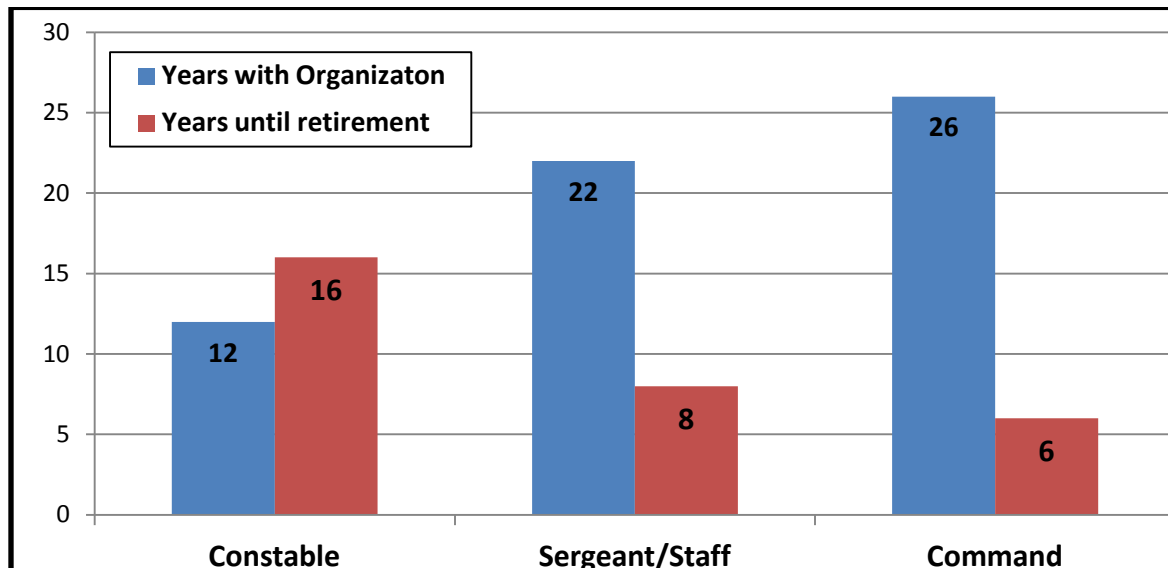


Figure 39: Relationship between rank and impact of work-life conflict on key outcomes

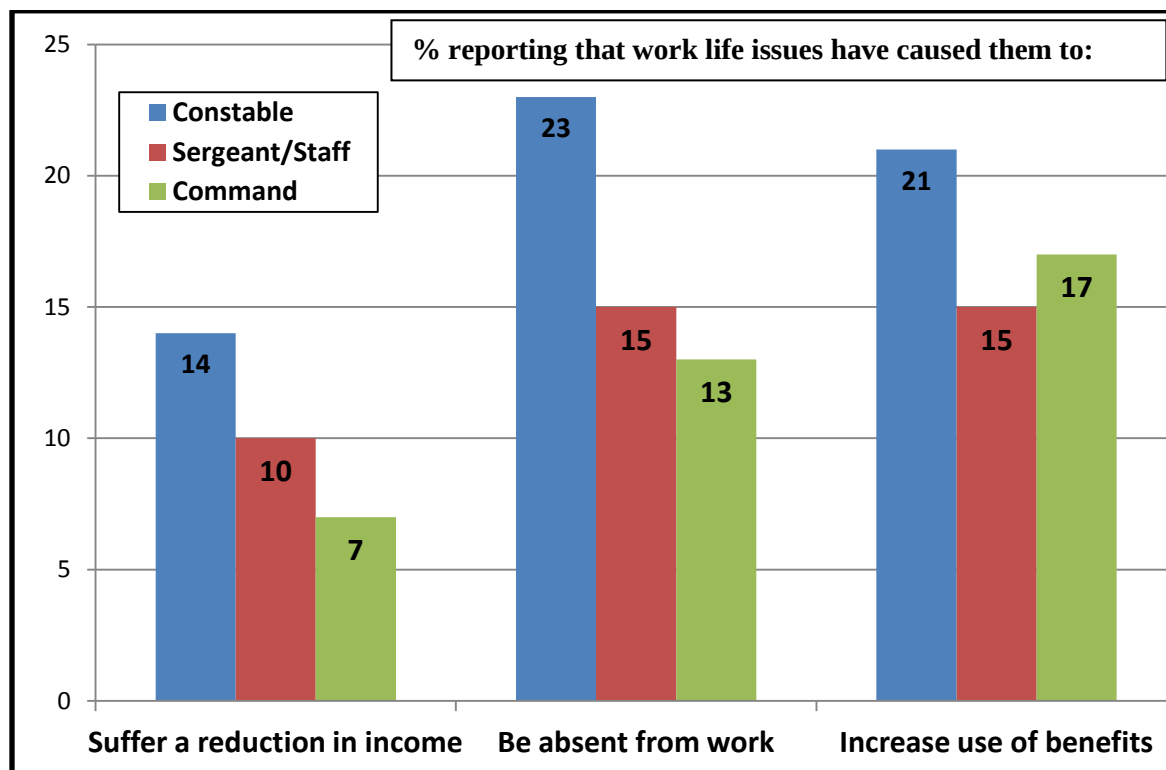
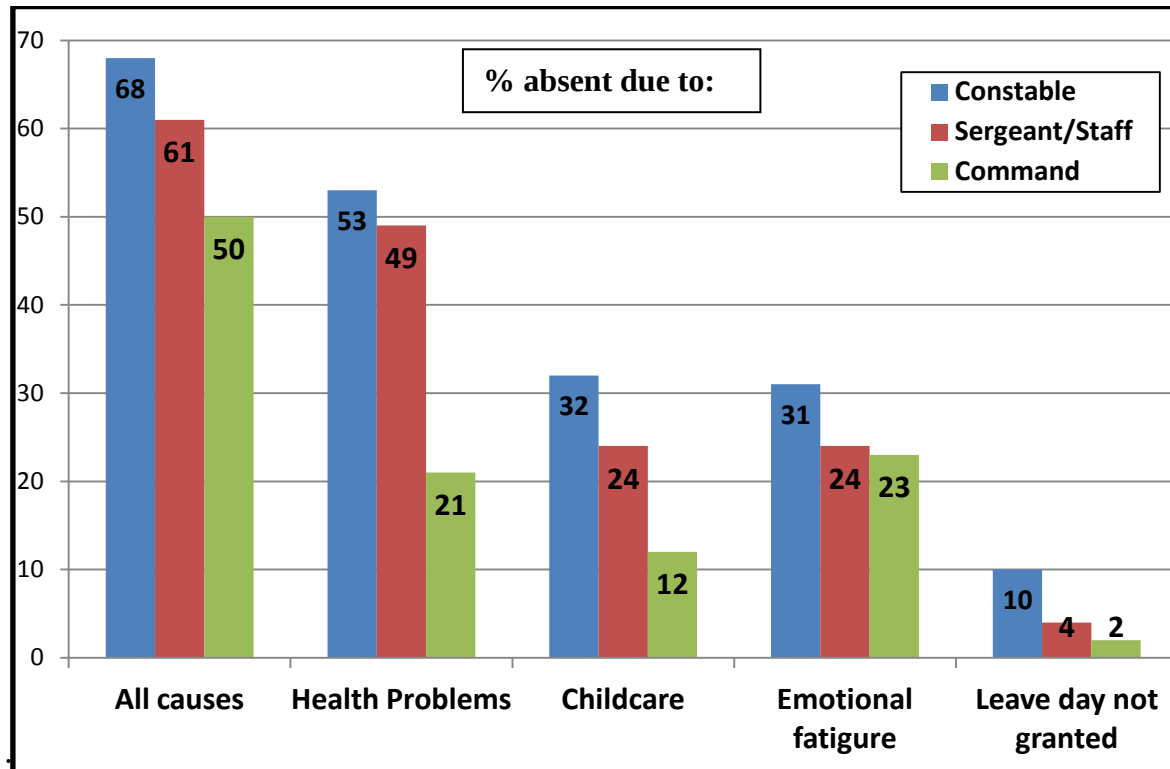


Figure 40: Relationship between rank and absenteeism



4.2 Impact of Gender on the Findings

The following conclusions can be drawn with respect to the association between gender and key organizational outcomes when rank is taken into account:

- If we control for rank there are no gender differences within the Constable and Sergeant/Staff Sergeant groups in the following outcomes:
 - organizational commitment,
 - turnover intentions,
 - job satisfaction, satisfaction with pay and the sorts of things done on the job, and
 - impact of work-life conflict on key organizational outcomes.
- If we control for rank there are no gender differences within the Command group with respect to turnover intentions and the impact of work-life conflict on organizational outcomes.
- Within the Command group men report higher commitment than women while women report higher job satisfaction than men (Figure 41).
- Within the Constable and sergeant groups there are no gender difference in satisfaction with number of hours worked, current workload and career development opportunities.

- In the Command group, the women are more likely than the men to report high levels of satisfaction with the number of hours worked, their current workload, and the career development opportunities offered by their organization (Figure 42). They are also more likely than their male counterparts to be satisfied with how their work hours are scheduled (71% of men satisfied versus 86% of women).
- In the Command group, the men are more likely than the women to report high levels of dissatisfaction with the number of hours worked, their current workload, and the career development opportunities offered by their organization (Figure 42).
- Women in the Constable and sergeant groups are more likely than their male counterparts to be satisfied with their ability to meet their career goals and aspirations (Figure 43). No such gender difference was observed in the Command group.
- These data are cause for concern as they suggest that efforts to retain and promote woman may be leading to dissatisfaction for male police officers. Efforts need to be made to reduce these gender gaps by increasing satisfaction with each of these job dimensions within the male population, not decreasing satisfaction within the female ranks.
- Men are more likely than women to be within 5 years of retirement, regardless of the rank examined (Figure 44).
- There are a number of gender differences within the Command group with respect to retirement intentions:
 - the men in the Command group have spent more years with their current organization and have fewer years until retirement than the women
 - the men in the Command group are also more likely to be planning on working full time (16% versus 4%) and part time (46% versus 36%) after retirement than are the women.
- There are several gender differences in absenteeism when the comparison is done within rank
 - In the Constable and Command groups, the women are more likely than the men to miss work due to ill health and when all causes are combined (Table 7).
 - Within the Sergeant/Staff Sergeant group the men are more likely than the women to miss work due to ill health while the women are more likely to take time off because of mental or emotional fatigue (Table 7).

Table 7: Relationship Between Gender and Absenteeism

Absenteeism: Percent absent due to	Men versus Women		
	Constable	Sergeant	Command
Health problems	50% vs 60%	50% vs 42%	30% vs 42%
Child-care	--	--	--
Eldcarecare	--	--	--
Emotionally or physically fatigued	--	23% vs 30%	--
Total - all causes	65% vs 75%	--	49% vs 57%

Figure 41: Relationship between gender, job satisfaction and organizational commitment within the Command group

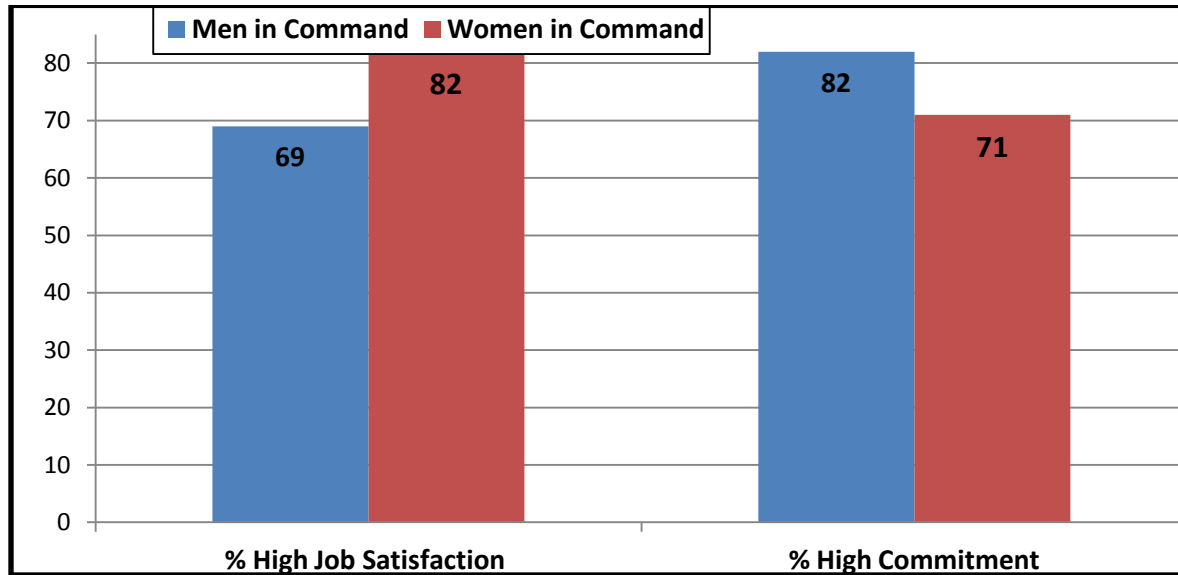


Figure 42: Relationship between gender and job satisfaction within the Command group

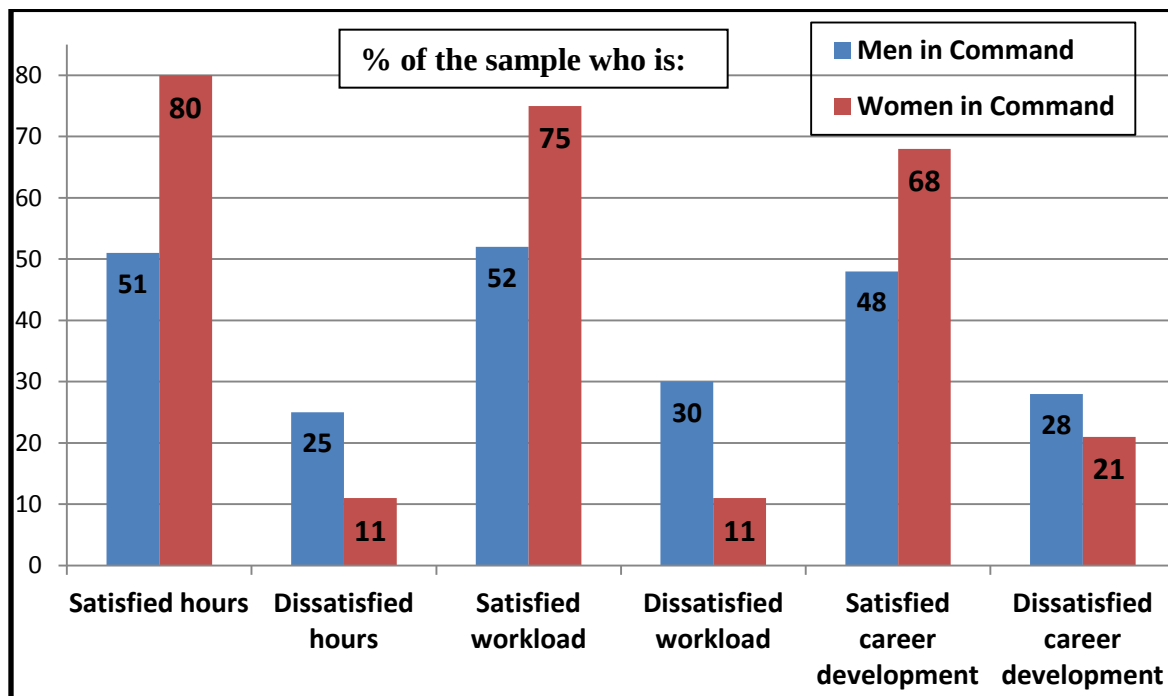


Figure 43: Relationship between gender and satisfaction with ability to meet career goals

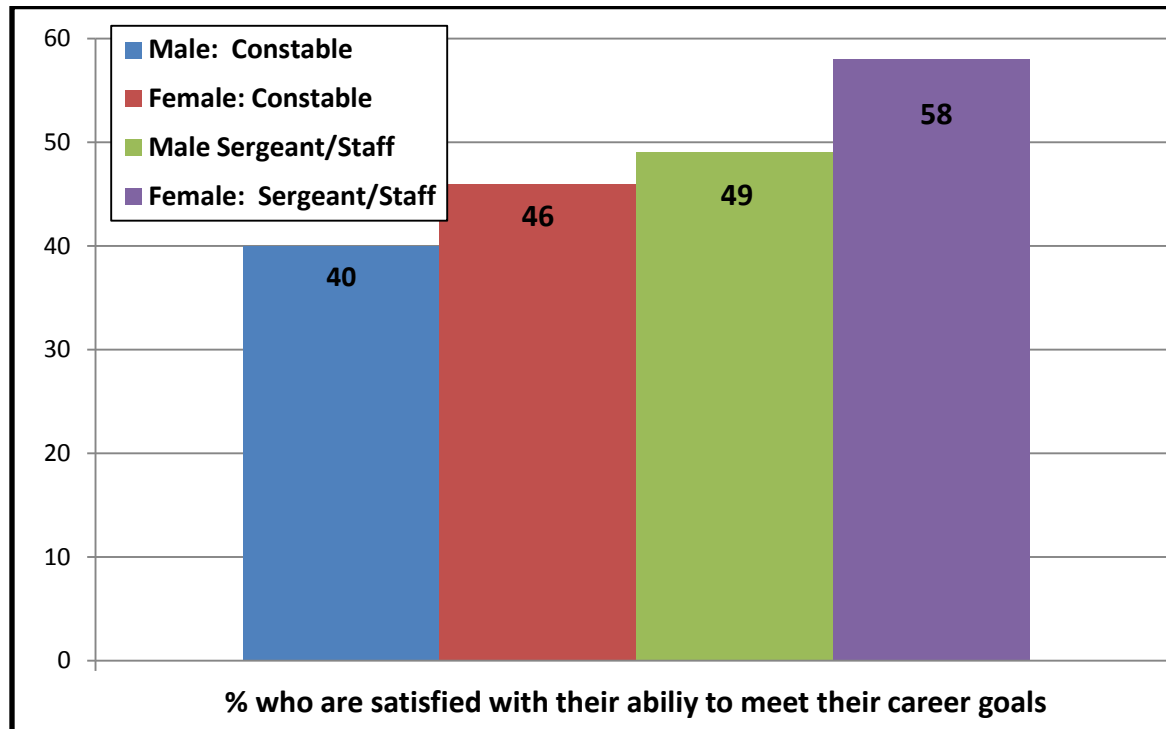
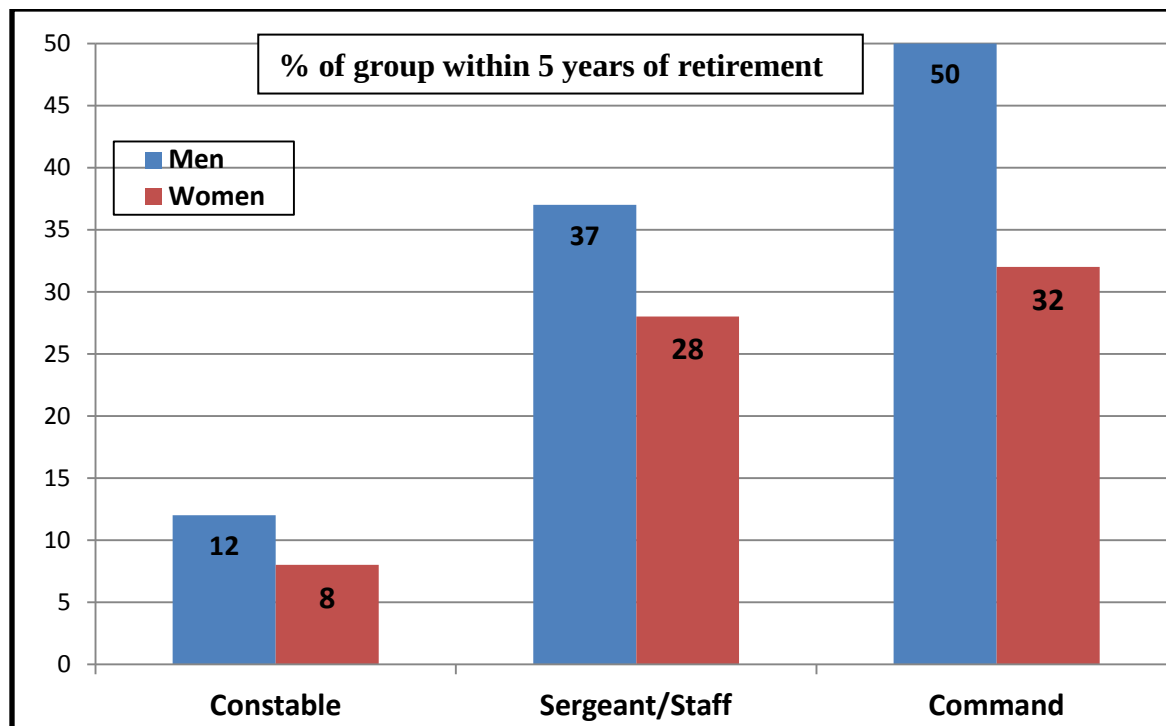


Figure 44: Relationship between gender and years until retirement



5. Employee Outcomes

We collected data on the following key employee outcomes in this study: perceived stress, depressed mood, perceived physical health, work life conflict, and role overload.

Data in this section of the report can be found in Appendix C and D

Table 19: Employee Well-being

Table 20: Use of Health Care System

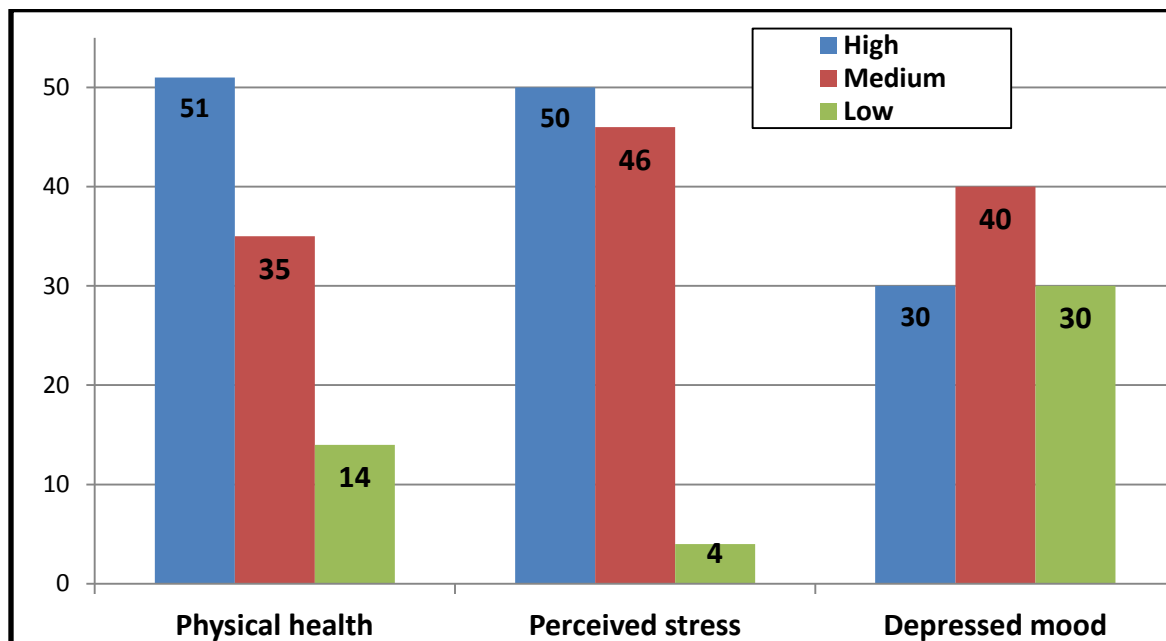
Table 21: Work-life Outcomes

Table 22: Role Overload

Employee wellbeing

Three indicators of employee well-being were considered in this study: perceived stress, depressed mood and perceived physical health. *Perceived stress* refers to the extent to which one perceives one's situation to be unpredictable, uncontrollable and burdensome. Individuals who report high levels of perceived stress are generally manifesting the symptoms we associate with "distress", including nervousness, frustration, irritability, and generalized anxiety. *Depressed mood* is a state characterized by low energy and persistent feelings of helplessness and hopelessness. We also quantified physical health by asking respondents to rate their health. Data on employee well-being are shown in Figure 45.

Figure 45: Employee well-being: Total Sample



High levels of stress are systemic in Canadian police organizations

The data indicate that work stress, workload and work-life issues may be having a negative impact on the well-being of a substantive portion of Canada's police officers. Half the sample (50%) report high levels of stress while the other half (46%) report moderate levels of stress. Only 4% of the sample report low levels of stress. The sample is more evenly distributed with respect to levels of depressed mood as approximately equal numbers of respondents report high levels of depressed mood (30%) as report low levels of depressed mood (30%). The rest of the respondents (40%) report moderate levels of depressed mood.

Many police officers are in poorer physical health

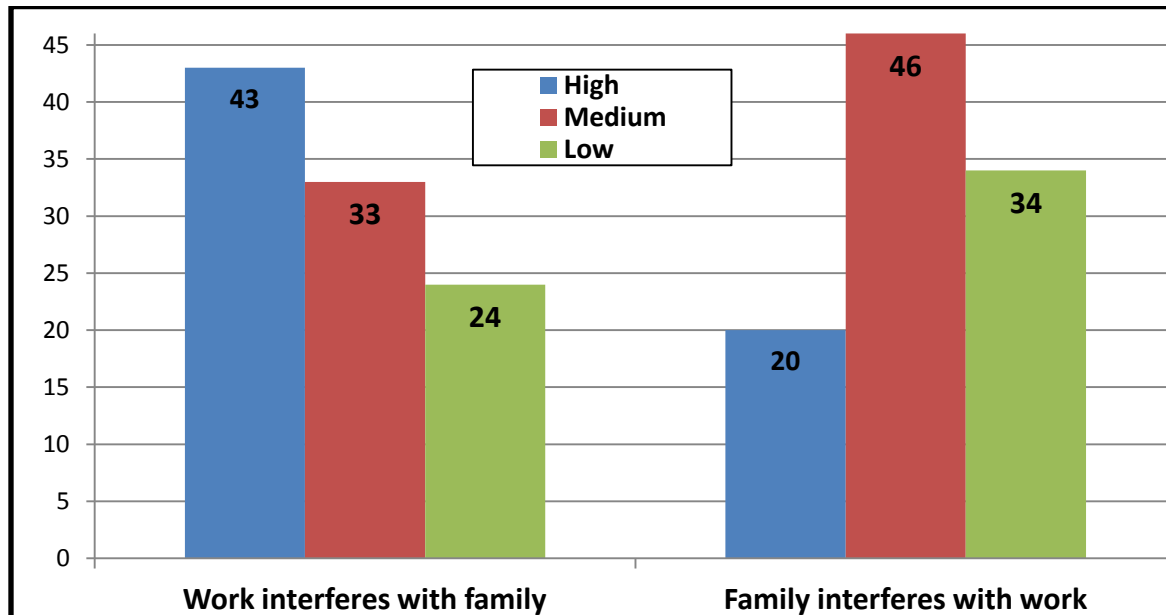
Taken as a whole the data indicate that approximately one in five police officers are in poorer physical health - a surprisingly high proportion of a sample which is largely made up of younger men. The following data paint a fairly consistent picture with respect to health:

- While half the sample (51%) say that their health is very good to excellent, one in three (35%) say that their health is good, while 14% say their health is poor/fair (high medium and low respectively in Figure 45).
- While half the sample (53%) has not seen a physician in the last six months, 29% have seen a physician once and 19% have seen a physical 2 or more times. Respondents who saw the physician made an average of 3 visits to their doctor in a six month period.
- While virtually no one in the sample (93%) had an overnight stay in the hospital in the six months prior to the survey, 5% have been admitted to the hospital once and 2% have been admitted two or more times in the six months prior to the survey. Respondents who were admitted spent an average of 2 nights in the hospital in the last six months.
- While 86% of the police officers in the sample have not visited the hospital's emergency department in the last six months for personal health issues, 13% made one visit to the emergency ward and 1% made two or more visits.

Role interference

Two types of work-life conflict are considered in this analysis: *family interferes with work* and *work with interferes family*. In the first case, interference occurs when family role responsibilities hinder performance at work (i.e., a child's illness prevents attendance at work). In the second case, problems arise when work role activities impede performance of family responsibilities (i.e., long hours in paid work prevent the performance of duties at home). In both cases, higher scores indicate greater work-life conflict.

Figure 46: Work-life Conflict: Total Sample



Police officers are twice as likely to let work interfere with family as the reverse

Police officers experience high levels of work interferes with family. Just under half of the sample (43%) report high levels of work interferes with family. Another one in three report moderate levels of this form of work-life conflict. Only one in four (24%) report low levels of work interferes with family (see Figure 46).

The reverse trend is observed when one considers family interferes with work. Only one in five respondents (20%) report high levels of family interferes with work while one in three (34%) report low levels of family interferes with work. The rest of the respondents (46%) report moderate levels of family interferes with work.

These findings are consistent with the data on workloads and work schedules (shift work) reported previously.

Overload an important predictor of employee well-being

Role overload is defined as a “a type of role conflict that results from excessive demands on the time and energy supply of an individual such that satisfactory performance is improbable.” Three types of overload are examined in this study:

- total role overload: collective demands are so great that time and energy resources are insufficient to adequately fulfill the requirements of the various roles to the satisfaction of self or others,
- work role overload: total demands on time and energy associated with the prescribed activities of their work roles are too great to perform the roles adequately or comfortably, and

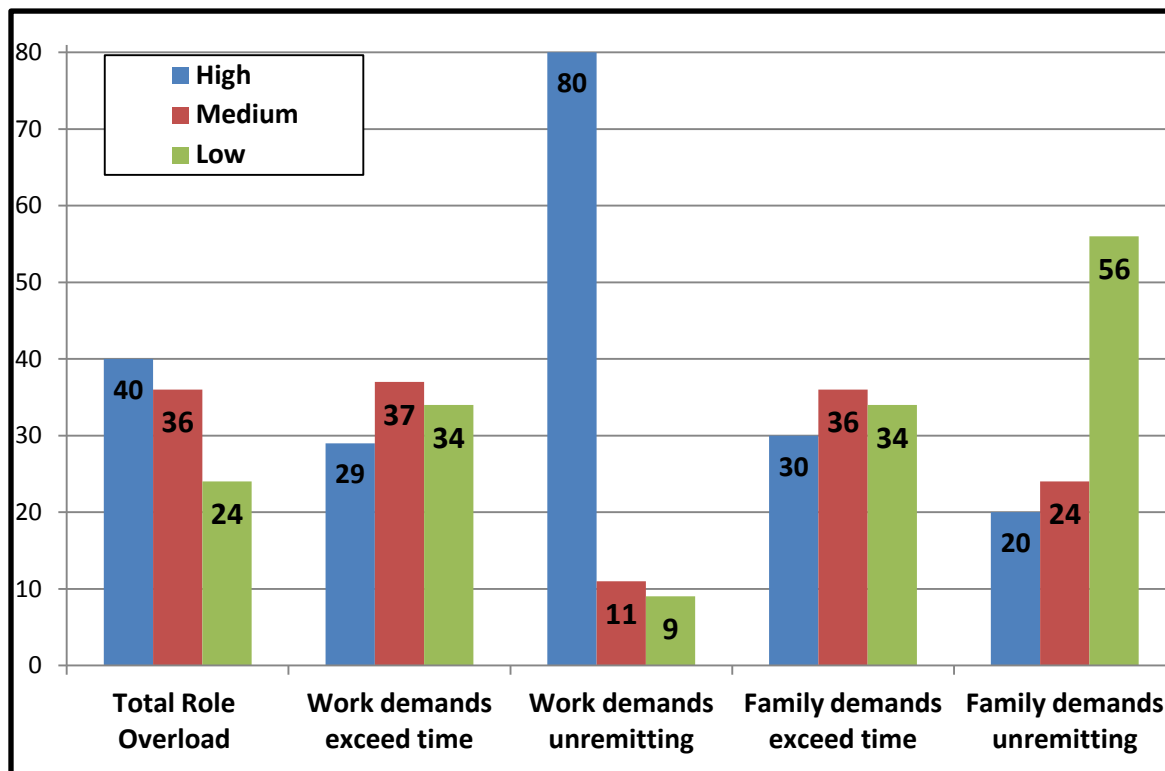
- family role overload: total demands on time and energy associated with the prescribed activities of their family roles are too great to perform the roles adequately or comfortably.

Both work overload and family overload have two dimensions. The first dimension (work demands exceed the amount of time available; family demands exceed the amount of time available) provides an assessment of how "time crunched" employees are due to demands at work and demands at home. The second dimension (work demands are unremitting; family demands are unremitting) provides an indication of the variability of these demands.

Most police officers face unremitting demands at work

Just under half (40%) of the sample report high levels of total role overload (36% report moderate levels and 24% report low levels). Analysis of the data shows police officers are as likely to be "time crunched" at work as at home (see Figure 47). What is different about the pressures from the two domains is that work demands are unremitting (always high) while family demands are more variable (56% report that their family demands are not unremitting). Only one in five of the police officers in the sample report that their family demands are unremitting.

Figure 47: Total Role Overload: Total Sample



5.1 Impact of Rank on the Findings

The following conclusions can be drawn with respect to the association between rank and the employee outcomes examined in this analysis:

- Neither perceived health nor use of the health care system is associated with rank
- The higher the rank, the lower the perceived levels of stress (Figure 48).
- Sergeants and Staff Sergeants are less likely to report high levels of work interferes with family than are those in Command and Constable positions (Figure 48).
- Family interferes with work is negatively associated with rank (i.e. the higher the rank, the lower the levels of family interferes with work) (Figure 48).
- Those in Command are less likely to report high levels of depressed mood (Figure 48).
- Rank is not associated with the likelihood that a respondent will say that family demands are unremitting.
- Those in the Command group are more likely to report high levels of total role overload and work role overload than are officers at lower ranks (Figure 49).
- The higher the rank the more likely the officer is to report being time crunched at work and that work demands are unremitting (Figure 49).
- The lower the rank the more likely the officer is to report that family demands exceed the amount of time available.

Figure 48: Relationship between rank and employee well being

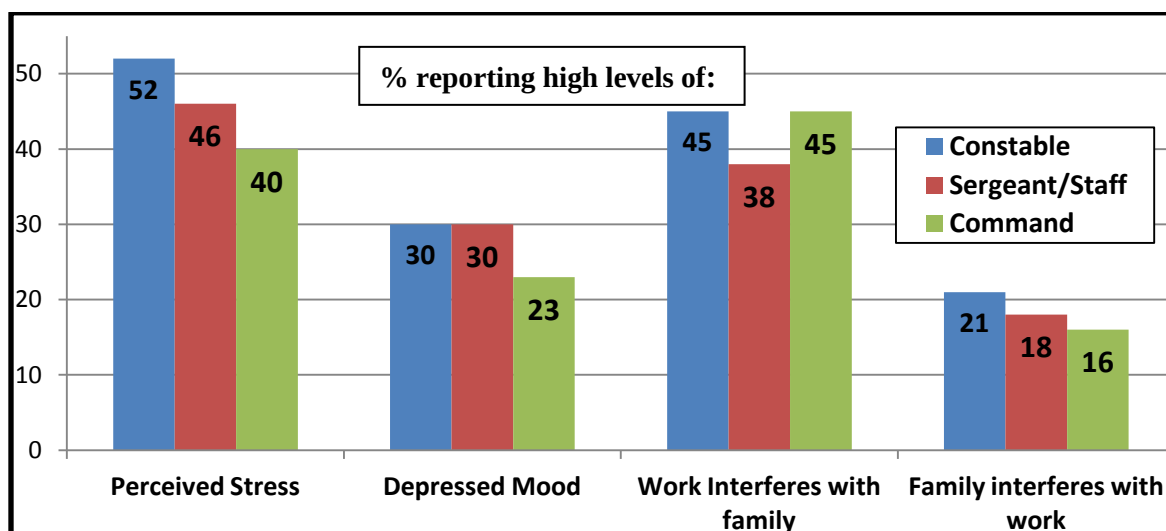
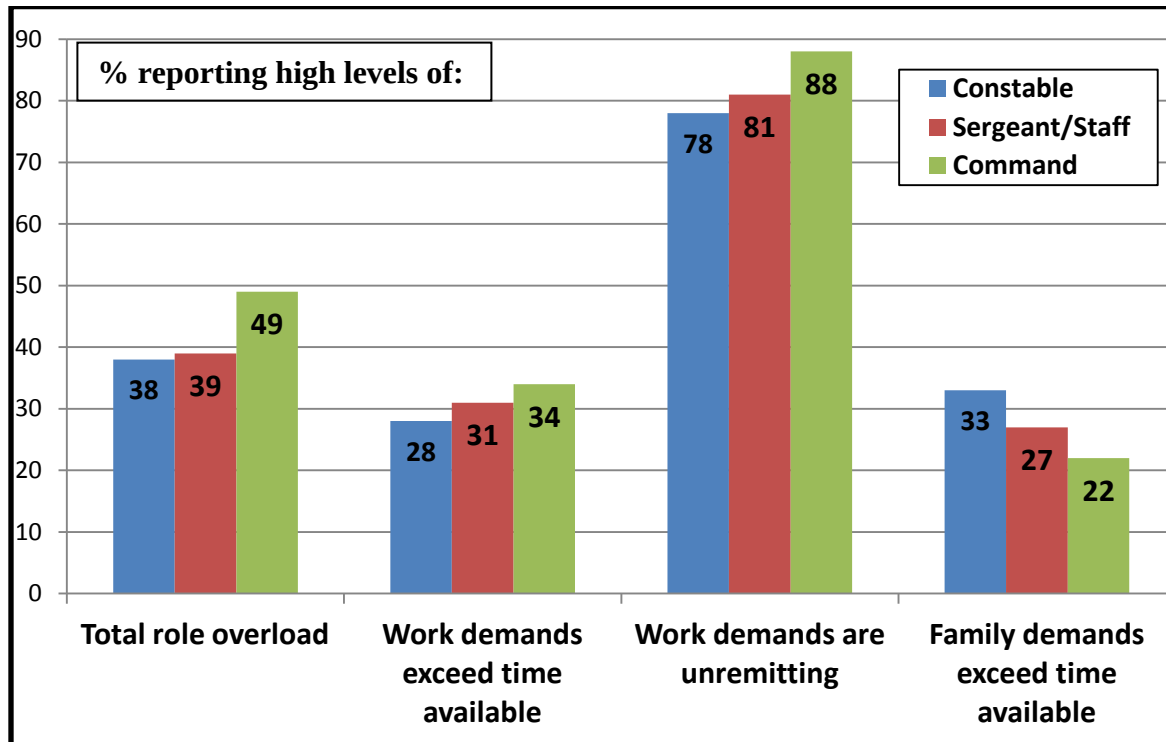


Figure 49: Relationship between rank and role overload



5.2 Impact of Gender on the Findings

The following conclusions can be drawn with respect to the association between gender and key employee outcomes when rank is taken into account:

- Gender is not associated with perceived health
- At all ranks, women were more likely to report high levels of stress than men (Figure 50).
- At all ranks, women were more likely to report high levels of depressed mood than men (Figure 50).
- The percent of men with high levels of stress and depressed mood decreases with increasing rank. This relationship was not observed in the female sample (Figure 50).
- Females in the Constable and Sergeant/Staff Sergeant groups report higher levels of stress than do women in Command positions (Figure 50).
- Women in Command positions report higher levels of depressed mood than do women at lower ranks (Figure 50).
- Gender is not associated with the number of visits to the hospital or the emergency department made by the respondent in the six months prior to the study.

- Women in the Constable group were more likely than their male counterparts to have seen a physician two + times in past six months (17% of men saw physician versus 26% of women).
- Men in the Command group were more likely than their female counterparts to have seen a physician two + times in the past six months (20% of men saw physician versus 14% of women).
- Men in the Constable (48% versus 39%) and the Command (45% versus 39%) groups are more likely than their female counterparts to report high work interferes with family. No gender difference in the Sergeant group.
- Females in the Sergeant/Staff Sergeant group more likely to report high family interferes with work than their male counterparts (28% versus 16%)
- Males in the Command group were more likely to report high family interferes with work than their female counterparts (19% versus 4%)
- There are no gender differences in total role overload within the Constable and sergeant groups.
- There are no gender differences in either form of work role overload examined in this study when rank is taken into account.
- Women in the Command group are more likely than their male counterpart to report high levels of total role overload (56% of women in Command report high overload versus 48% of men).
- With one exception (Command) women at all ranks are more likely than their male counterparts to report high levels of family demands exceed the amount of time available (Figure 51).
- Men at all ranks are more likely than their female counterparts to report low levels of family demands are unremitting (Figure 51).
- Men report lower levels of family interferes with work than women (Figure 51).
- Rank is not associated with the likelihood that a male police officer will report high levels of family interferes with work (Figure 51).
- Females in the Sergeant and Staff Sergeant positions are the most likely and females in the Command group the least likely to report being time crunched at home (Figure 51).
- Rank is not associated with the likelihood that a female police officer will report that their family demands are unremitting (Figure 51).

Figure 50: Relationship between rank and role overload

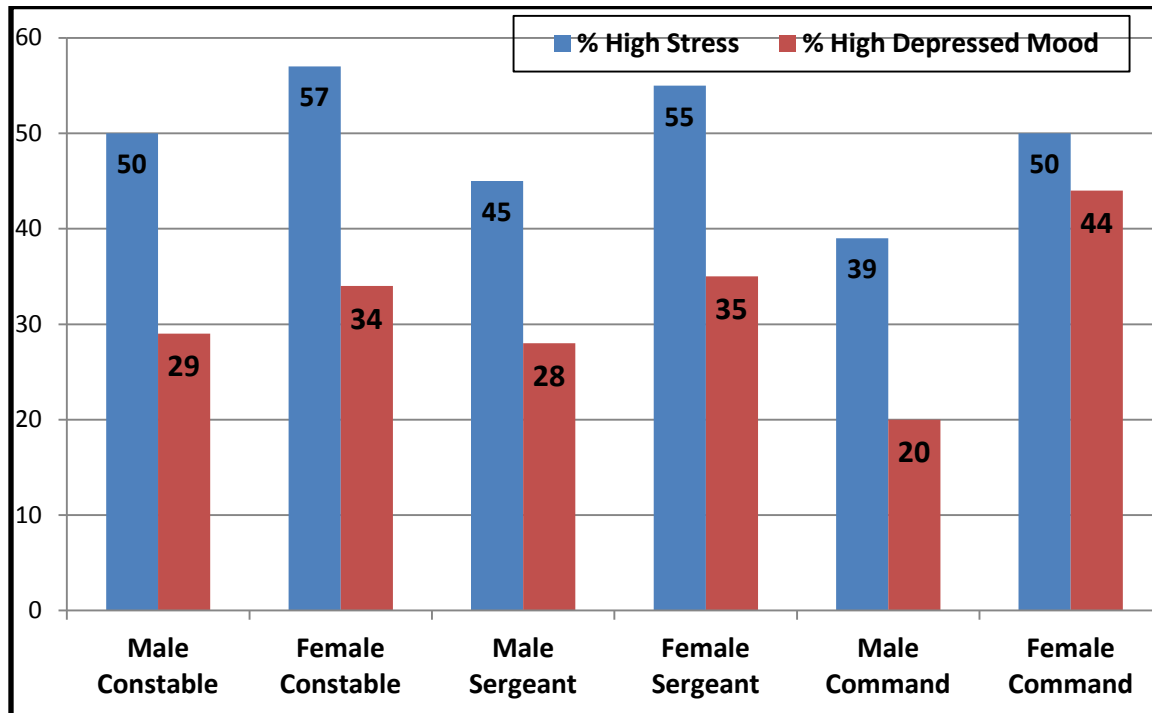
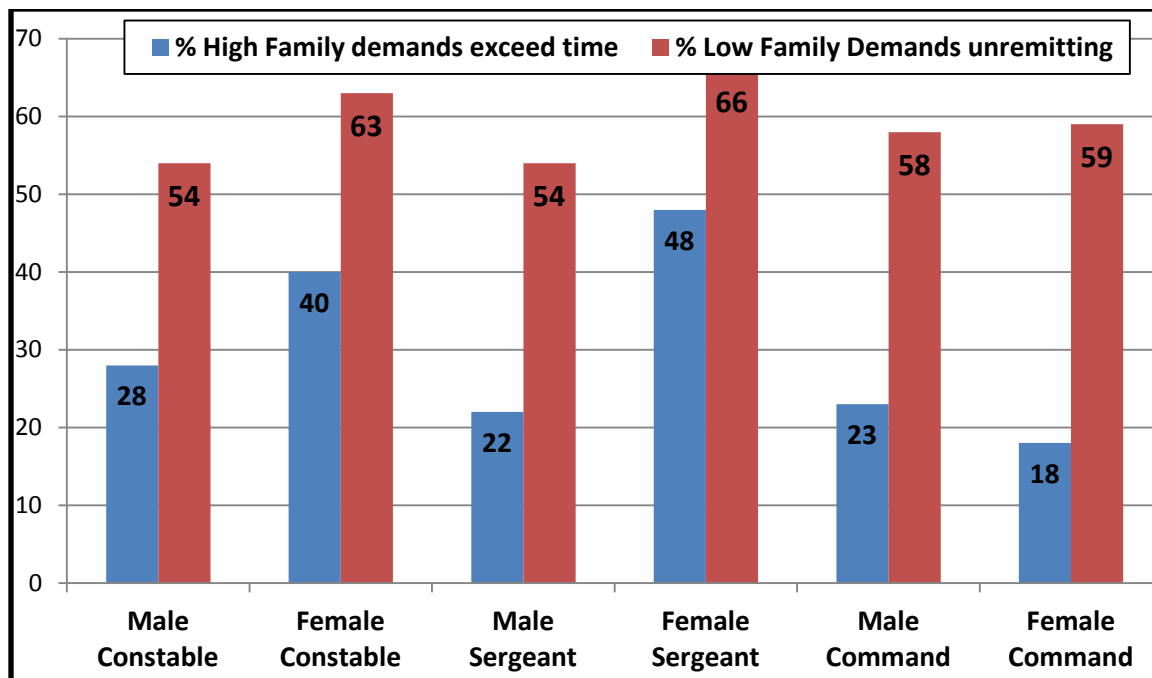


Figure 51: Relationship between rank and family interferes with work



6. Moderators

In statistics a moderator variable is one that affects the direction and/or strength of the relation between dependent (i.e., demands, overload, work-life conflict) and independent variables (e.g., employee and organizational outcomes). The moderators as well as the relationships they are likely to moderate are shown in the Theoretical Framework shown in Appendix A. The following factors that might moderate the relationships explored in this study include: organizational culture, control over work/control over family, supportive management, perceived flexibility, work-life boundary management and work-life boundary permeability. We also looked at the impact of one personal coping strategy: the decision to have fewer on no children. Information on the moderators included in this analysis is provided below. After presenting data on the moderators themselves in this chapter we examine the extent to which the various moderators impact the key outcomes considered in this study in Chapter seven.

Data in this section of the report can be found in Appendix C and D

Table 23: Organizational Culture

Table 24: Control at Work and Control at Home

Table 25: Supportive Manager: Aggregate Measures

Table 26: Supportive Management Behaviours

Table 27: Non-Supportive Management Behaviours

Table 28: Perceived Flexibility

Table 29: Work Life Facilitation and Work -Life Boundary Permeability

Table 30: Decision making re: Children

6.1 Organizational culture is key

Organizational culture refers to the unwritten rules and corporate norms that dictate how things are done, how things work, what is to be done and what is valued in the organization (i.e., “the way things are done around here”). Research indicates that an organization’s climate and culture can have a significant impact on employees' ability to balance work and family demands, work stress, overall stress, job satisfaction, work involvement and organization commitment. In fact, an organization’s culture often has more impact on how an employee feels about their work and their ability to balance work and life than the policies that are implemented within the organization.

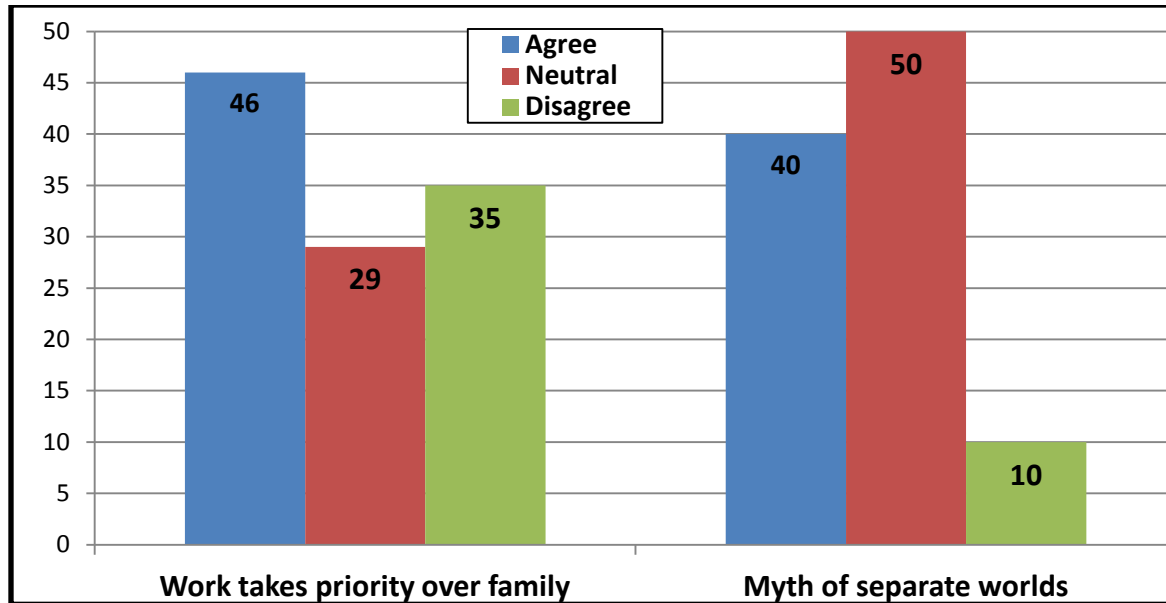
Two sets of organizational beliefs were assessed in this study: the belief that the culture values employees who keeps their personal issues out of the workplace (i.e. *The Myth of Separate Worlds*) and the belief that the culture values employees who always give priority to work (i.e. *Work Takes Priority*).

The culture in policing is one that expects work to take priority over family

A plurality of those working in policing perceive that the culture within their workforce is one where work is expected to take priority over family (46%) and that employees who do not bring

family matters to work are more valued than those who do not keep work and family domains separate (Figure 52).

Figure 52: Organizational culture that dominates in police organizations



More details on how respondents feel about each of the statements that describe these two cultures are given in Table 8. As will be discussed later, in all cases the lower the rank the more likely the employee is to agree that the statement describes the culture in their police force. Scanning these items one is left with the conclusion that police officers work in an environment that values 24/7 availability and expects officers to make work a priority - always. Furthermore, they believe that officers who do not follow these "informal rules" will not advance in the organization and will be viewed negatively by their colleagues and supervisors.

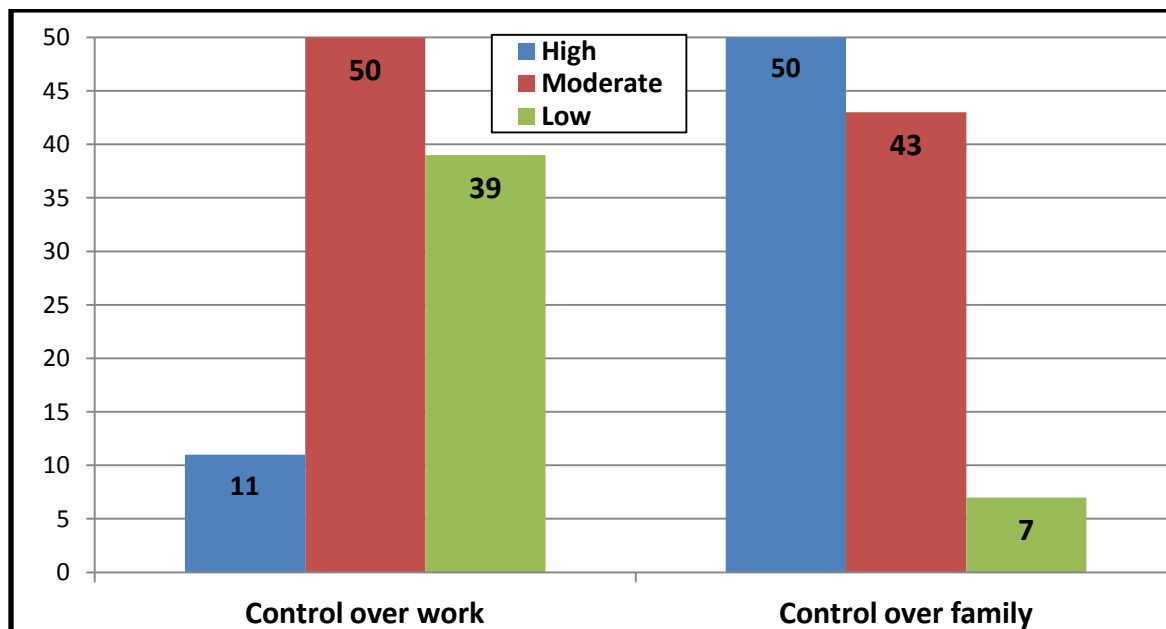
Table 8: View of the Culture

Culture: Myth of separate worlds	
<i>My organization believes that:</i>	
The way to advance is to keep personal issues out of the workplace	49%
Employees should keep their personal problems at home	47%
Culture: Work takes priority	
<i>My organization believes that:</i>	
The ideal employee is one who is available 24 hours a day.	60%
The most productive employees are those who put their work before their personal issues	53%
Work should be a primary priority in a person's life.	50%
Employees who take time off work to attend to personal matters are not committed to work.	43%
People who are highly committed to family cannot be highly committed to work as well.	40%

6.2 Perceived control is also key

Perceived control is defined as the *belief* that one can determine one's own behavior, influence one's environment, and/or bring about desired outcomes. There is a vast body of research in the occupational health area which speaks to the importance of perceived control as a moderator between demands and stress (the higher the control, the more able the employee is to cope with demands at work and/or outside of work). Two measures of perceived control are examined in this study: *Control at work* and *Control over home*.

Figure 53: Perceived control over work and family roles



Police officers have more control over their family than their work

As can be seen in Figure 53, police officers are more likely to report that they have high levels of control over their home situation (50% report high control while only 7% low control) than their work situation (only 11% report high control while 39% report low control). These data, when combined with the organizational culture data presented earlier mean that many police officers will use their higher levels of control at home to help them make work a priority.

6.3 Who you work for matters a lot - supportive management

Our research has clearly demonstrated that work and family policies are ineffective if supervisors do not support them. While employees want increased work-time and work location flexibility, simply offering flexible work arrangements and family friendly benefits is not enough. There is a tremendous amount of inequity in organizations today as supervisors act as gatekeepers to many of the benefits offered by the firm. Who you work for within an organization has become more important than where you work. Details on how this construct was measured in this study can be found in Appendix B. Key findings from the data are given below.

While half of the police officers in this sample work for a supportive manager, half do not

Just over half (52%) of the respondents work for supportive managers but almost one in five (19%) work for non-supportive managers and 29% work for a "mixed" manager. Our research in this area has determined that employees who work for the non-supportive manager are, in many ways, better off than the individual who reports to a mixed manager (one who sends out mixed signals and behaves inconsistently). Of course, employees who work for a supportive manager are better off overall.

Table 9: Enactment of the supportive behaviours(the higher the % agreeing the better)

Supportive Behaviour	% agreeing
Is available to answer questions	72%
Has the operational knowledge necessary to do the job	71%
Has the people skills to do the job	62%
Listens to my concerns	58%
Supports my decisions with upper management, public	57%
Stands up for their staff with respect to resources, external requests, workload etc.	56%
Gives recognition when do job well	55%
Makes it clear what is expected of me (i.e. good at communicating goals, objectives)	54%
Shares information with me	52%
Provides constructive feedback when performance standards not met	50%
Provides me with challenging career opportunities	50%
Is effective at planning work to be done	46%
Asks for input before making decisions that affect my work	42%
The % of the sampling agreeing that their manager exhibits this behaviour increases with rank	

What do "police" managers do well?

The percent of the sample agreeing that their manager uses each of the 13 supportive behaviours included in our analysis are shown in Table 9. In all cases, the higher the level of agreement the more supportive the manager's behaviour. What do managers do well? Two-thirds of the police officers in this sample agree that their manager makes themselves available to answer questions, and has the operational knowledge to do the job. While 62% agree that their manager has the people skills to do the job, the data does not support this contention as only half the officers in the sample agree that their manager gives recognition for a job well done, is a good communicator (i.e. listens well, shares information) and is effective at managing performance (makes expectations clear, provides constructive feedback). The dissatisfaction with career development reported on earlier is consistent with the fact that only half the managers in the sample provide their employees with challenging career development opportunities.

Where is improvement needed?

The percent of the sample disagreeing that their manager displays the supportive behaviours included in our analysis are shown in Table 10. In this case, the higher the level of disagreement

the more non-supportive the manager's behaviour. What do police managers need to work on with respect to management support? They need to ask for input before making decisions that affect the work of those who report to them. While this behaviour run counter to the para-military, rank-based structure of most police departments it is important to the engagement and retention of educated professionals. Many managers also need to improve their communication skills. They need to share information, listen to employees, and give positive feedback. Finally, police managers need help with respect to planning the work to be done (a finding that is consistent with the challenges with respect to multiple competing priorities mentioned earlier) and given the time and skills needed to coach and mentor their subordinates.

Table 10: Where is improvement needed? Supportive Behaviours

Supportive Behaviour	% disagreeing
Asks for input before making decisions that affect my work	36%
Shares information with me	28%
Gives recognition when do job well	27%
Is effective at planning work to be done	25%
Makes it clear what is expected of me (i.e. good at communicating goals, objectives)	25%
Provides constructive feedback when performance standards not met	25%
Listens to my concerns	23%
Provides me with challenging career opportunities	23%
Has the people skills to do the job	21%
Stands up for their staff with respect to resources, external requests, workload etc.	20%
Supports my decisions with upper management, public	19%
Has the operational knowledge necessary to do the job	15%
Is available to answer questions	12%

What do "police" managers need to stop doing?

The percent of the sample agreeing that their manager displays the various non-supportive behaviours included in our analysis are shown in Table 11. In this case, the higher the level of agreement the more non-supportive the manager's behaviour. Two areas stand out as problematic. First, the high number of police officers (25%) who perceive that their immediate manager cares more about their own career and well-being than the well-being of their staff. The second area of concern involves micro-management with 22% of the police officers agreeing that they are micro-managed. Finally the other problematic behaviours (puts in long hours and expects me to do the same, has unrealistic expectations about how much work can be done, focuses on hours of work not output and makes me feel guilty for time off for personal or family reasons) are examples of how managers are transmitting the culture within their area by acting in a manner consistent with their values (myth of separate worlds, work takes priority, focus on hours).

Table 11: Where is improvement needed? Non-Supportive Behaviours

Non-supportive Behaviour	% disagreeing	% agreeing
Puts me down in front of colleagues or clients	81%	9%
Only talks to me when I make a mistake	76%	12%
Makes me feel guilty for time off for personal or family reasons	72%	15%
Focuses on hours of work not output	68%	15%
Has unrealistic expectations about how much work can be done	65%	18%
Puts in long hours and expects me to do the same	64%	18%
Micro-manages my work	63%	22%
Cares more about own career than the well-being of their staff	55%	29%
The % of the sampling agreeing that their manager exhibits this behaviour decreases with rank		

6.4 Perceived flexibility

Perceived flexibility is defined as the amount of control officers perceive they have over their work hours and work location. Employees, who perceive that they have high levels of control over when and where they work have been found to be more committed to the organization. They also report greater job satisfaction, lower absence, and greater work-life balance.

Table 12: Flexibility over hours of work

% who find it very difficult to:	% Very Difficult
Spend some of their day working from home	83%
Be home when your children get home from school	73%
Arrange shift schedule (overtime, shifts) to meet personal/family commitments	51%
Vary their working hours	47%
Interrupt their work day to deal with personal issues and then return	42%
Have meals with the family	42%
Take time off to attend a course of conference	40%
Take paid day off work when an elderly dependent needs you	38%
Take their holidays when they want	32%
Take paid day off to care for sick child	28%
The % of the sampling saying that "very difficult" decreases with rank	

Most police officers have very little control over their hours of work

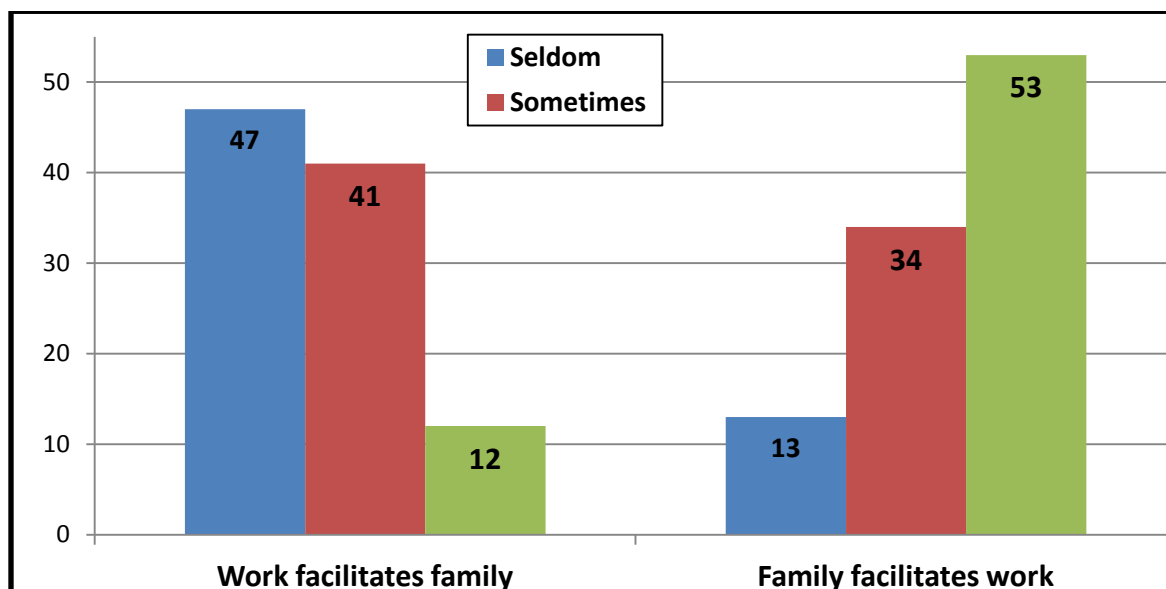
The data from this study indicate that police officers have very low perceived flexibility with half (46%) reporting very little flexibility and only 14% with high flexibility. The fact that more than three-quarters of the police officers surveyed find it difficult to work from home or be home when their children get home from school (Figure 12) is not surprising given the nature of police work. More troublesome (given the strong link between these forms of flexibility and employee well-being and family functioning) are the data showing that approximately half of the officers in the sample find it very difficult to arrange their shift schedule, vary their work hours, interrupt their work day and return to work and take time off for training. More positive is the fact that

most can take their holidays when they want and take a paid day off to deal with a sick child or an elderly dependent that needs assistance.

6.5 Work-life facilitation

Work-life facilitation refers to a state in which the experiences in one domain increase satisfaction and improve quality of life in a second domain. *Work facilitates family role performance* when the things you do at work and the skills you acquire help you deal with personal and practical issues at home. *Family facilitates performance at work* when talking with someone at home helps you deal with problems at work and your home life helps you relax and feel ready for the next day's work.

Figure 54: Work facilitates family and family facilitates work



Findings with respect to the extent to which work and family roles facilitate each other (Figure 54) are very similar to those obtained with control over work and family domains. Approximately equal numbers of police officers say that their work role seldom facilitates their accomplishment of their family role (47%) as say that their family role often facilitates the accomplishment of their work role. These findings re-enforce the idea that the family environment has to be flexible as the work domain is not.

6.6 Family size

Our research has determined that many employees who are overloaded at work or at home cope by reducing their family size - a finding that is consistent with the fact that Canada's fertility rate has been below replacement since the late 1960's. Furthermore, our research also shows that this strategy is effective (i.e., reduces work life conflict, reduces stress and overload) which helps explain why people use it.

One in five police officers cope with stress by delaying or not having children

While the majority of respondents (70%) indicated that their work had not impacted the number of children that they had, almost one in five (17%) agree that they had fewer children because of their work.

6.7 Impact of Rank on the Findings

The following conclusions can be drawn with respect to the association between rank and the moderators included in this study

- The view of the culture is strongly associated with rank (Figure 55)
- The lower the rank the more likely the employee is to believe the culture is one that values employees who keep their family problems at home (i.e. myth of separate worlds (Figure 56)
- The likelihood that a police officer will agree that their organization believes that people who are highly committed to their family cannot be highly committed to work is highest in the Constable group and lowest within Command (Figure 57).
- The likelihood that a police officer will agree that their organization views individuals who take time off for personal or family matters as not committed to their work is highest in the Constable group and lowest within Command (Figure 57).
- Command is less likely to agree that police organizations believe that the most productive employees put work first and that the ideal employee is one who is available 24/7 (Figure 57).
- Control over the family domain is not associated with rank.
- Those working as Constables are twice as likely as those in Command to report low levels of control over work (44% of Constables report low control versus 22% of those in Command). One in three of those in the Sergeant/Staff Sergeant groups report low control over work.
- Only 17% of those in Command positions report high levels of control over work (versus 12% of those in the sergeant group and 10% of Constables). These are very low levels of control for those in senior management positions.
- The likelihood of having a supportive manager increases with rank (Figure 48).
- Rank has no impact on the extent to which police officers agree that their manager displays the following management behaviours: Gives recognition, provides constructive feedback, makes expectations clear, listens to concerns, is available to answer questions, is effective at planning the work to be done, has the operational knowledge to do the job (Tables 9 and 10)

- Constables are more likely than employees in other ranks to disagree that their manager listens to their concerns (25%), shares information with them (30%), asks for input before making decisions that affect their work (38%) and has the people skills necessary to do the job (23%) (Figure 59).
- Respondents in the Sergeant/Staff Sergeant group are more likely to rate their manager as unsupportive in one area: have unrealistic expectations about how much work can be done.
- Constables are more likely than employees in other ranks to agree that their manager makes them feel guilty for time off for family reasons (18%), focuses on hours of work not output (16%), and micromanages their work (25%) (Figure 60).
- Those in Command are more likely than employees in other ranks to agree that their manager puts in long hours and expects them to do the same (Figure 60).
- Those in Command are less likely than employees in other ranks to agree that their manager cares more about their own career than the career of their staff (Figure 60).
- In all cases those at the top have the most flexibility and those in the Constable rank the least amount of flexibility (Figure 61).
- Those in the Constable group are more likely than those at other ranks to say that it is difficult for them to arrange their shift schedules, interrupt their work day to deal with personal matters and return to work, have meals with their family, vary their working hours, take time off to attend a course or a conference, and take their holidays when they want (Table 12). These findings are unfortunate as officers in this group are more likely to need these types of flexibility as they have younger children and a partner who is also employed outside the home.
- Family role boundary permeability is associated with rank (Figure 62).
- Those in Command positions are the most likely while those in the Constable group are the least likely to report that their family supports them doing work at home (Figure 62).
- The decision on how many children to have is strongly associated with rank with 20% of those in the Constable group agreeing that they had fewer children because of work compared to 13% in the Sergeant/Staff Sergeant group and 8% of those in Command.
- While almost three quarters of the sample (72%) disagreed that they had not yet started a family because of their career, one in ten agreed with this statement. Again, response to this question was strongly associated with rank with only 3% of those in the Command and Sergeant/Staff Sergeant groups agreeing with this statement versus 11% of those in the Constable group.

Figure 55: Relationship between rank and the how officer views the culture

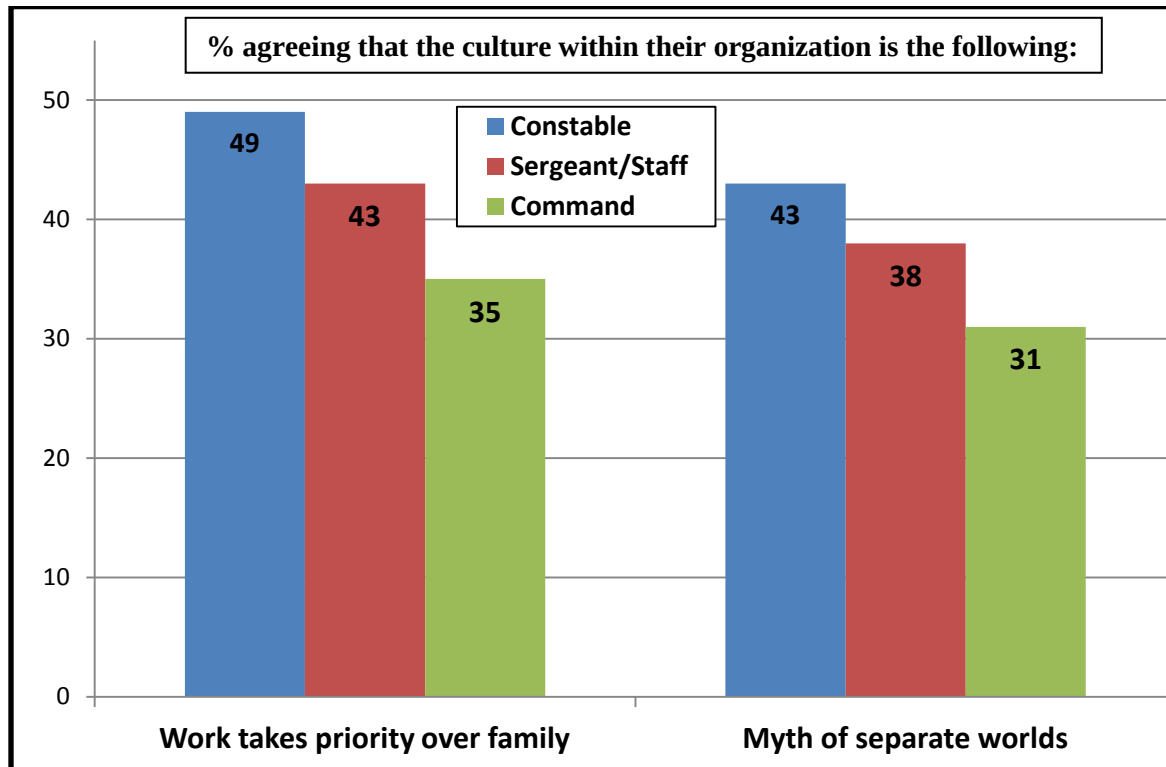


Figure 56: Relationship between rank and belief in the "myth of separate worlds"

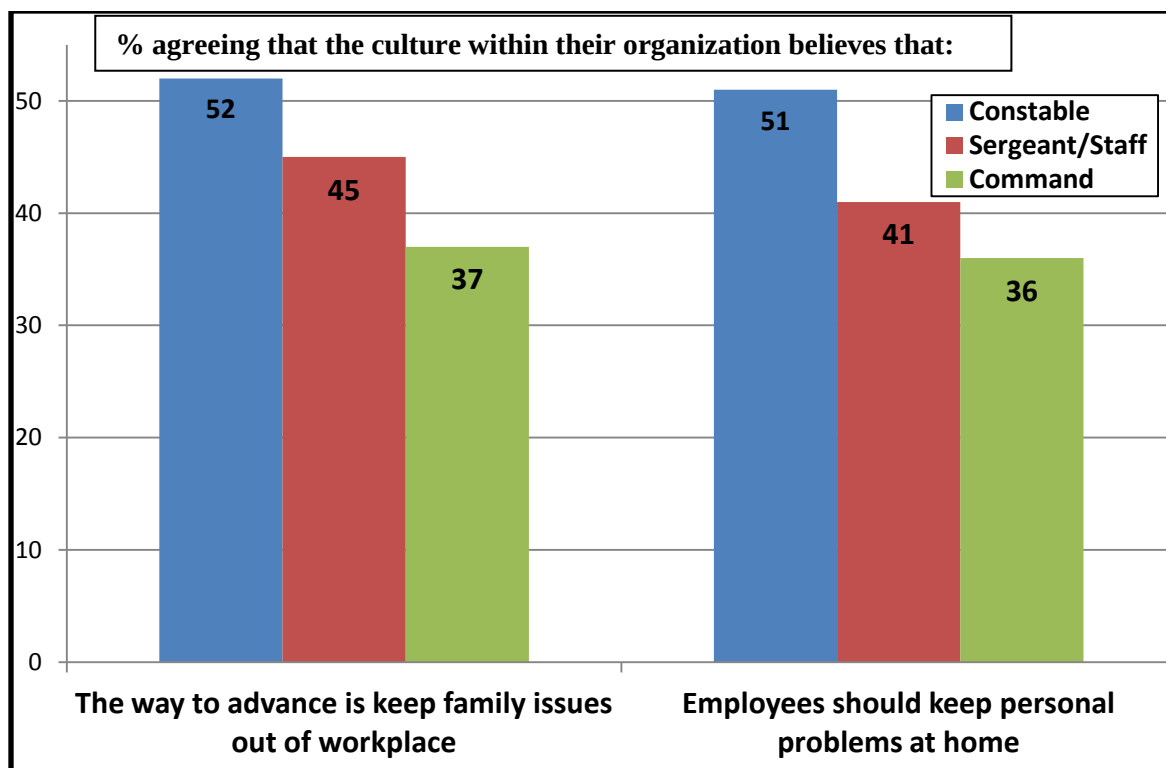


Figure 57: Relationship between rank and the belief that work comes first

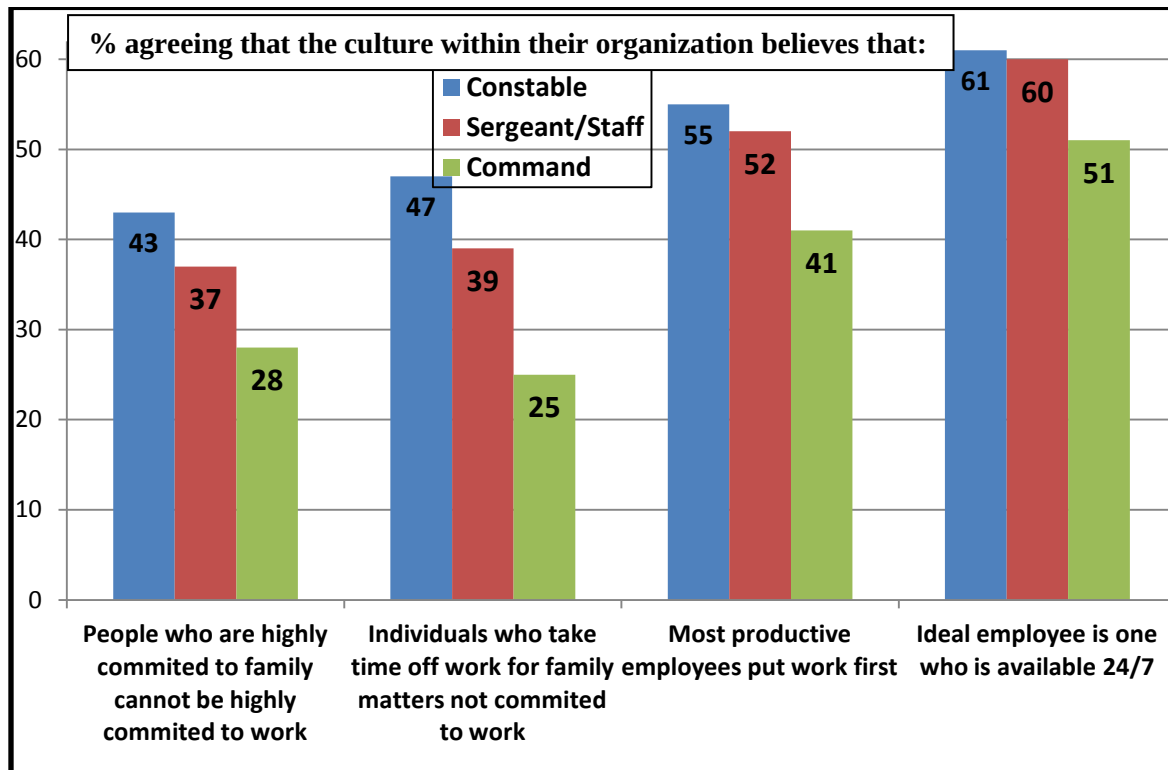


Figure 58: Relationship between rank and supportive management

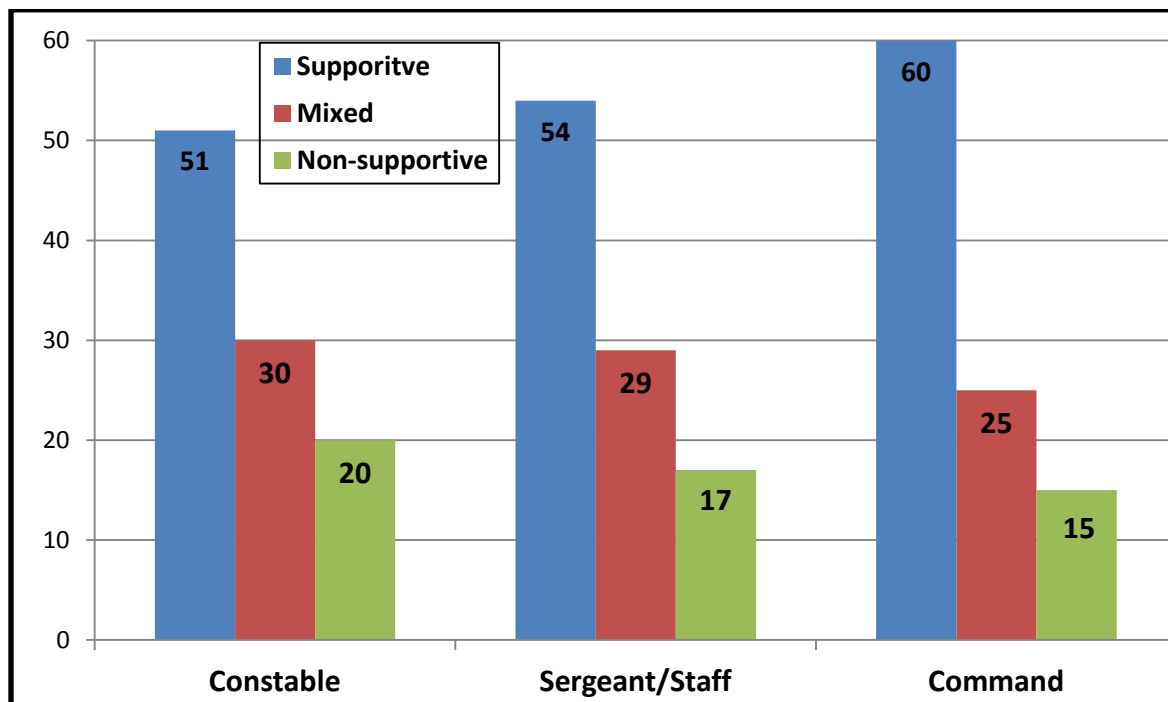


Figure 59: Constables less likely to agree their manager displays supportive behaviours

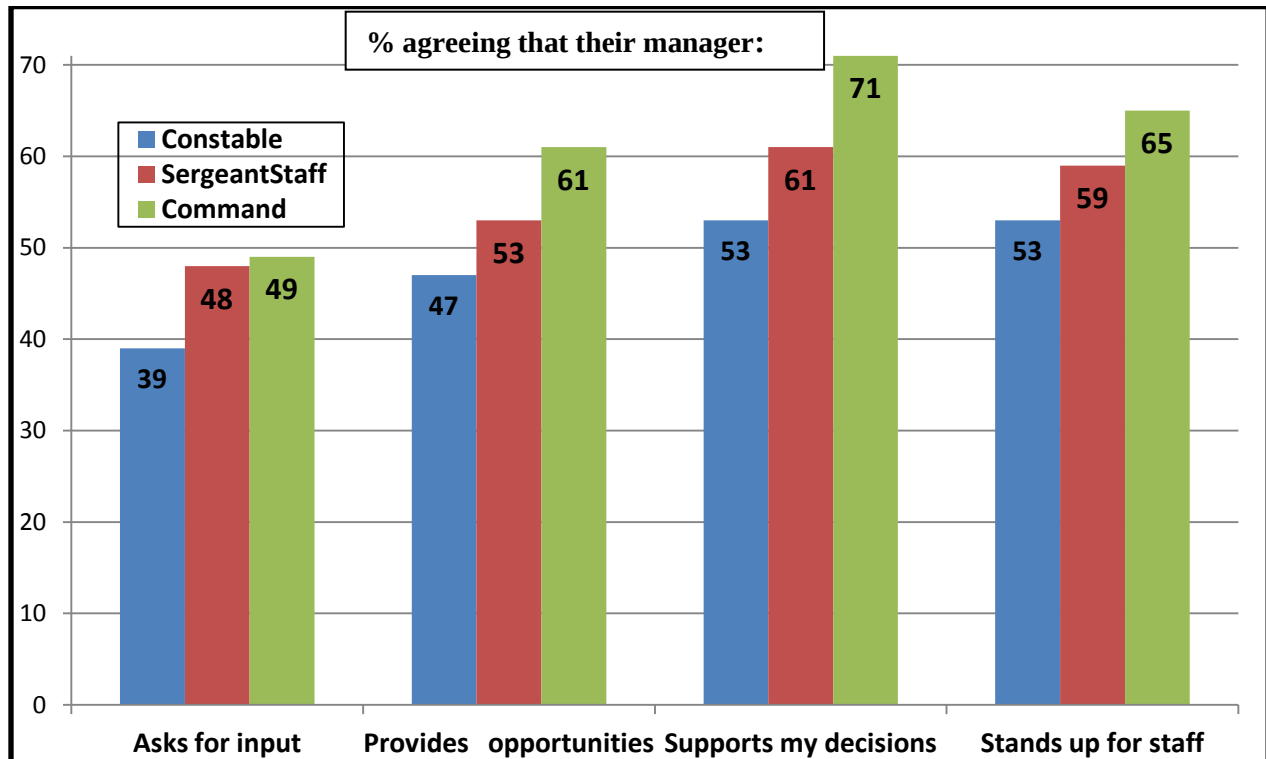


Figure 60: Constables more likely to agree their manager displays non-supportive behaviours

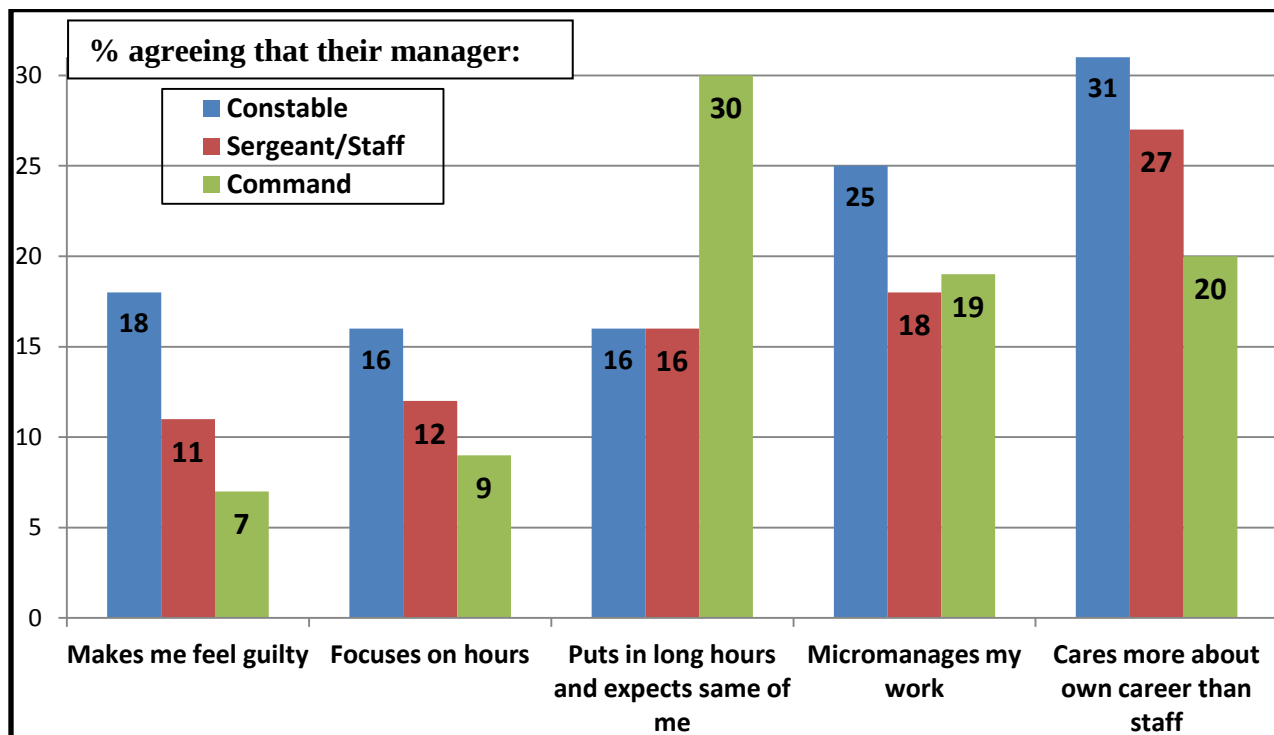


Figure 61:Relationship between rank and perceived flexibility

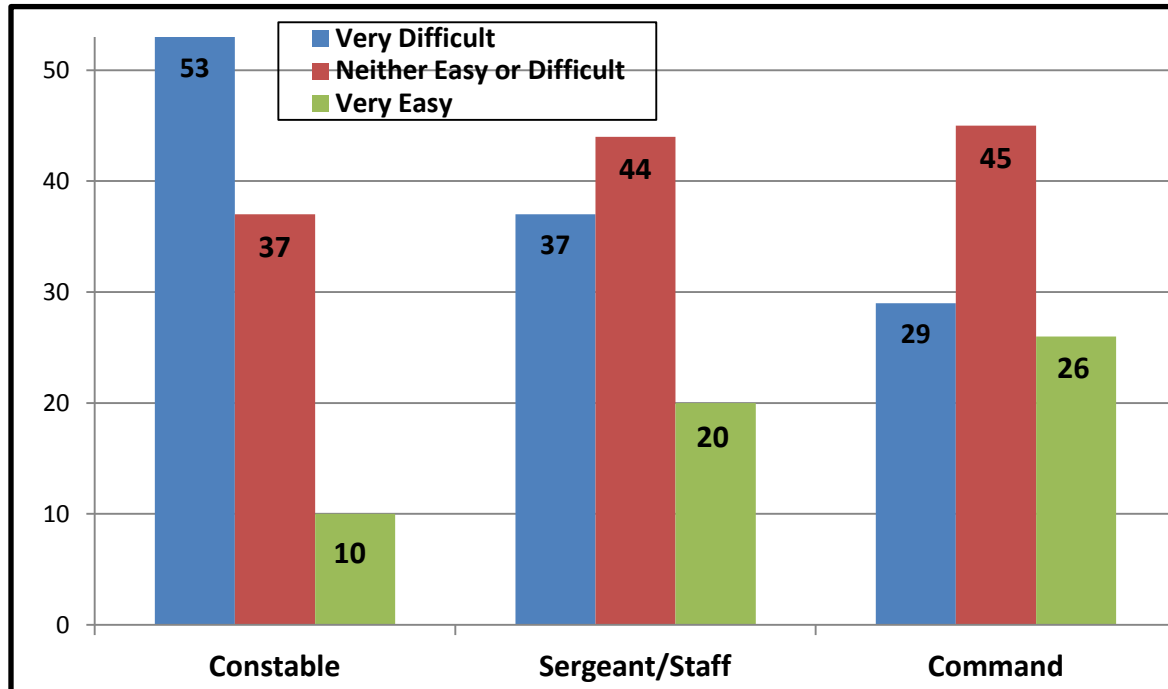
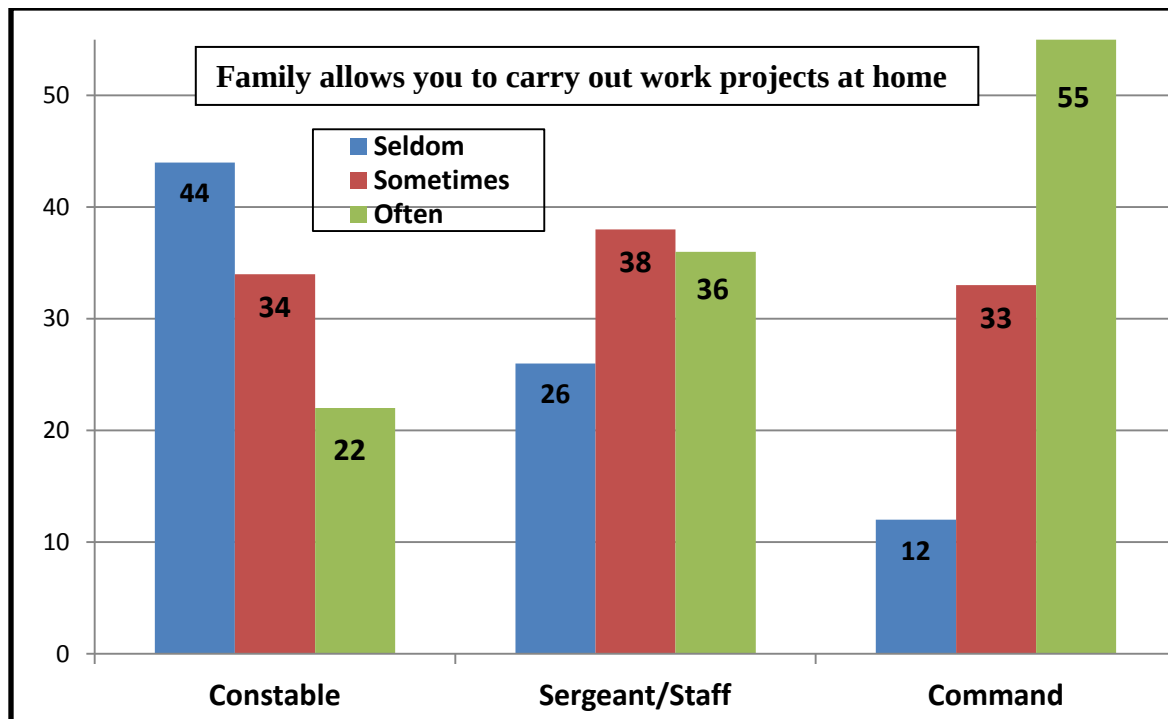


Figure 62:Relationship between rank and family allows you to do work at home



6.8 Impact of Gender the Findings

The following conclusions can be drawn with respect to the association between gender and the moderators examined in this study when rank is taken into account:

- Men in the Constable group are more likely than female Constables to agree that the culture in their organization was one where work takes priority over family (52% agree versus 45%)
- Women in the Command group are more likely than their male counterparts to agree that the culture was one where work takes priority over family (34% agree versus 40%)
- There are no gender differences in the Sergeant/Staff Sergeant groups with respect to view of the culture.
- Belief in the "myth of separate" worlds culture is associated with gender within the Constable and Sergeant/Staff Sergeant groups.
- Women in the Command group are more likely than their male counterparts to feel that the culture in policing was once that ascribed to the "myth of separate worlds" (29% of men agree versus 39% of women)
- Men within the Constable (45% vs 40%) and Sergeant/Staff Sergeant (35% vs 24%) groups are significantly more likely to perceive that they have little control over their work. There was no gender difference within the Command group.
- Women within the Constable (43% vs 60%) and Command (52% vs 78%) groups are significantly more likely to perceive that they have high control over their family. There was no gender difference within the Sergeant/Staff Sergeant group.
- Women in the Command group are more likely than their male counterparts to rate their immediate manager as non-supportive (14% versus 21%).
- Women in the Sergeant/Staff Sergeant group are more likely than their male colleagues to rate their immediate manager as supportive (52% vs 58%).
- Perceived management support was not associated with gender within the Constable group.
- There are a number of interesting gender differences (within rank) with respect to management behaviour. These differences are summarized in Table 13.
- There are no gender differences in perceived flexibility when rank is taken into account
- There are no gender differences in work facilitates family or family facilitates work when rank is taken into account

- Women were more likely than men to agree that they have had fewer children and not started a family because of their career (Figure 62).
- For the men in the sample the likelihood that an officer will agree that they had fewer children or not started a family because of their career declines with rank.
- For the women in the sample the likelihood that an officer will agree that they had fewer children because of their career increases with rank.

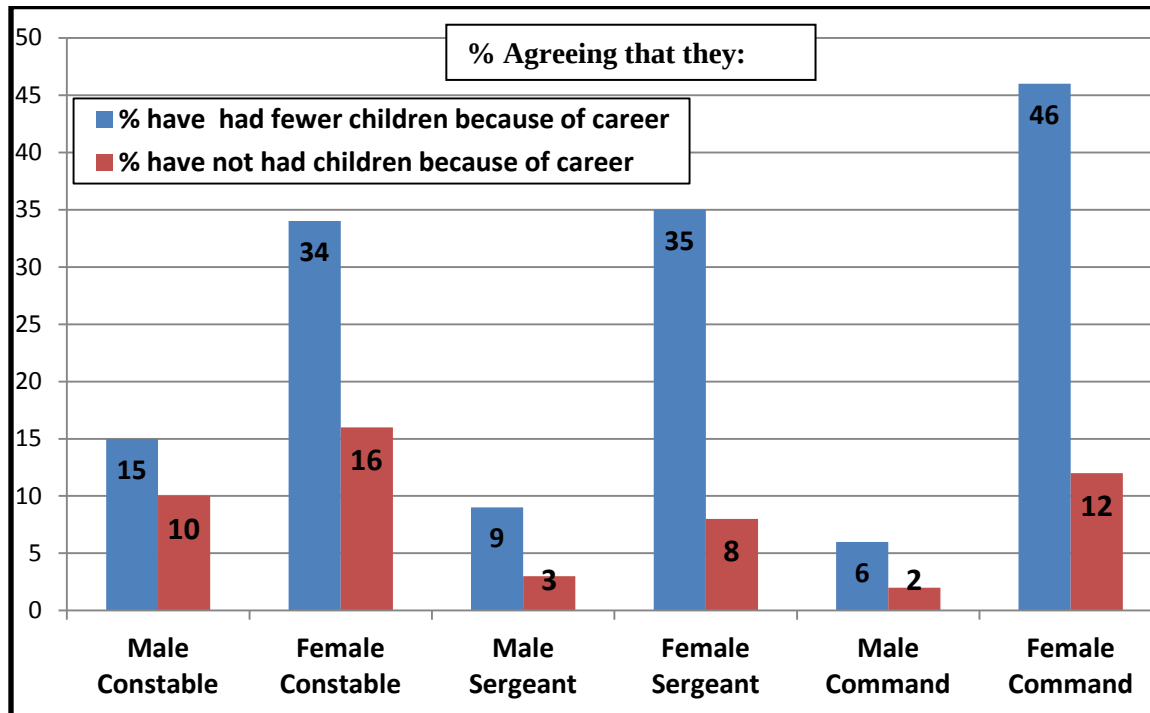
Table 13: Gender differences (within rank) of management support

% who agree that their manager is supportive	Men versus Women		
	Constable	Sergeant	Command
Asks for input before making decisions that affect my work	--	--	--
Shares information with me	--	--	57% vs 50%
Gives recognition when do job well	--	--	61% vs 54%
Is effective at planning work to be done	--	--	--
Makes it clear what is expected of me (i.e. good at communicating goals, objectives)	--	52% vs 58%	52% vs 39%
Provides constructive feedback when performance standards not met	--	--	--
Listens to my concerns	--	--	--
Provides me with challenging career opportunities	--	--	64% vs 43%
Has the people skills to do the job	--	--	--
Stands up for their staff with respect to resources, external requests, workload etc.	--	57% vs 65%	--
Supports my decisions with upper management, public	--	60% vs 66%	74% vs 54%
Has the operational knowledge necessary to do the job			
Is available to answer questions	--	--	75% vs 57%

Table 14: Gender differences (within rank) of non-supportive management

% who agree that their manager is non-supportive	Men versus Women		
	Constable	Sergeant	Command
Puts me down in front of colleagues or clients	--	--	--
Only talks to me when I make a mistake	--	--	--
Makes me feel guilty for time off for personal or family reasons	--	--	--
Focuses on hours of work not output	--	--	--
Has unrealistic expectations about how much work can be done	--	--	15% vs 21%
Puts in long hours and expects me to do the same	--	--	33% vs 14%
Micro-manages my work	26% vs 21%	--	--
Cares more about their own career than the well-being of their staff	32% vs 27%	--	--

Figure 62: Relationship between gender and decision to have children



7. Identification of Key Moderators

In the analysis below we look at the relationships between the outcomes in the study and two groups of moderators: those operating at the level of the organization (the manager, perceived flexibility, the organizational culture, perceived control over work) and those operating at the level of the family (perceived control over the family, breadwinner status, and responsibility for childcare).

7.1 What Can Police Organizations Do? Supportive Management

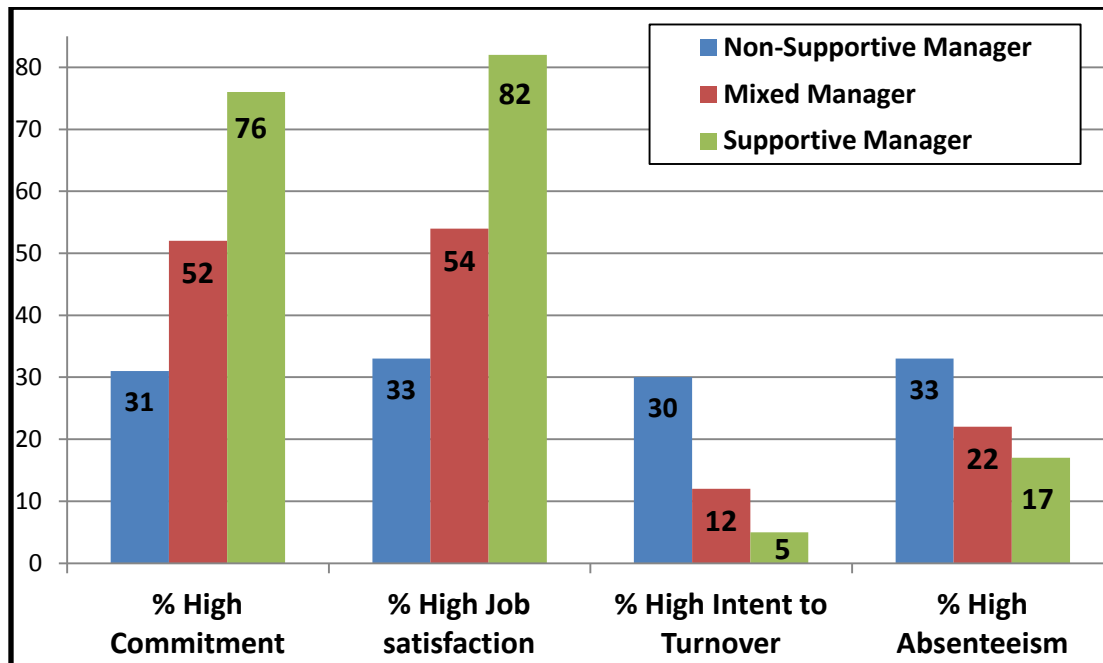
Just over half (52%) of the respondents work for supportive managers but almost one in five (19%) work for non-supportive managers and 29% work for a "mixed" manager. Data showing the relationship between management support and the outcomes included in this study are presented in Figure 63. Key conclusions on the importance of management support to police officers and the organizations that employ them are summarized below.

The behaviour of the immediate manager is key

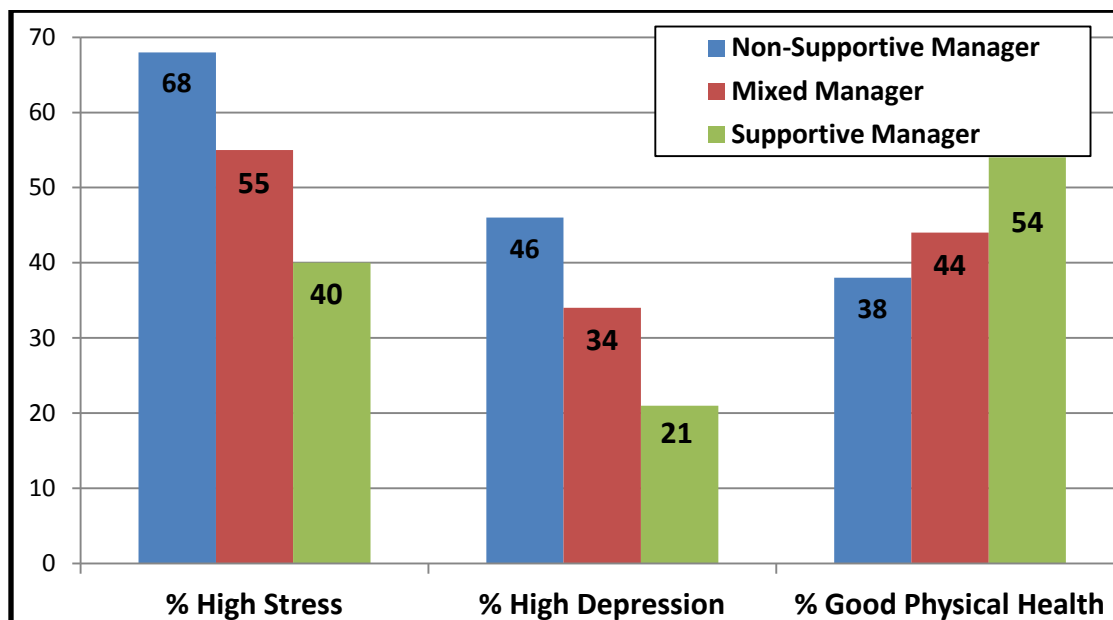
Management support is strongly associated with all but three (employment changes index, work demands unremitting, family demands unremitting) of the outcomes examined in this study.

Table 63: The relationship between management support and:

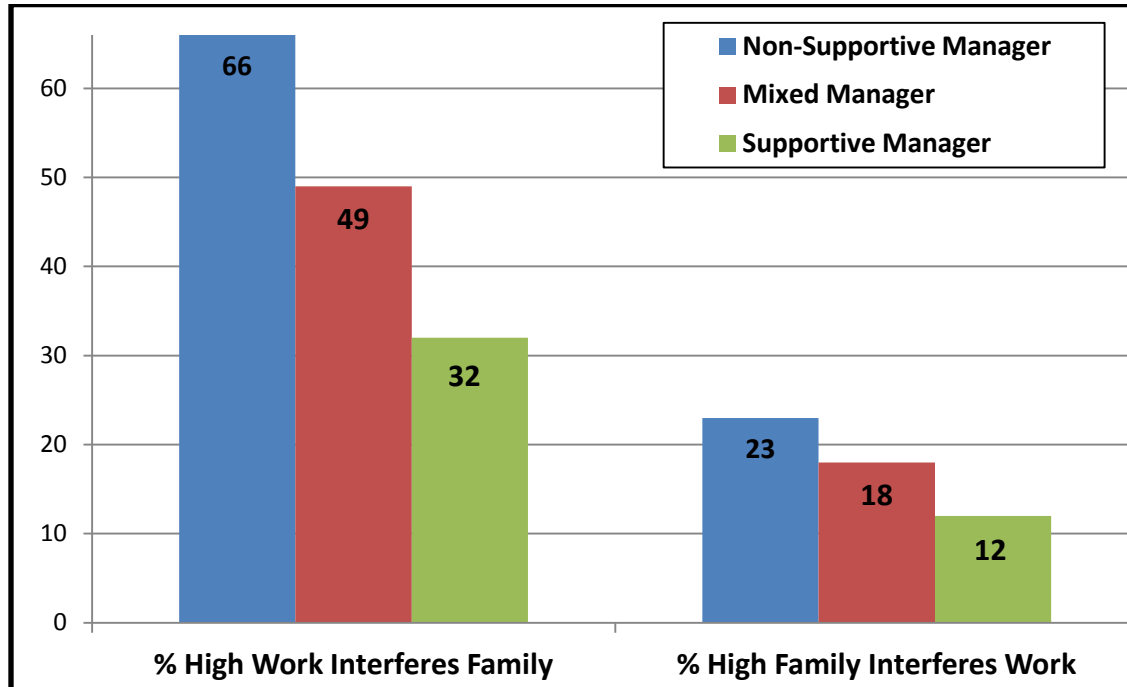
a. Key Organizational Outcomes



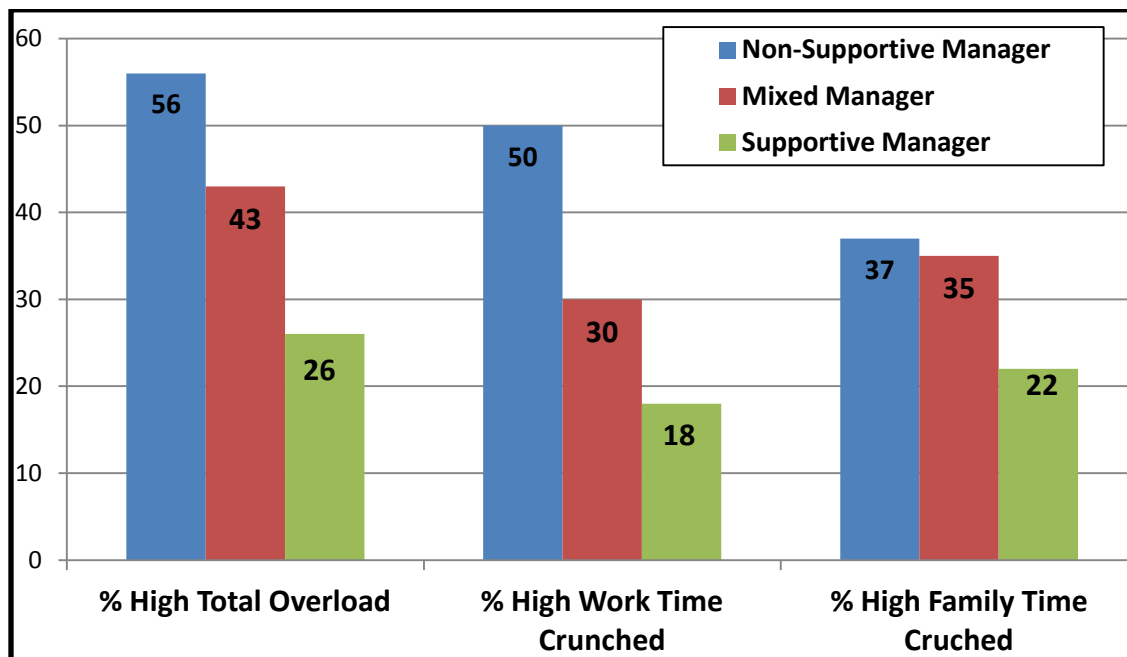
b. Employee Health



c. Work-Life Outcomes



d. Overload



Employee's work attitudes and behaviours are strongly associated with who they report to

Management support is strongly associated with organizational health. As shown in Figure 63a:

- Police officers who report to a supportive manager are 2.5 times more likely than those who report to a non-supportive manager to report high levels of organizational commitment and job satisfaction.
- Police officers who report to a non-supportive manager are six times more likely than those who report to a supportive manager to report high levels of intent to turnover.
- Police officers who report to a non-supportive manager are twice as likely as those who report to a supportive manager to report that they were absent from work than those in the six months prior to the study being done.

Support from one's immediate manager key to employee well-being

Management support is strongly associated with employee well-being. As shown in Figure 63b:

- Police officers who report to a non-supportive manager are twice as likely as those who report to a supportive manager to report high levels of stress and high levels of depressed mood.
- Police officers who report to a supportive manager are 1.5 times more likely than those who report to a non-supportive manager to report that they are in good health.

Who you report to impacts your ability to balance work and family

As shown in Figure 63c, management support is strongly associated with work-life conflict. More specifically, police officers who report to a non-supportive manager are twice as likely as those who report to a supportive manager to report high levels of work interferes with family and family interferes with work.

Employees who report to a supportive manager are less likely to feel time-crunched

Management support is strongly associated with three of the five forms of role overload examined in this study (see Figure 63d). More specifically, when compared to their counterparts working for a supportive manager, police officers who report to a non-supportive manager are:

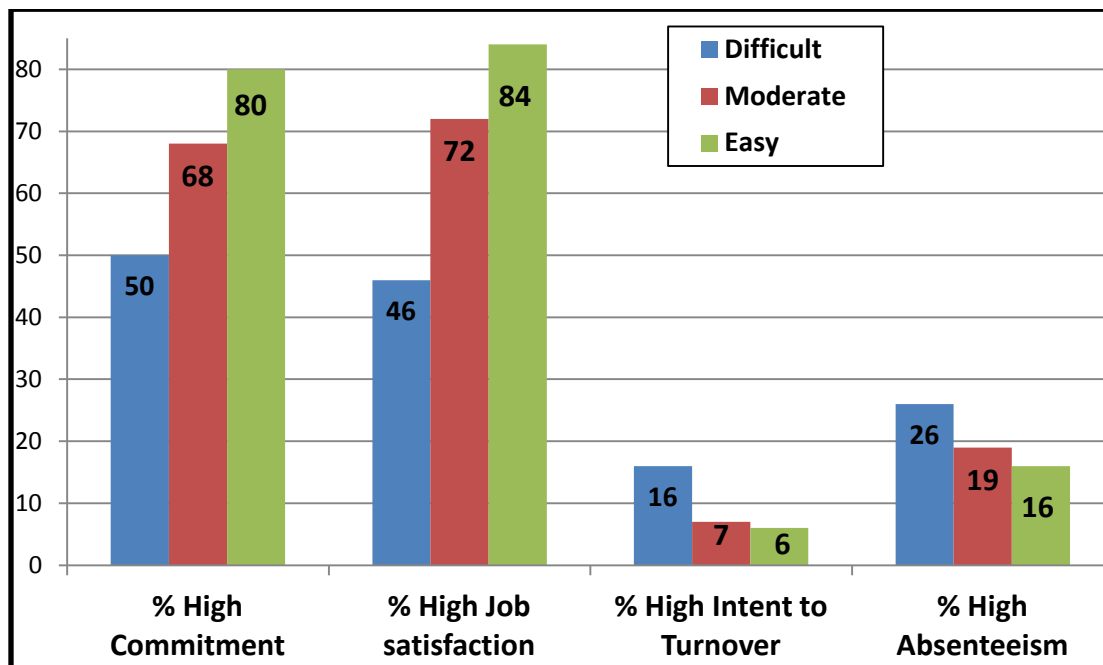
- twice as likely to report high levels of total role overload
- three times more likely to report that their work demands exceed the amount of time that they have available,
- twice as likely to report that their family demands exceed the time available.

In summary

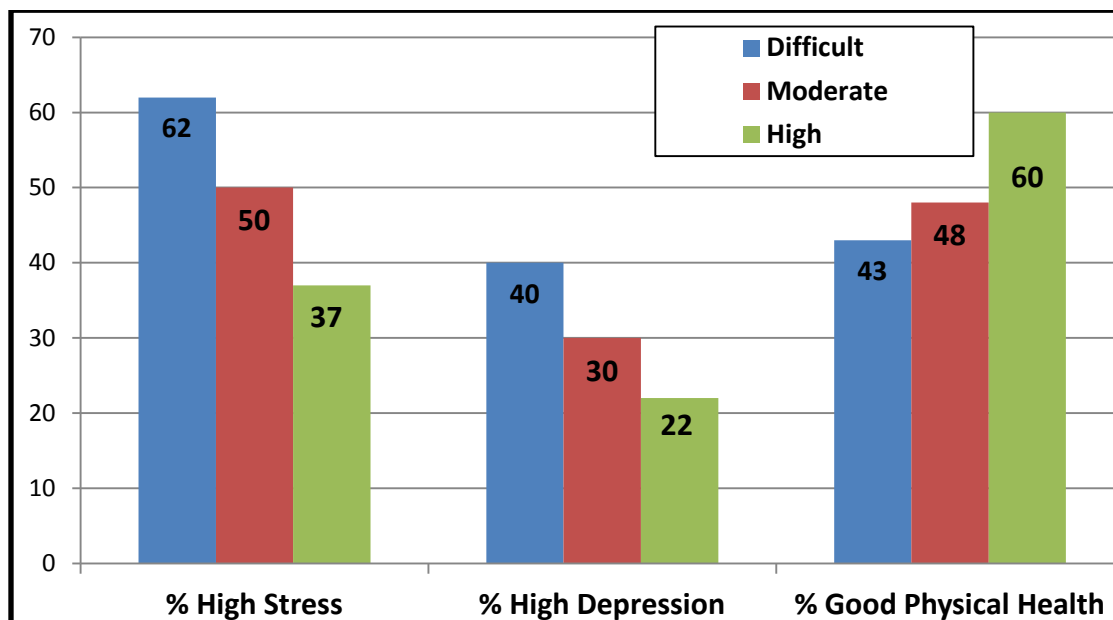
Supportive management is strongly associated with the financial health of the organization as well as its ability to recruit and retain talent. It is also strongly associated with employee well-being (stress, depression), work-life conflict and the perception that one is overloaded and crunched for time at work and at home.

Table 64: The relationship between perceived work time and work location flexibility and:

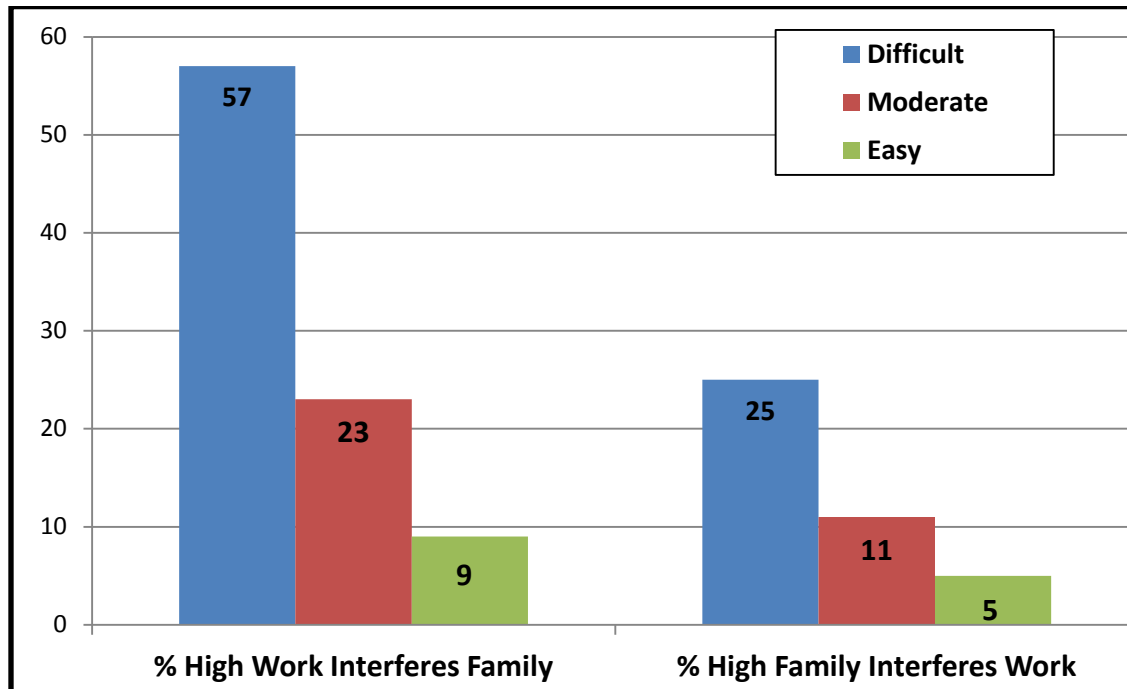
a. Key Organizational Outcomes



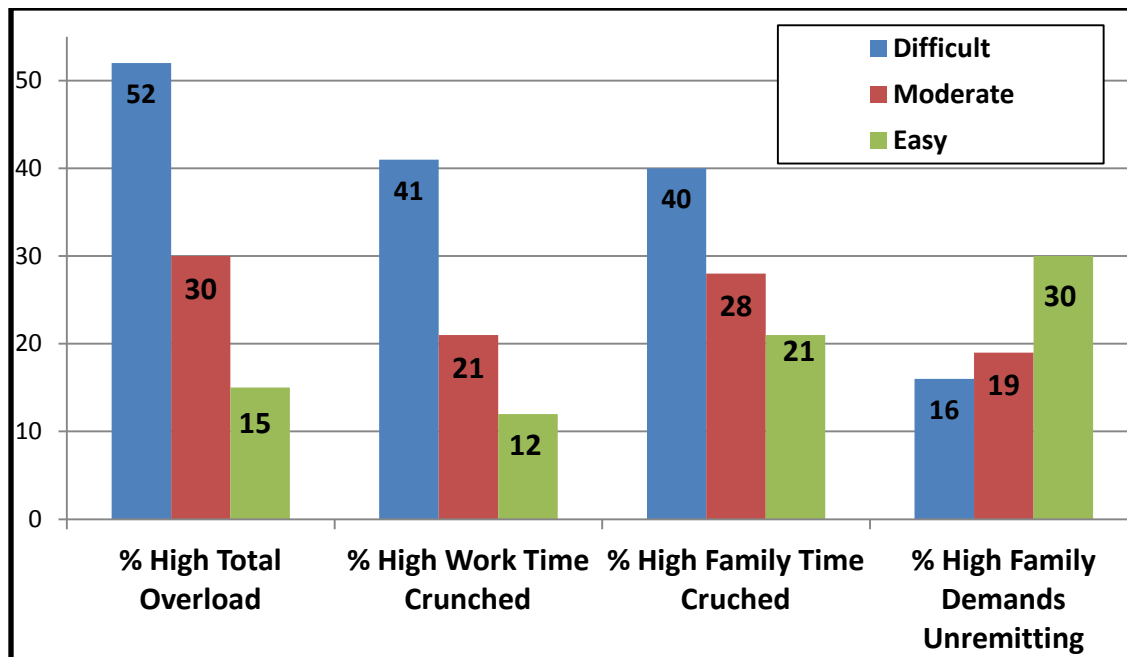
b. Employee Health



c. **Work-Life Outcomes**



d. **Overload**



7.2 What Can Police Organizations Do? Increase perceived flexibility

The data from this study indicate that police officers have very low perceived flexibility with half (46%) reporting very little flexibility with respect to hours of work and only 14% with high flexibility. Data showing the relationship between perceived flexibility and the outcomes included in this study are presented in Figure 64. Perceived flexibility is the only moderator considered in this analysis that is strongly associated with all of the outcomes examined in this study. Key observations on the importance of perceived flexibility to police organizations and police officers are summarized below.

Officers with higher perceptions of flexibility are better off as are the organizations that employ them

As shown in Figure 64 a, perceived flexibility is also associated with several key indicators of organizational well-being.

- Police officers who have *high* levels of perceived flexibility are 1.5 times more likely than those with low perceived flexibility to report high levels of organizational commitment and are twice as likely to report high levels of job satisfaction.
- Police officers with *low* levels of perceived flexibility are three times more likely than those who report high levels of perceived flexibility to report high levels of intent to turnover.
- Police officers with *low* levels of perceived flexibility are twice as likely as those with high levels of perceived flexibility to report that they were absent from work in the six months prior to the study being done.

Perceived flexibility is strongly associated with employee well-being (see Figure 64b). More specifically, police officers with *high* levels of perceived flexibility are half as likely as those with low levels of perceived flexibility to report high levels of stress and high levels of depressed mood.

The lower the perceived flexibility the higher the conflict between work and family

Perceived flexibility is very strongly associated with work-life conflict (see Figure 64c). More specifically, police officers with *low* levels of perceived flexibility are six times more likely than those with higher levels of perceived flexibility to report high levels of work interferes with family and five times more likely to report high levels of family interferes with work.

Employees with lower levels of flexibility are more likely to be overloaded at work and home

As shown in Figure 64d, perceived flexibility is strongly associated with role overload. More specifically, when compared to those with high perceived flexibility, police officers with *low* levels of perceived flexibility are:

- 3.5 times more likely than to report high levels of total role overload
- 3.5 times more likely to report that their work demands exceed the amount of time that they have available (i.e. time crunched at work).
- twice as likely to report that family demands are unremitting

- twice as likely to report that family demands exceed the amount of time that they have available (i.e. time crunched at home).

In summary

Police organizations that care about the well-being of their employees as well as their image in the labour market need to focus on increasing employee control over work hours. Such initiatives will benefit both the employee (improved mental and physical health, better ability to balance work and family, increased ability to manage demands at work and at home) and the employer (increased commitment and loyalty, decreased turnover, decreased absenteeism) alike and as such deliver a win-win solution to challenges associated with overload and stress.

7.3 What can police organizations do? Focus on culture change

Many police officers believe that the culture within their organization values those who give work priority over family

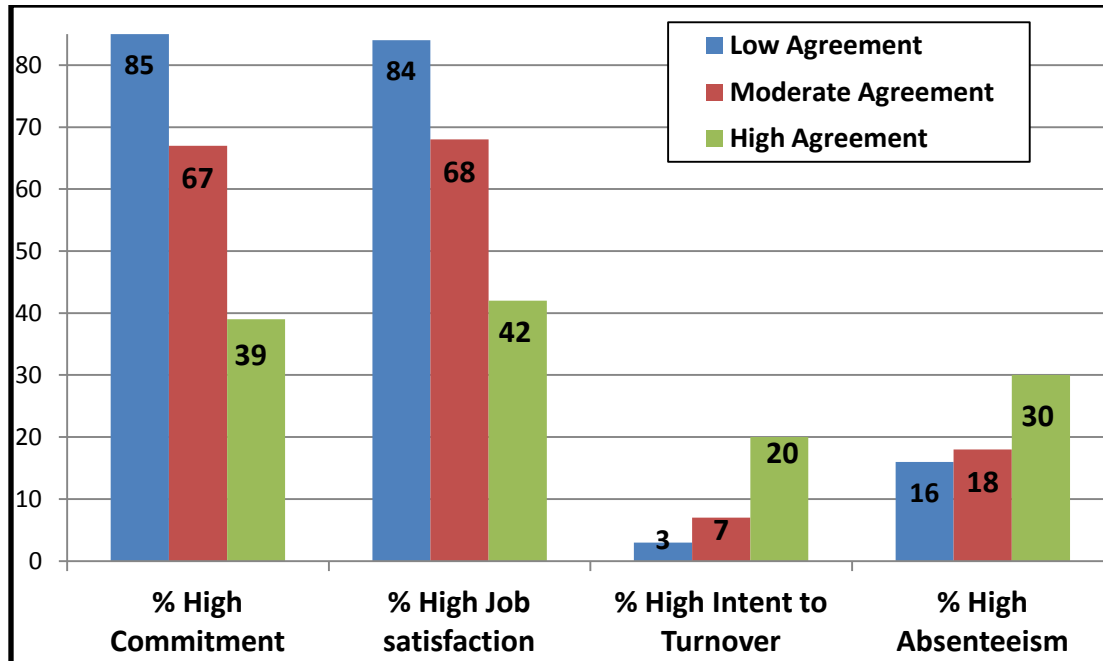
A plurality of those working in policing perceive that the culture within their workforce is one where work is expected to take priority over family (46%). The perception that the culture is one that expects officers to give priority to work over family is associated with all but three (employment changes index, work demands are unremitting, family demands are unremitting) of the outcomes examined in this study. Data showing the relationship between the belief that the culture values those who give work priority over family and the outcomes explored in this analysis are presented in Figure 65.

Many police organizations also have cultures that promote the "Myth of Separate Worlds"

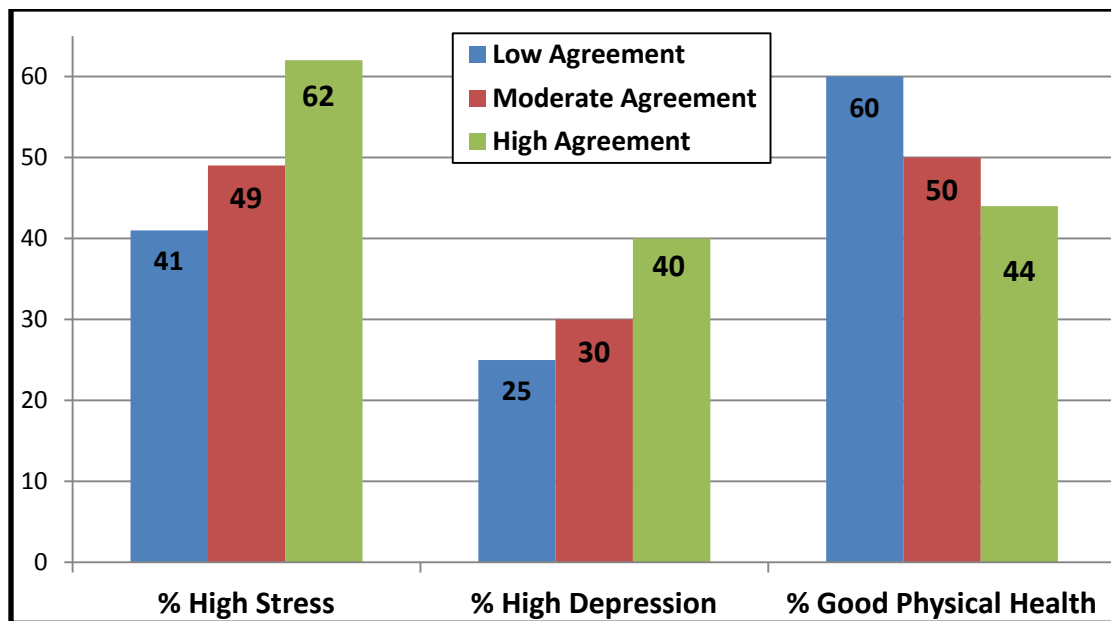
Not only do many police officers feel that their organization expects their employees to give priority to work over family, they also feel that police organizations value those who keep family and work strictly separate and do not ever bring "family matters to work." This set of beliefs has been referred to as the "myth of separate worlds." A plurality of the police officers in this study (40%) agreed that this type of culture dominated in their organization. Only 10% disagree that these values were prevalent in their force. The consequences for the organization and the employee of having this type of culture in place within the police force are very similar to those observed with respect to having a culture which gives priority to family. Data showing the relationship between a belief in the "myth of separate worlds" and the outcomes explored in this analysis are presented in Figure 66.

Table 65: The relationship between agreeing that the organizational "Culture is One Where Work is Expected to Take Priority" and:

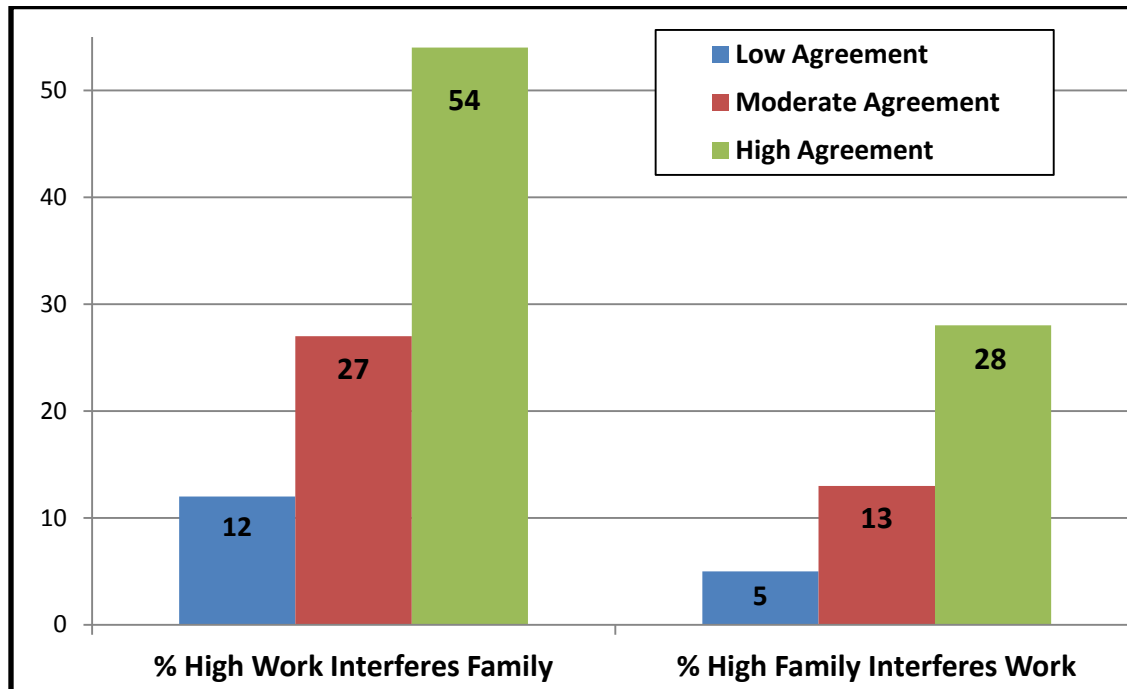
a. Organizational Outcomes



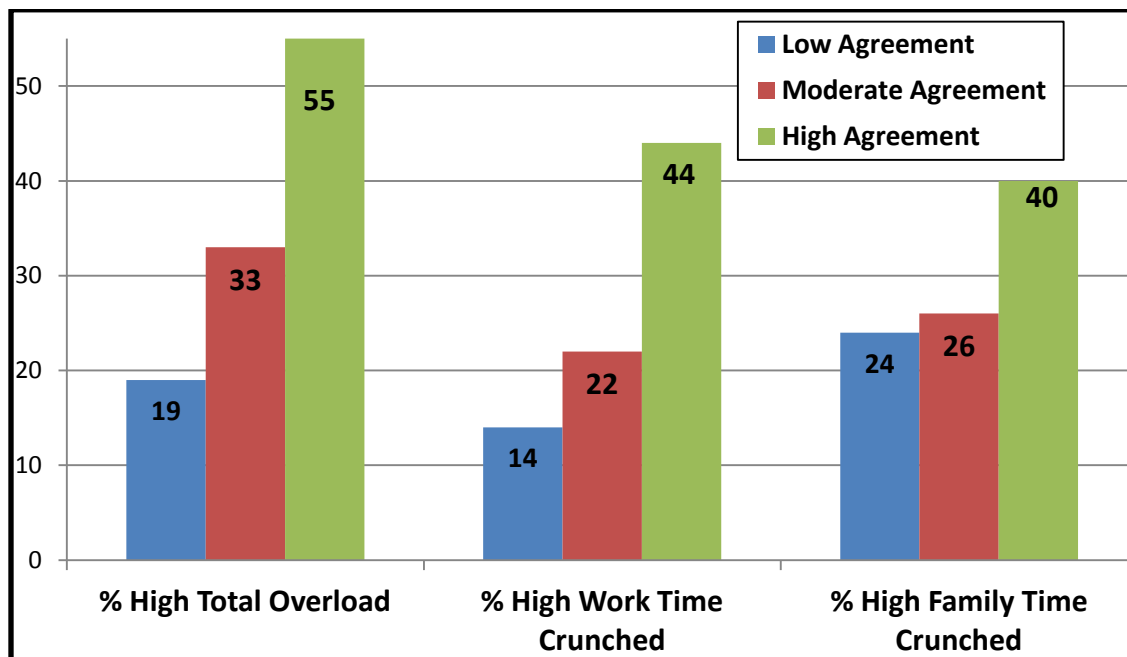
b. Employee Health



c. Work-Life Outcomes



d. Overload



Employees who perceive that their organization expects them to put work first and keep work and family separate are less loyal to their employer

Both forms of culture considered in this analysis are strongly associated with four of the five key indicators of organizational health included in this study (see Figures 65a and 66b). More specifically

- Police officers who perceive that the culture is one that expects officers to give priority to work over family and/or keep work and family separate are half as likely as those who do hold these perceptions to report high levels of organizational commitment and job satisfaction
- Police officers who perceive that the culture is one that expects officers to give priority to work over family and/or keep work and family separate are twice as likely as those who do not hold this perception to report that they were absent from work in the six months prior to the study being done.
- Police officers who perceive that the culture is one that expects officers to give priority to work over family and/or keep work and family separate are three times more likely than those who do not hold this perception to report high intent to turnover.

Employees who work for organizations which expect work to come first report higher levels of stress

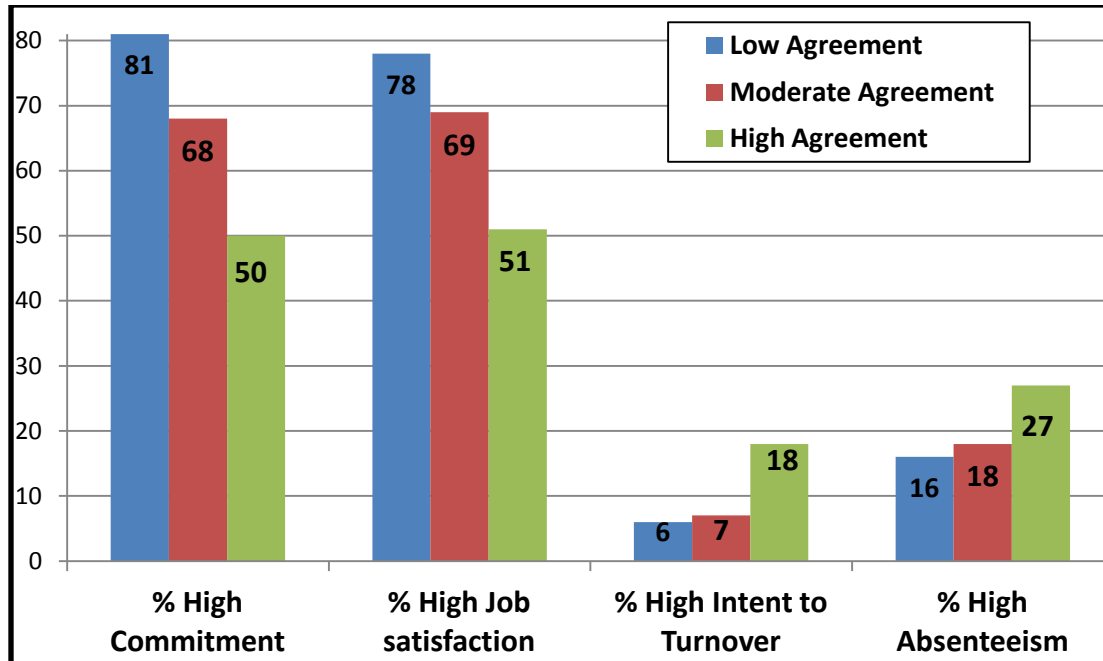
Police officers who work for an organization that expects them to give priority to work over family and/or keep work and family separate are more likely to report diminished well-being (see Figure 65b and 66b). While both of these cultures seem to contribute to an increased level of stress (e.g. police officers who agree that these expectations are present in their organization are 1.5 times more likely than those who do not have this perception to report high levels of stress) they have a different impact on the other two indicators of well-being included in the study. More specifically working in an organization that expects an employee to give priority to work over family negatively impacts physical health (those who do not agree that this culture is in place are 1.5 times more likely than those who think it is to report that they are in good physical health) while working in an organization that expects employees to keep work and family domains separate negatively impacts mental health (those who agree that the organization operates according to the myth of separate words are 1.5 times more likely to report high levels of depressed mood than those who do not agree that this culture is in place).

... higher levels of work-life conflict

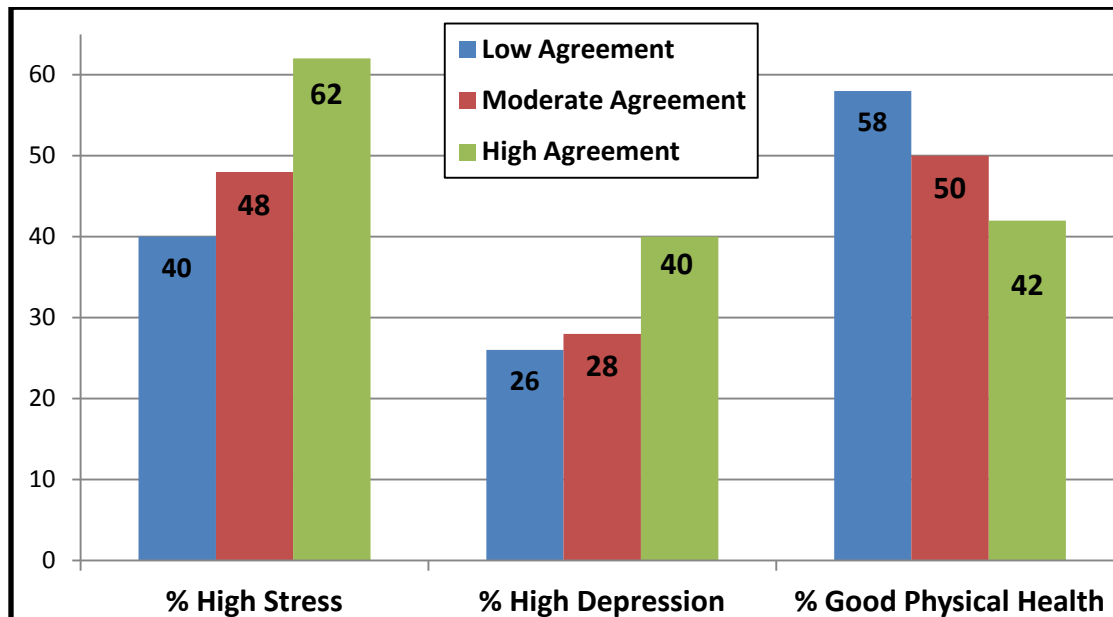
Both forms of culture explored in this study are very strongly associated with increased work-life conflict (see Figures 65c and 66c). More specifically, police officers who perceive that the culture is one that expects officers to give priority to work over family are five times more likely than those who do not have this view to report high levels of work interferes with family and three times more likely to report high levels of family interferes with work. Similarly those who think that their organization expects work and family to be kept separate are twice as likely as those who do not to report high levels of both forms of work-life conflict.

Table 66: The relationship between agreeing that the organizational culture espouses "the myth of separate worlds" and:

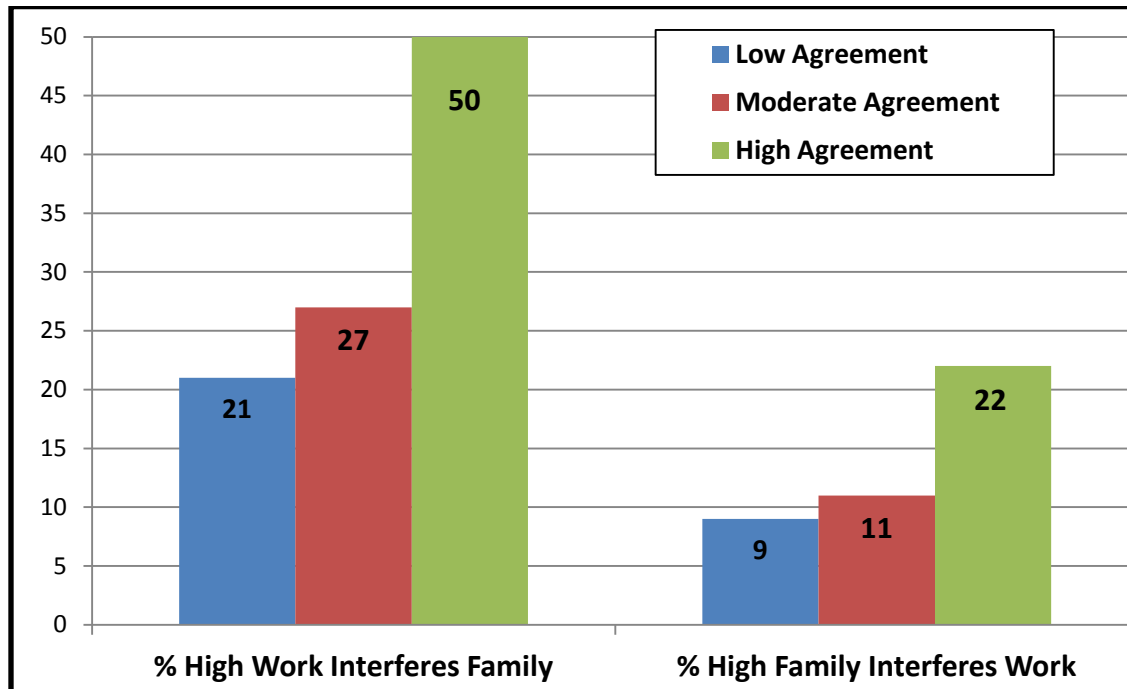
a. Organizational Outcomes



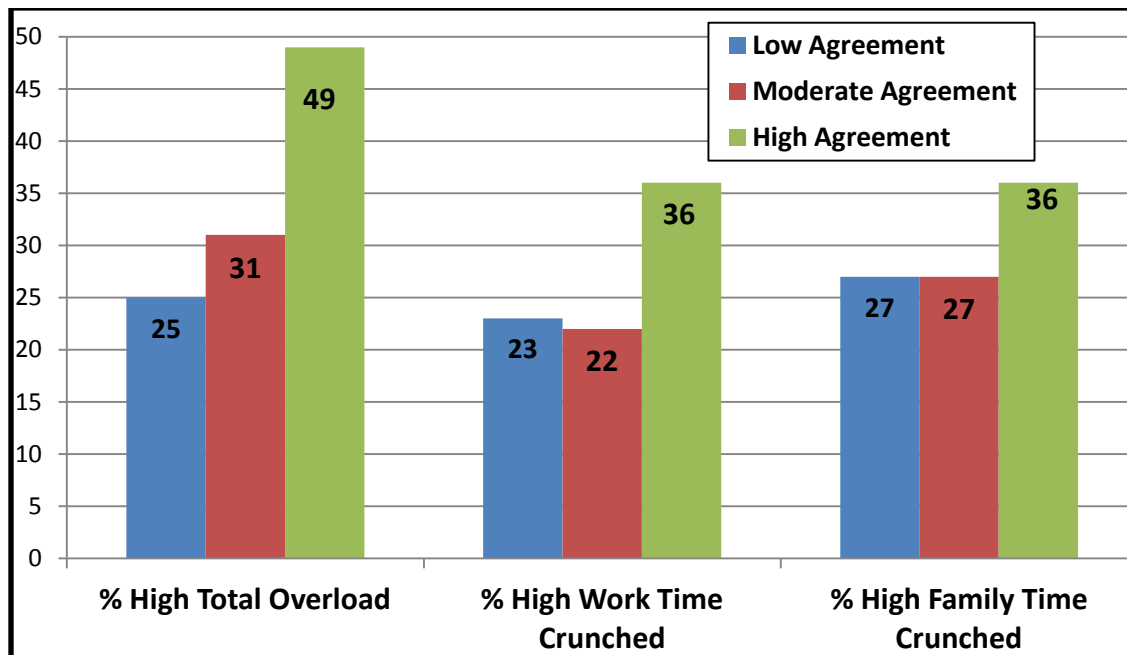
b. Employee Health



c. Work-Life Outcomes



d. Overload



... and greater role overload

The perception that the culture is one that expects officers to give priority to work over family and/or keep work and family separate is strongly associated with role overload as shown in Figures 65d and 66d. More when compared to those who do not have this view of the culture, police officers who perceive that the culture in their organization is one that expects officers to give priority to work over family are:

- three times more likely to report high levels of total role overload,
- three times more likely to report that their work demands exceed the amount of time that they have available (i.e. time crunched at work), and
- 1.5 times more likely to report their family demands exceed the amount of time that they have available (i.e. time crunched at home).

Similarly, when compared to those who do not have this view of the culture, police officers who perceive the culture in their organization is one that expects officers to keep work and family separate are:

- twice as likely to report high levels of total role overload,
- 1.5 times more likely to report that their work demands exceed the amount of time that they have available (i.e. time crunched at work), and
- 1.5 times more likely to report their family demands exceed the amount of time that they have available (i.e. time crunched at home).

In summary ...

There is a cost to organizations of expecting employees to keep family and work separate and give priority to work over family

The data from this study show that police organization that promote a culture where work and family are expected to be kept separate and expect work to come first pay a price. Police officers who work for an organization that endorses these types of cultures are less committed to their employer, less satisfied with their jobs, more likely to be thinking of leaving their current place of work and more likely to be absent from work (findings virtually the same as observed with view that work should take priority). They are also more likely to experience high levels of stress and depressed mood, greater conflict between work and family (work interferes with family and family interferes with work), and higher levels of three of the forms of overload (total role overload, time crunched at work and time crunched at home) explored in this analysis. While these two cultures are highly inter-related and both detrimental to all stakeholders, working within an organization which expects employees to give work priority over any other demands and values such behaviour in their promotion process is more problematic and should be addressed first.

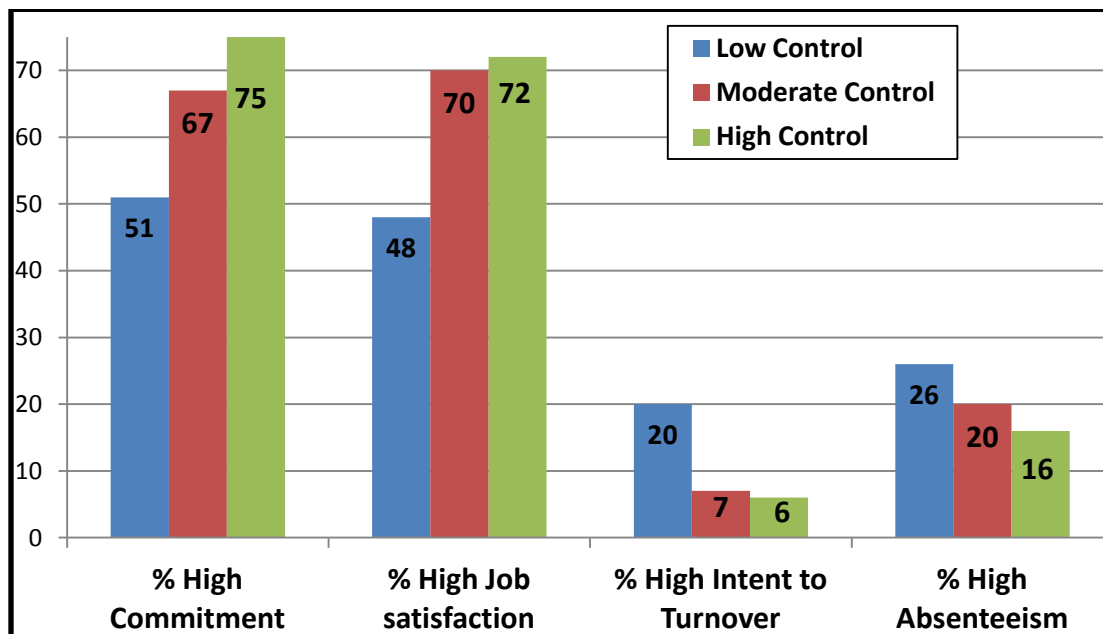
7.4 What can police organizations do? Focus on increasing the amount of control employees have over their work

Police officers have very little control at work

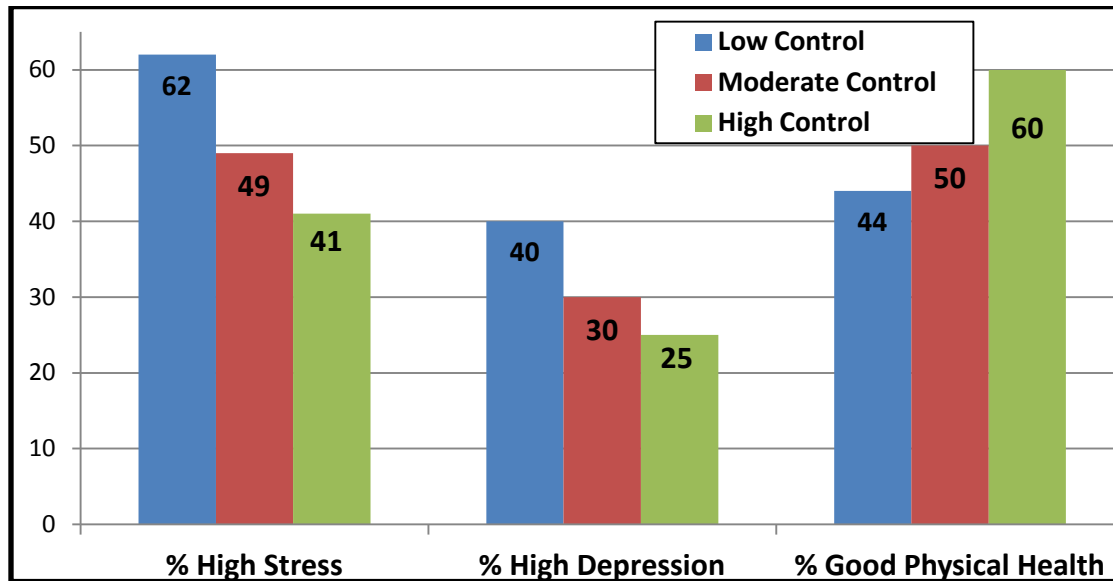
Findings from this study show that police officers have very little control over their situation at work (only 11% report high control while 39% report low control). This is unfortunate as the data from this study (see Figure 67) show that perceived control over ones' work domain is strongly associated with all but three of the outcomes (employment changes index, both measures of family role overload) considered in this analysis.

Table 67: The relationship between control over the work domain and:

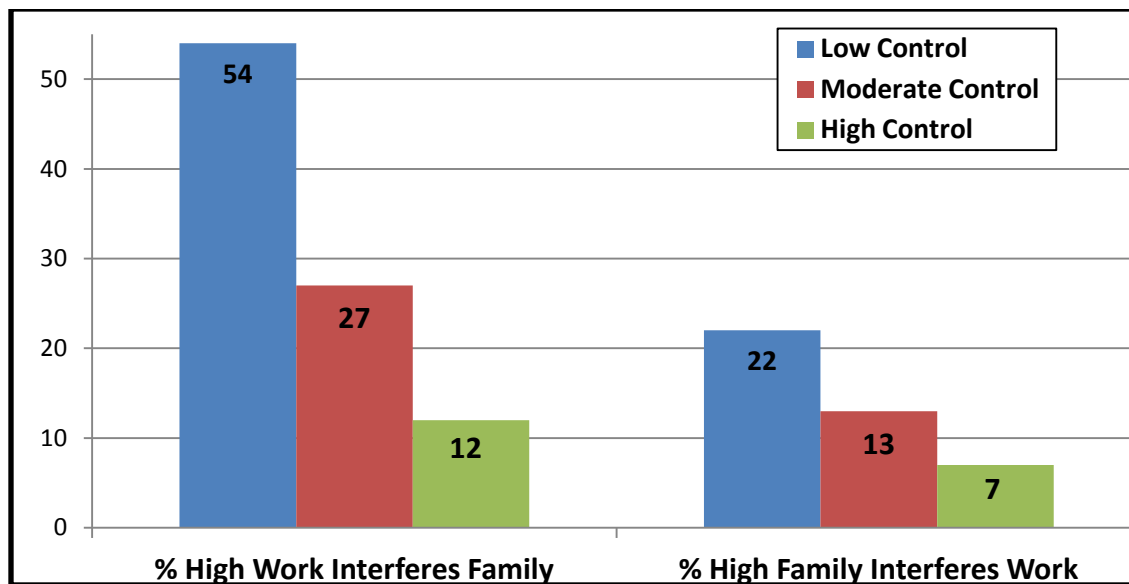
a. Organizational Outcomes



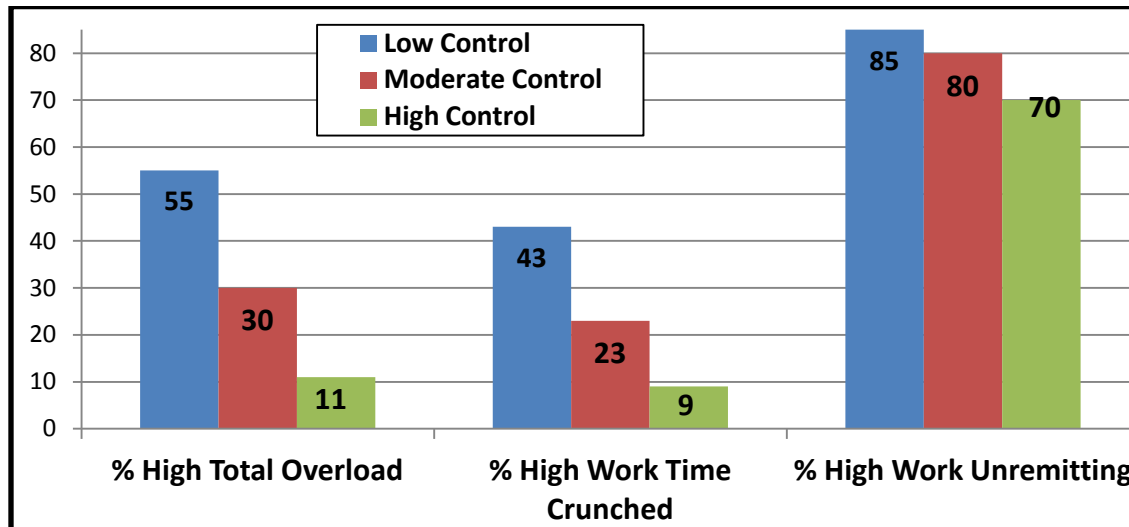
b. Employee Health



c. Work-Life Outcomes



d. Work on Overload



Police officers are more likely to remain with an employer that provides them with greater control at work

The data from this study shows a strong link between increased control at work and the organization's ability to recruit and retain employees (Figure 67a). More specifically, police officers who have higher levels of control over their work are 1.5 times more likely than those with low control to report high levels of organizational commitment and job satisfaction. More problematic are data showing that when compared to their counterparts with higher levels of control over work, police officers with lower levels of control are:

- three times more likely to report high levels of intent to turnover.
- 1.5 times more likely to report that they were absent from work in the six months prior to the study being done.

Having some control over ones work is key to employee well-being and work-life balance

Many of the findings with respect to control over work observed in this study are consistent with those reported in the research literature which has indentified a strong link between demands (measured as role overload in this study), control and stress/work-life conflict. The nature of these relationships can be seen by examining Figures 67b-d. When compared to their counterparts with higher levels of control, police officers with lower levels of control over work are:

- 1.5 times more likely to report high levels of stress and high levels of depressed mood,
- four times more likely to report high levels of work interferes with family,
- three times more likely to report high levels of family interferes with work,
- five times more likely to report high levels of total role overload, and
- five times more likely to report that their work demands exceed the amount of time that they have available (i.e. time crunched at work).

Finally, it is interesting to note that perceived control over work is not associated with overload at home which (as will be discussed in the next section) has more to do with control at home.

In summary ... police forces need to determine how best to increase employee's sense of control over their work

This study has determined that police officers have little predictability over their work demands (see section on work stressors) and little control over their hours of work. As such it is not surprising to see that most police officers in this sample, regardless of rank, say that they have little control over their work. This is unfortunate given the data presented in this section linking a lack of control over ones' work situation to a myriad of negative consequences for the employee (lower commitment, lower job satisfaction, higher absenteeism, higher intent to turnover), the employer (higher stress and depressed mood, greater work-life conflict, greater sense of being overloaded and time crunched at work). Police forces need to address this issue given the expected competition for labour that they are expected to face in the very near future.

7.5 Non-work moderators: Control over family

Many police officers perceive that they have high levels of control over their family domain

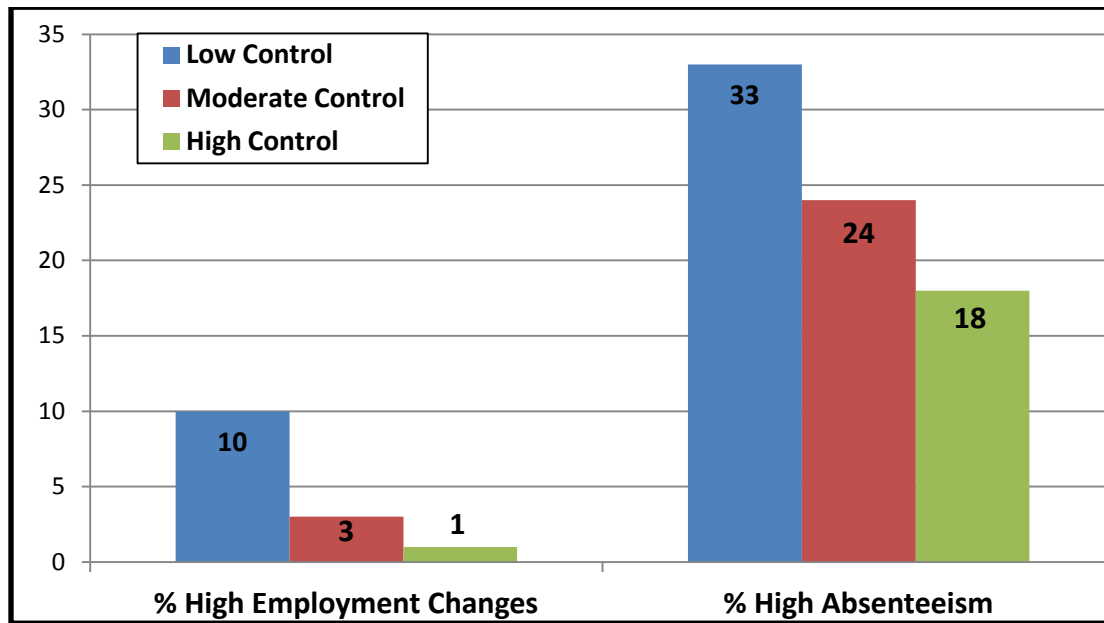
As noted earlier, many police officers report high levels of control over their home situation (50% report high control while only 7% low control) - a situation which contrasts starkly with their situation at work. Control over ones family situation is strongly associated with all but four of the outcomes considered in this study (see Figure 68). Key conclusions on the importance of control over ones' family domain to police officers and the organizations that employ them are presented below.

Officers with low control over their family domain are more likely to be absent from work

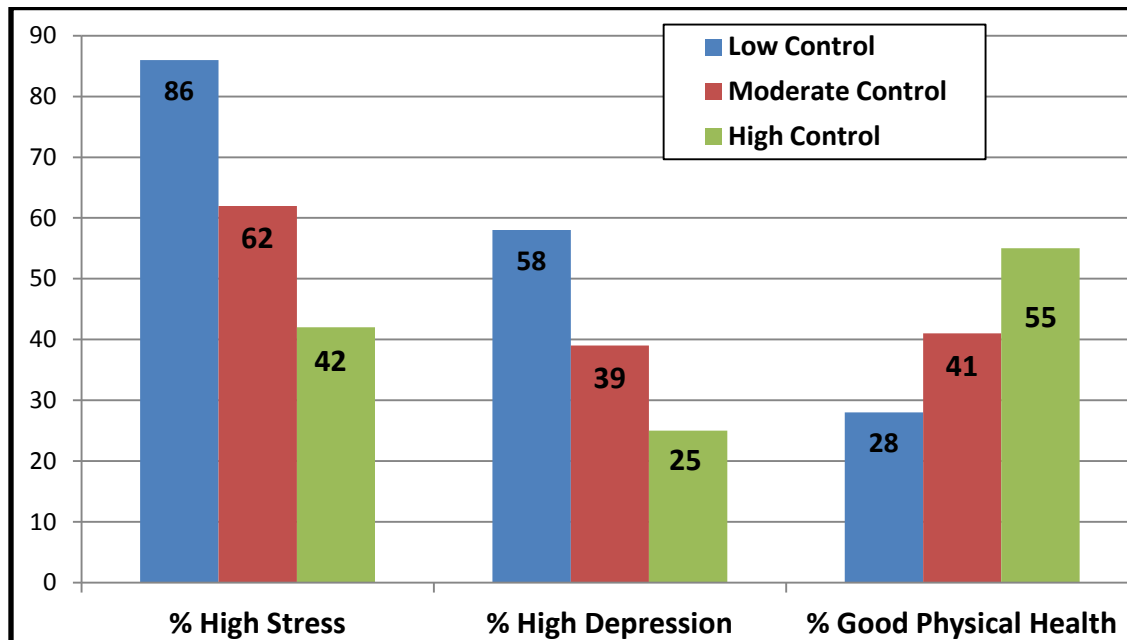
Control over ones' family domain is not associated with organizational commitment, job satisfaction or intent to turnover. It is, however, strongly associated with absenteeism and the types of decisions employees make about their careers. Of note is the fact that police officers with lower levels of control over their family domain are ten times more likely than those who report high levels of control to report that work life issues have negatively impacted decisions at work (i.e. employment changes index). More specifically employees with lower control at home are more likely to say that they had turned down a promotion at work and that work-life issues had negatively impacted their productivity at work. Also interesting are the data showing that police officers with lower levels of control over their family domain are twice as likely as those with higher levels of control to report that they were absent from work in the six months prior to the study being done - a finding that is likely due to increased absenteeism due to childcare and eldercare issues.

Table 68: The relationship between control over the family domain and:

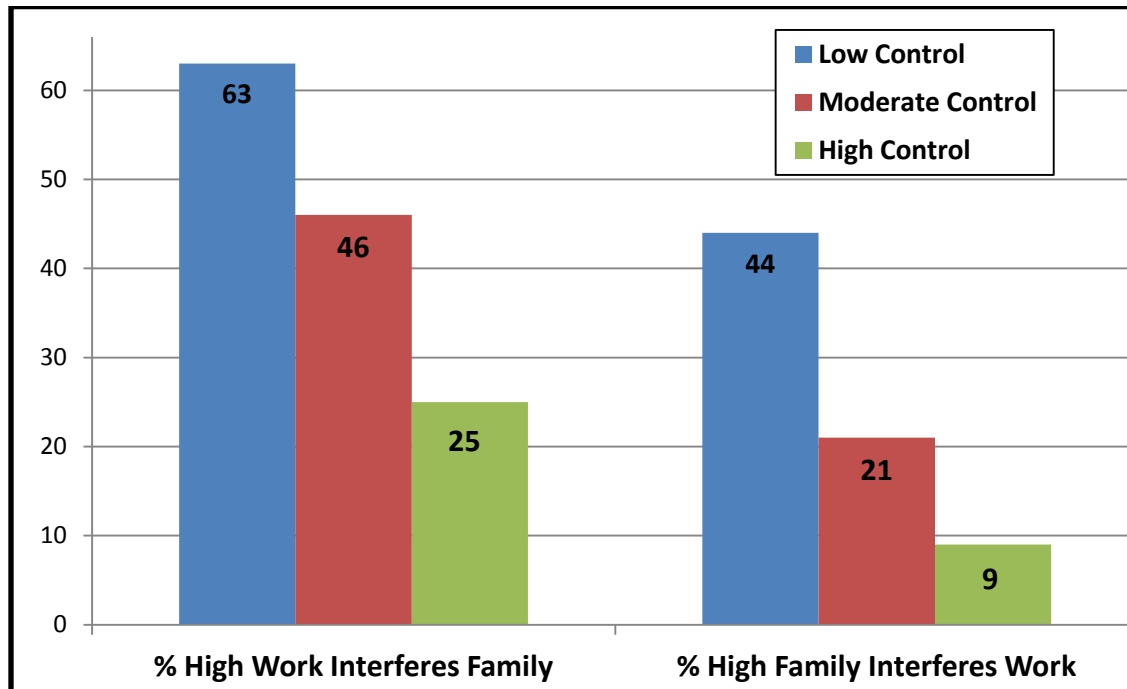
a. Organizational Outcomes



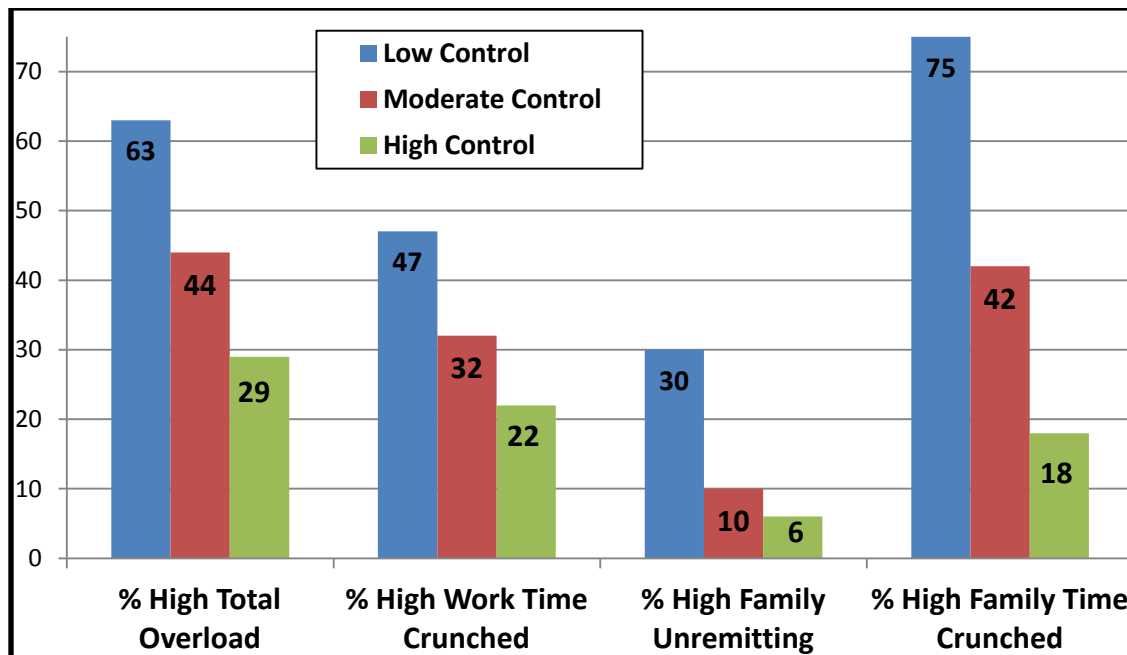
b. Employee Health



c. Work-Life Outcomes



d. Overload



Employees with greater control over their family domain enjoy better health and work-life balance

Control over family is strongly associated with employee well-being and work-life balance. As shown in Figures 68 b-d, when compared to those with high levels of control at home, police officers with low levels of control over their family domain are:

- twice as likely to report high levels of stress and depressed mood,
- half as likely to report that they are in good health,
- three times more likely to report high levels of work interferes with family,
- five times more likely to report high levels of family interferes with work,
- twice as likely to report high levels of total role overload,
- five times more likely to report that family demands are unremitting,
- four times more likely to report that family demands exceed the amount of time they have available (i.e. time crunched at home), and
- twice as likely to report that the demands at work exceed the amount of time they have available (i.e. time crunched at work).

In summary ... control over family key to performance at work and mental health

Police officers who do not have high levels of control over their family (half the sample) find it more difficult to perform in police organizations that value the strict separation of work and family domains and expect work to come first. As such it is not surprising to see the link between low control over family and higher family to work interference. Individuals with low control over their family (our data indicate that such people are in dual career relationships and share or have primary responsibility for childcare) find family demands unremitting and that there is just not enough time in the day to do all they are expected to do at home. Something has to give in these circumstances - and that something is career advancement, attendance at work, productivity and their own well-being. This occurs even though control over family is not associated with either employee engagement or job satisfaction. The fact that police forces are not able to impact an employees' control over their work environment emphasizes the importance of increasing control over work and cultural change.

7.6 Non-work moderators: Breadwinner Status

While half (54%) of the police officers in this sample stated that they were the primary breadwinner in their family the rest either said that breadwinning responsibilities were shared (41%) or that their spouse was the primary breadwinner in their family (4%).

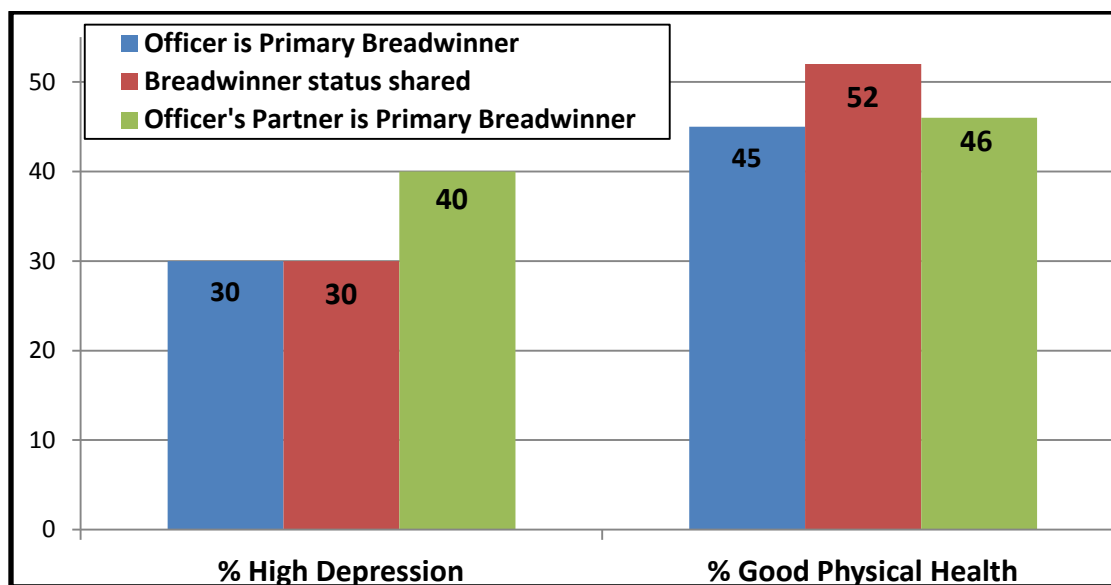
As shown in Figure 69 breadwinning arrangements are associated with seven of the outcomes examined in this study. The following conclusions with respect to breadwinner status can be drawn from the data:

- Breadwinner status within the family is not associated with any of the work outcomes examined in this study (i.e. commitment, job satisfaction, intent to turnover, economic changes due to work life issues or absenteeism). Nor is it associated with levels of stress.

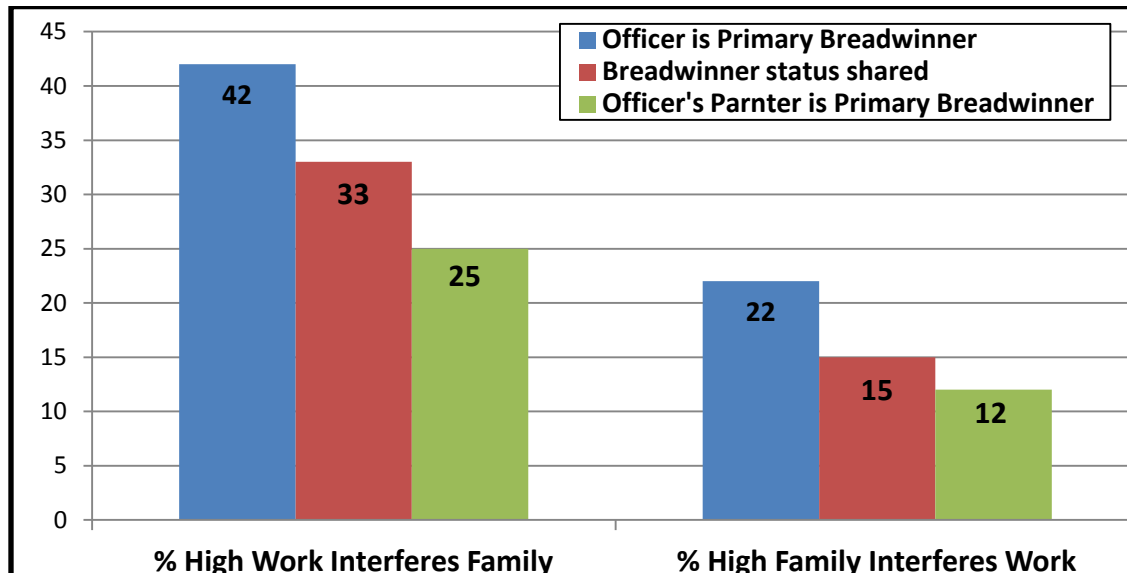
- Police officers who indicate that their spouse is the primary breadwinner in the family are 1.5 times more likely to report high levels of depressed mood than are officers in the other two family situations.
- Police officers who say that their spouse is the primary breadwinner in the families are significantly more likely than their counterparts in the other two family situations to report that their family demands exceed the amount of time available (i.e. Family Time Crunched).
- Police officers who are in families where breadwinner responsibilities are shared are in better physical health than their counterparts in the other two family situations.
- Police officers who are the primary breadwinner in their families are significantly more likely than their counterparts in the other two family situations to report high levels of:
 - work interferes with family,
 - family interferes with work,
 - total role overload, and
 - work role overload.

Table 69: The relationship between position as breadwinner in the family and:

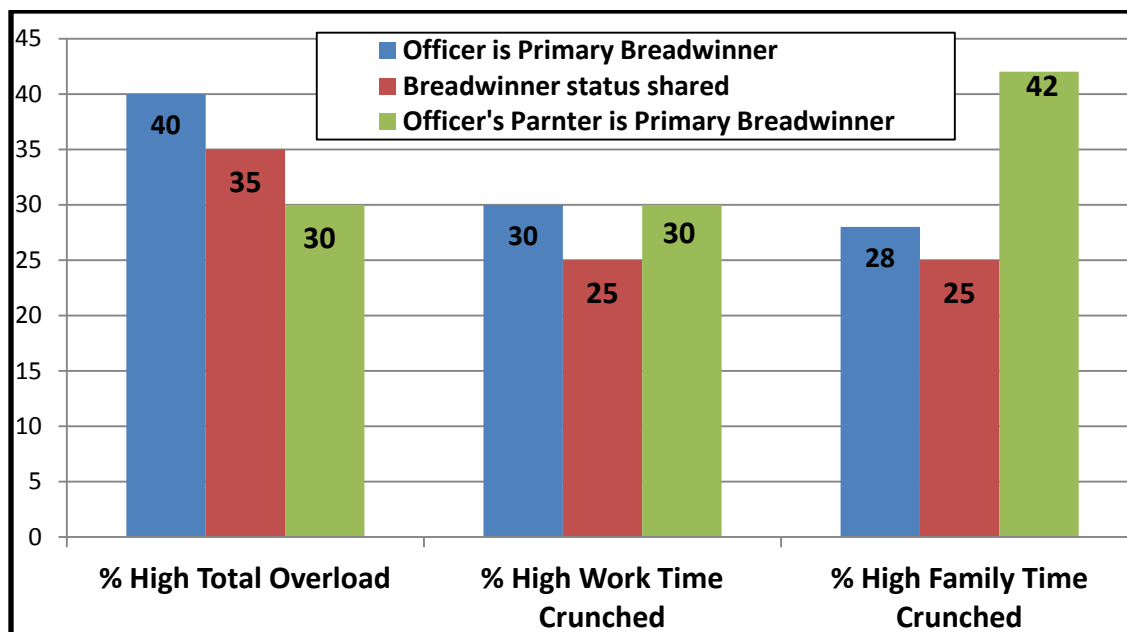
a. Employee Health



b. Work-Life Outcomes



c. Overload



In summary ...

Police officers who are in families where breadwinning responsibilities are shared seem to be better off with respect to role overload, feeling overwhelmed with the amount they have to do at work and at home (i.e. time crunched) and work-life balance than their counterparts who have primary responsibility for the breadwinner role. Unfortunately, the culture of most police organizations does not support the dual career family type as they expect officers to put work

first and maintain a separation between work and family domains - something that is more problematic when one has a partner who contributes significantly to the financial well-being of the family. These data support the need for police organizations to focus on changing their culture to accommodate changes in Canadian society.

7.7 Non-work moderators: Responsibility for childcare

While half of the police officers in the sample say that their partner has primary responsibility for the care of their children, one in four (27%) indicated that caregiving is a shared responsibility in their family and 20% stated that they were the primary caregiver. As shown in Figure 70, analysis of our data show that responsibility for childcare within the family is associated with seven of the outcomes examined in this study. The following conclusions can be drawn by looking at this data:

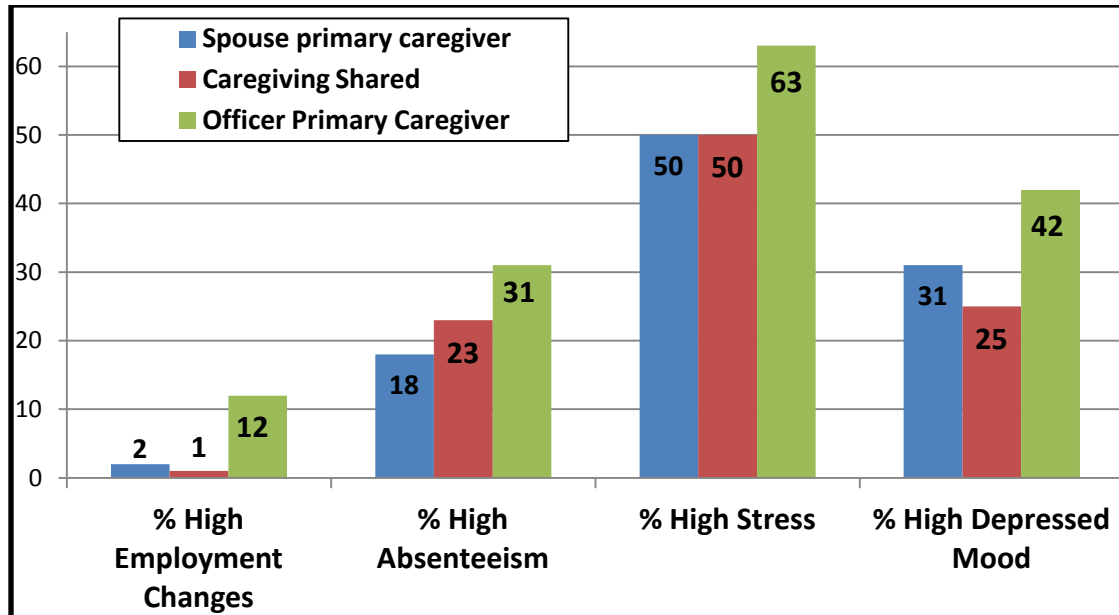
- Responsibility for childcare is not associated with any of the work attitudes examined in this study (commitment, job satisfaction, intent to turnover).
- Responsibility for childcare is not associated with perceived health.
- Responsibility for childcare is not associated with work interferes with family, total role overload or either measure of work role overload considered in this study (work unremitting, work: time crunched).
- Police officers who had primary responsibility within their family for childcare were ten times more likely than those in families where such responsibility was either shared or resided with the partner to report that work life issues have negatively impacted decisions at work (i.e. less likely to take promotion, more likely to report that family demands have negatively impacted productivity, caused them to be absent from work).
- Police officers with primary responsibility for childcare were more likely to report that their family demands interfered with their work, that their family demands were unremitting and that their family demands exceeded the amount of time available (i.e. family role overload). They were also more likely to report lower levels of control over their family domain (data not shown).

In summary ...

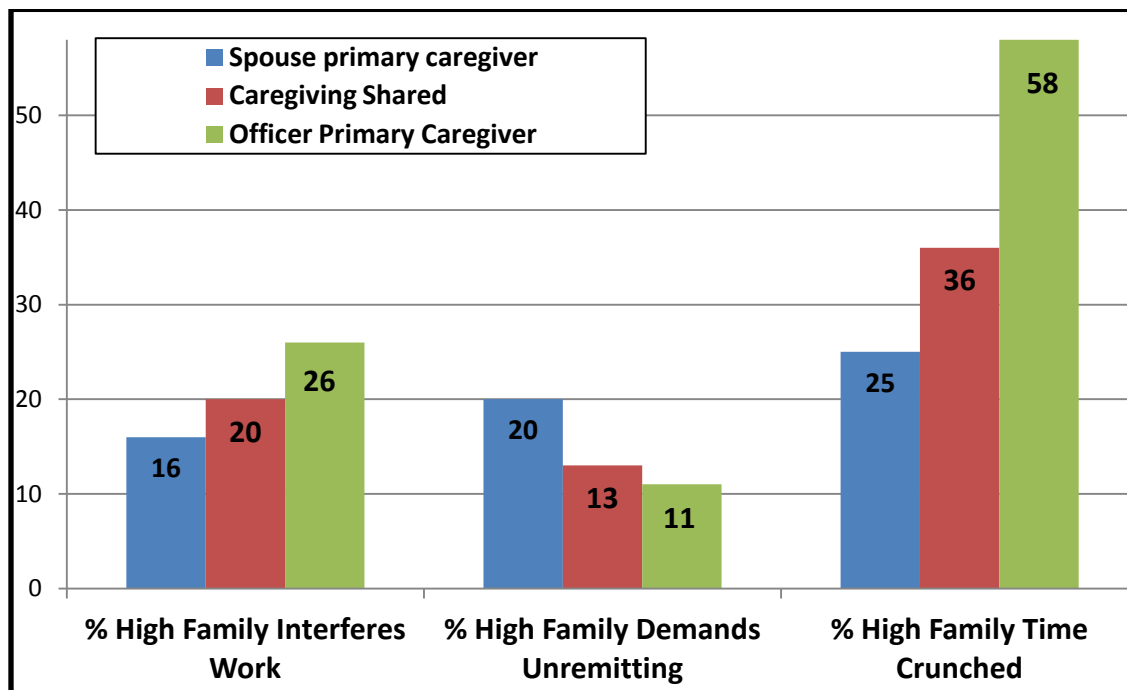
Police officers who have responsibility for childcare in their families seem to be at disadvantage to those without such responsibilities (i.e. higher demands at home, higher interfere from family to work. The fact that these individuals have higher demands at home combined with a workplace culture that values putting work first means that officers in this group (many of whom are female officers) often have to put family first and career second. These data support the need for police organizations to focus on changing their culture to accommodate societal changes with respect to family type and responsibilities for childcare and breadwinning.

Table 70: The relationship between responsibility for childcare and:

a. Organizational and Employee Outcomes



b. Work-Life and Role Overload



8. Prediction of Key Outcomes

This section presents our findings with respect to the key predictors of the outcomes included in this study. Prediction of three sets of outcomes are explored: work-life and role overload (part one), organizational outcomes (part two), and employee well-being outcomes (part three). We also look at two main groups of predictors: demographic predictors and stressors in the work environment. Finally, as shown in Appendix A we examine the ability of our first level outcomes (work-life conflict and role overload) to predict our second level outcomes (organizational and employee well-being). Multiple regression was used to identify key predictors for each of these outcomes. The discussion in this chapter focuses on key predictors only which means that we do not present results that are not statistically significant or substantive in nature (i.e. regression equation needs to explain more than 5% of the variation in the outcome variable of interest).¹ The data discussed in this section of the report can be found in Appendix E.

8.1 Prediction of Work-life and Role Overload Outcomes

Who is more likely to experience high levels of work interferes with family?

The data in Appendix E supports the following conclusions with respect to who is at risk of experiencing high levels of work interferes with family (i.e. meet work expectations at the expense of time with their families):

- Younger employees who work shift schedules.
- Officers who are expected to deliver on a set of multiple competing ever changing priorities.
- Officers who spend a lot of time in court.
- Officers who are expected to perform work outside their mandate.
- Officers who work in areas where there are not enough staff to do the work required.
- Officers who work for a force whose culture discourages them from seeking help from others when they need it.
- Officers who say that they have little control over their work.
- Officers who say that they cannot get everything done and worry that things will fall through the cracks.
- Those who work in an area where communication between senior officers and front line officers is ineffective and timely feedback is rare.

Young officers with multiple competing demands who work shifts and attend court

In other words, this form of work-life conflict is more likely to be experienced by officers who are expected to deliver on multiple competing priorities and perform work outside their mandate in an environment where asking for help is frowned upon and communication and feedback is rare. Officers who care about their work and the people they serve are also more likely to meet their work demands at the expense of their family. Finally, it should be recognized that younger officers are at increased risk of this form of work-life conflict - a finding that can be partially explained by how their work is arranged (shift schedules mean that officers are often working

¹ The amount of variation explained is denoted by looking at the R^2 . The higher the R^2 the stronger our ability to explain variation in the outcome variable using the predictors included in the analysis.

evening and weekends - time that many families traditionally spend together) and the fact that they are more likely to have to attend court on their days off.

Who is more likely to experience high levels of family interferes with work?

The data in Appendix E supports the following conclusions with respect to who is at risk of experiencing high levels of family interferes with work (i.e. put family first):

- Younger employees who are in families where money is tight and childcare responsibilities are shared or done by the police officer.
- Officers who work shift schedules.
- Officers who are expected to deliver on a set of multiple competing ever changing priorities.
- Officers who are expected to perform work outside their mandate.
- Officers who work in areas where there are not enough staff to do the work required.
- Officers who work for a force whose culture discourages them from seeking help from others when they need it.
- Officers who say that they have little control over their work.

Young officers with significant demands at work and at home but low levels of control

This form of work life conflict is experienced by younger police officers with significant family demands (responsible for childcare), significant work demands (understaffing, multiple competing demands, work outside their mandate) and an inability to control either their family circumstances (family incomes are tight which would make it harder for the officer pay for childcare, especially when they are working shifts) or their work circumstances (low control over work, shift work, culture which discourages officers from seeking help).

Work-life conflict occurs when demands are heavy but control is low

There are a number of predictors common to both forms of work-life conflict: age, shift work, the expectation that they will deliver on multiple competing ever changing work priorities, and perform work outside their mandate, low control over work, a culture that discourages seeking help from others, and understaffing.

Gender is not a predictor of either form of work life conflict

Finally, it is interesting to note that gender is not a significant predictor of either of these forms of work-life conflict - a finding that is consistent with the fact that many of the younger male police officers in this sample are in families where childcare and breadwinning is shared.

Who is more likely to experience high levels total role overload?

The data in Appendix E supports the following conclusions with respect to who is at risk of experiencing high levels of role overload (i.e. too much to do in the time available):

- None of the demographic information collected in this study are predictors of total role overload.
- Total role overload is all about circumstances at work.

- Total role overload is all about having multiple competing ever changing number one priorities at work (most of the variation in total role overload is explained by this one work stressor).
- Police officers who work in areas where there are not enough staff to do the work.
- Officers who work for a force whose culture discourages them from seeking help from others when they need it.
- Officers who say that they have little control over their work.
- Officers who say that they cannot get everything done and worry that things will fall through the cracks.
- Officers who have to spend a lot of time in administrative work.

Who is more likely to experience high levels work role overload?

The key predictors of work role overload (i.e. too much to do at work in the time available) are virtually identical to those observed for total role overload. Specifically:

- None of the demographic information collected in this study are predictors of total role overload.
- All of the work stressors included in this study are significant predictors of work role overload!
- Work overload is all about having multiple competing ever changing number one priorities at work (most of the variation in work role overload is explained by this one work stressor).
- Other key predictors of work role overload include being expected to perform work outside ones mandate, working in an area where there are not enough staff to do the work, working for a force whose culture discourages officers from seeking help from others, having very little control over ones work and worrying that if they do not get it done it will "fall through the cracks."

Officers who work in areas where there are not enough staff to "get it all done" are at risk of both total role overload and work role overload

These two form of overload are more likely to be experienced by officers who are expected to deliver on multiple competing priorities despite understaffing in their area. Why do these conditions cause some people to feel overloaded but not others? Those who report higher overload are more likely to worry that if the do not do it things will "fall through the cracks" and people may be hurt. This would suggest that the more one is committed to "serving" the more likely one is to suffer the consequences of overwork. The challenge of getting everything done is exacerbated by the fact that asking for help is frowned upon and significant time is spent in administrative work. The data from this study show that work interferes with family and total role overload go hand in hand (share many predictors) suggesting that many officers deal with overload by putting work first and family second, a finding that is not surprising given our findings on police culture. Finally, it is interesting to note that role overload is not associated with age, gender, or circumstances at home. Instead it is all about work.

Who is more likely to experience high levels of family role overload?

The predictors of family role overload are somewhat different from those predicting work role overload. The data supports the following conclusions with respect to who is at risk of experiencing family role overload (having too much to do in the time available):

- Younger male officers who are in families where money is tight and childcare responsibilities are shared.
- Officers with eldercare responsibilities.
- Officers who are expected to deliver on a set of multiple competing ever changing priorities.
- Officers who are expected to perform work outside their mandate.
- Officers who work for a force whose culture discourages them from seeking help from others when they need it.
- Officers who say that they have little control over their work.
- Officers who say that they cannot get everything done and worry that things will fall through the cracks.

Young male officers with significant demands at work and at home but low levels of control

This form of work life conflict is experienced by younger male police officers with significant family demands (shared responsibility for childcare as well as eldercare), significant work demands (multiple competing demands, work outside their mandate) and an inability to control either their family circumstances (family incomes are tight) or their work circumstances (low control over work, culture which discourages officers from seeking help). The data from this study show that family interferes with work and family role overload go hand in hand (share many predictors) suggesting that many officers who have no alternative (incomes are tight, responsibilities at home are shared) deal with overload at home by putting family first, a strategy that is likely to hinder their advancement at work.

8.2 Prediction of Work Attitudes and Outcomes

What factors reduce organizational commitment?

The data from this study support the following conclusions with respect to organizational commitment (loyalty to the employer, willingness to go the extra mile, engagement):

- Organizational commitment is not associated with any of the demographic variables considered in this analysis (i.e. not linked to age, parental status).
- Police officers who are expected to perform work outside their mandate report lower levels of commitment.
- Police officers who work in an area which is understaffed report lower levels of commitment
- Police officers who are expected to make court appearances (particularly on their day off) report lower levels of commitment.
- Police officers who feel that communication in their force is ineffective and do not receive timely feedback report lower levels of commitment.
- Police officers who face constant changes to policies and legislation that govern their work report lower commitment.

- Police officers who experience high levels of work interferes with family report lower commitment.

Key predictors of lower commitment? Understaffing, expecting officers to "pick up the slack" and work life conflict

Police forces pay a price if they do not have enough staff and expect officers to perform work outside their mandate and on their days off - reduced organizational commitment and employee engagement. While police officers may put their work first and their family second, the expectations that they will do so is associated with a decline in commitment. In fact, work interferes with family is the most important predictor of commitment in this study.

What factors reduce job satisfaction?

The data from this study support the following conclusions with respect to job satisfaction:

- Police officers who work shifts are less satisfied with their jobs
- Police officers who are expected to perform work outside their mandate report lower levels of job satisfaction.
- Police officers who work in an area which is understaffed report lower levels of job satisfaction
- Police officers who are expected to make court appearances (particularly on their day off) report lower levels of job satisfaction.
- Police officers who feel that communication in their force is ineffective and do not receive timely feedback report lower levels of job satisfaction.
- Police officers with low levels of control over their work report lower levels of job satisfaction
- Police officers with high levels of work interferes with family report lower levels of job satisfaction
- Police officers with high levels of total role overload report lower levels of job satisfaction

Key predictors of dissatisfaction with job: Understaffing, expecting officers to "pick up the slack", work-life conflict, overload and shift-work

While commitment and job satisfaction share a number of predictors in common, there are three differences that are worthy of note: shift work, low levels of control at work and high levels of overload lead to lower levels of job satisfaction but do not impact commitment.

What factors increase employee intent to turnover?

The data from this study support the following conclusions with respect to intent to turnover:

- Intent to turnover is not associated with any of the demographic variables considered in this analysis (i.e. not linked to age, parental status).
- Police officers who are expected to perform work outside their mandate report higher intent to turnover.
- Police officers who work in an area which is understaffed report higher intent to turnover.

- Police officers who feel that communication in their force is ineffective and do not receive timely feedback report higher intent to turnover.
- Police officers who experience high levels of work interferes with family report higher intent to turnover.

Key predictors of intent to turnover: Lower commitment!

Virtually the same factors predict commitment as predict intent to turnover reinforcing the idea that police forces need to deal with issues such as understaffing, expecting people to perform work outside their mandate and work life conflict if they want to retain key talent. They also need to increase the amount of feedback they give officers and communicate more actively with their employees. Forces who do not address these issues will either lose a substantive number of employees in the next several years or be faced with managing a force where many have "retired on the job" (low commitment but do not leave).

8.3 Prediction of Employee Well-being

Who is more likely to experience high levels of stress?

The data from this study indicate that the following officers are at risk with respect to higher levels of stress:

- Female police officers who live in families where money is tight and are relatively new to their job are more likely to report high stress levels. It should be noted, however, that parental status and responsibility for childcare are not risk factors for increased stress.
- Police officers with multiple competing ever changing priorities.
- Police officers who are expected to perform work outside their mandate.
- Police officers who have little control over their work.
- Police officers who cannot get all their work done and worry that things will fall between the cracks.
- Police officers who feel that communication in their force is ineffective and do not receive timely feedback.
- Police officers who work in an organization whose culture makes it difficult to get help.
- Police officers who report high levels of family role overload.
- Police officers who report high levels of work interferes with family.

Key predictors of stress: high demands at work and at home but low levels of control

Who is at risk with respect to stress? Police officers with significant family demands (high levels of family role overload), significant work demands (multiple competing demands, work outside their mandate) and an inability to control either their family circumstances (family incomes are tight) or their work circumstances (low control over work, culture which discourages officers from seeking help).

Who is more likely to experience high levels of depressed mood?

The data from this study indicate that the following officers are at risk with respect to higher levels of depressed mood:

- Younger female police officers who live in families where money is tight and are relatively new to their job.
- Police officers with multiple competing ever changing priorities.
- Police officers who are expected to perform work outside their mandate.
- Police officers who have little control over their work.
- Police officers who cannot get all their work done and worry that things will fall between the cracks.
- Police officers who have cases overdue in their workflow.
- Police officers who feel that communication in their force is ineffective and do not receive timely feedback.
- Police officers who work in an organization whose culture makes it difficult to get help.
- Police officers who report high levels of family role overload.

Police officers who are stressed are also at risk with respect to depressed mood

The data show that depressed mood and perceived stress have virtually the same predictors, which emphasize the importance of police forces addressing the systemic causes of stress and depression within the workplace: multiple competing priorities, expectations that people will perform work outside their mandate, ineffective communication, and a culture that makes it hard to seek help.

Who is more likely to be in poor physical health?

Our analysis identified only two substantive predictors of physical health:

- Living in families where money is tight.
- Work in an organization whose culture makes it difficult to get help.

Key predictors of poor physical health: needing help but unable to get it

Money does not buy happiness but it does help one purchase supports and services that are associated with better physical health. Health also appears to be linked to having a support network at work.

9. Recommendations

This study set out to answer the following questions:

- Who works within Canada's police organizations?
- What is the prevalence, within Canadian police organizations, of a number of key predictors of role overload and work-life conflict including objective work demands, objective non-work demands, and stressors specific to the police environment?
- How prevalent are high levels of role overload and work-life conflict in Canada's police organizations?
- How are police organizations viewed as employers? What are they doing well and where are improvements needed?
- How healthy (physical and mental health) are those working within Canadian police organizations?
- What strategies can police organizations use to mitigate the negative impacts of work-life conflict and role overload on individual and organizational well being?
- What impact does gender and rank have on the above issues?

Detailed answers to each of these questions can be found in the executive summary accompanying this report and the sections on rank and gender at the end of each chapter. This chapter does not reiterate this information. Rather, it provides a summary of recommendations on how police forces can use this information.

9.1 Key Conclusions: Predictors

The data from this study supports the following conclusions with respect to the prediction of the various outcomes considered in this study:

- Four of the work related stressors examined in this study are strong predictors of all of the outcomes examined in this study: (1) multiple competing ever changing number one priorities, (2) the expectation that one will perform work outside ones mandate, (3) the perception that the organizational culture makes it difficult for the employee to seek help, and (4) ineffective communication between command and front line employees.
- Police organizations that do not have enough staff to do the work are more likely to find that their staff are not satisfied with their jobs and are thinking of leaving their current organization. Staff in understaffed police organizations are also more likely to report high levels of role overload.

- The greater the interaction with the court system the higher the levels of work-life conflict and the lower the employee commitment.
- The more the police officer needs to deal with changes in policy and legislation the lower their commitment to their organization.
- Officers who spend more time in administration are more likely to report high levels of work role and total role overload.
- Police officers who have lower levels of control over their work are more likely to report higher levels of stress, total role overload, work role overload and work interferes with family. These officers are also more likely to report lower levels of commitment.
- Ineffective organizational communication is a very strong predictor of the organizational outcomes considered in this study. The more ineffective the communication the lower the commitment and job satisfaction and the higher the intent to turnover.
- The perception that one cannot get everything done and the worry about things falling through the cracks is a very strong predictor of poorer employee mental health, higher levels of both forms of work life conflict, and an increased likelihood that one will cut back on work (i.e. refuse promotions, reduce productivity, be absent more often) in an effort to cope.
- Work interferes with family and total role overload are very strong predictors of all the second level outcomes considered in this study. The more the employees' work demands intrude on their family lives and the greater the role overload, the lower the organizational commitment and job satisfaction and the higher the intent to turnover, stress and depressed mood.
- Work interferes with family is one of the strongest predictors of all outcomes identified in this study.
- Officers who feel time crunched at work are more likely to report high levels of stress and , depressed mood and lower levels of commitment.
- Officers who feel time crunched at home are more likely to report high levels of stress and depressed mood.
- Officers who feel that their work demands are unremitting are more likely to report high levels of depressed mood.

9.2 Conclusions: Key Moderators

A number of different moderators were examined in this study. Key findings from these analysis are summarized in Table 15. The rows on this table are the outcomes examined in this study The columns are the work factors (moderators) that affect the direction and/or strength of the relation between stressor and outcomes. The numbers in the cells are a summary of the data

presented earlier and represent the magnitude of the difference in the outcome between the high and low states of the moderator. For example officers who have a supportive manager are 2.5 times more likely to report high commitment than those who report low management support. When interpreting this table the reader also needs to remember that the higher the score on four of the moderators (supportive manager, perceived flexibility, control over work and control over family) the more positive the outcome. In the other two cases (culture), lower scores are associated with desired outcomes.

The data in Table 15 allows police departments to match objectives (i.e. improve employee mental health) with solutions that are most likely to yield desired outcomes (increase management support). For example, police departments who want to:

- increase employee retention need to focus their efforts on increasing the number of supportive managers within their police force.
- increase the effectiveness of their recruitment initiatives determine: (1) how best to increase the number of supportive managers within their police force, (2) how they can enhance employees' control over their work day, and (3) focus on cultural change within their department.
- address issues with respect to succession planning need to introduce strategies to reduce work-life conflict as employees who have very little control over the demands placed on them by their family are less willing to advance within the organization.
- make it easier for employees to balance work and family and/or reduce total role overload need to: (1) determine how best to increase perceived flexibility and control over work hours within their workplace, (2) determine how they can enhance employees control over their work situation, and (3) focus on changing the culture from one where work is expected to be given priority over family to one that recognizes that sometimes family must come first.
- address workload issues within their organization need to: (1) increase the amount of control employees have with respect to when and where they work, (2) give employees more autonomy and control over their work situation, and (3) change the culture from one that rewards those who work long hours to one that rewards getting the work done.
- help employees manage demands at home need to focus their efforts on increasing the amount of control an employee has over their work hours.

Table 15: Summary of Moderator Analysis

Moderator \ Outcome	Management Support	Perceived Flexibility	Culture: Work Takes Priority	Culture: Myth Separate Worlds	Control: Work	Control: Family
Commitment	+ 2.5 X	+ 1.5 X	- 2 X	- 1.5 X	+ 1.5 X	--
Job Satisfaction	+ 2.5 X	+ 2 X	- 2 X	- 1.5 X	+ 1.5 X	--
Intent to Turnover	- 6 X	- 3 X	+ 3 X	+ 3 X	- 3 X	--
Employment Changes	--	--	--	--	--	+10 X
Absenteeism	- 2 X	- 1.5 X	+ 2X	+ 2 X	- 1.5 X	- 2 X
Stress	- 2 X	- 2 X	+ 1.5 X	+ 1.5 X	- 1.5 X	- 2 X
Depressed Mood	- 2 X	- 2 X	--	+ 1.5 X	- 1.5 X	- 2 X
Perceived Health	+ 1.5 X	+ 1.4 X	- 1.5X	--	--	+ 2 X
Work Interferes Family	2 X	- 6 X	+ 6 X	+ 2 X	- 4 X	- 3 X
Family Interferes Work	2 X	- 5 X	+ 5 X	+ 2 X	- 3 X	- 5 X
Total Role Overload	2 X	- 3.5X	+ 3 X	+ 2 X	- 5 X	- 2 X
Work Overload: Unremitting	--	- 1.1 X	--	--	- 1.2 X	--
Work Overload: Time Crunched	3 X	- 2 X	+ 3X	+ 1.5 X	- 5 X	- 2 X
Family Overload: Unremitting	--	- 3.5 X	--	--	--	- 5 X
Family Overload: Time Crunched	2 X	- 2 X	+ 1.5 X	+ 1.5 X	--	- 4 X
	Moderators and outcomes related to work domain					
	Moderators and outcomes related to family domain					
	Key relationships: the darker the colour the more important the moderator					
	Individual Outcomes					

+ designates a positive association between the moderator and outcome (i.e. large values of one variable are associated with large values of the other and small with small)

- designates a negative association between the moderator and outcome (i.e. large values of one variable are associated with small values of the other)

9.3 What to address first

Two of the moderators examined in this study impacted all the relationships examined in this study. As such we would suggest that police forces who seek to address the issues in this report start by looking at how they can (1) increase perceived flexibility and control over work, and (2)

increase the number of supportive managers/decrease the number of non-supportive managers within their organization. These two strategies must be implemented hand in hand, as our data shows that managers are, through their behaviours, the ones who make employees believe that they are able to exert some degree of control over their work schedule. Managers are also the transmitters of the culture within the organization and as such, addressing this issue will likely also help with efforts to change the culture.

Details on ways forward are given below.

Increase perceived flexibility

Employers need to provide employees with a greater sense of control over their hours of work, their work schedule, and their work location. Specifically, to help employees cope with work-life conflict organizations need to make it possible for jobholders to arrange their work schedule to meet personal/family commitments, interrupt their work day for personal/family reasons and return to work, take their holidays when they want to, be home in time to have meals with their family, and vary their hours of work.

This will be difficult in a 24/7 work environment but not impossible. Hospitals have achieved success in this area by empowering work teams to develop the shift schedule in their area and by allowing employees to "trade shifts" after the schedule has been made. The criteria under which flexibility in each of these areas can be used should be mutually agreed upon and transparent. There should also be mutual accountability around their use (i.e. employees need to meet job demands but organizations should be flexible with respect to how work is arranged). The process for changing hours of work, location of work, vacation time should, wherever possible, be flexible.

Employers should also give employees paid time off work to attend relevant training sessions, courses and conferences. The strong association between an inability to participate in career development opportunities outside of work hours and both role overload and work interferes with family indicates that employees with dependent care responsibility who try to maintain their professional credentials or increase their learning on their own time pay a price - increased work-life conflict. Of course, those who do not engage in learning activities pay a different price - a lack of career mobility and reduced economic and job insecurity. These findings give organizations another incentive to deal with the issue of role overload: an increased ability to recruit and retain talent.

Police organizations also need to introduce new performance measures that focus on objectives, results and output (i.e. move away from a focus on hours to a focus on output). It is very difficult (if not impossible) to increase perceived flexibility in organizations such as police forces where the focus is on hours rather than output and presence rather than performance. To do this, employees need to reward output not hours and reward what is done, not where it is done. They also need to publically reward people who have successfully combined work and non-work domains and not promote those who work long hours and expect others to do the same.

Increase the number of supportive managers within the organization

Supportive management is strongly associated with the financial health of a police force as well as its ability to recruit and retain talent. It is also strongly associated with employee well being (stress, depression), work-life conflict and the perception that one is overloaded and crunched for time at work and at home. It is also a key predictor of intent to turnover, job satisfaction, commitment and absenteeism. Police organizations need to increase the number of supportive managers within their organizations while simultaneously reducing the number of managers who are seen to be non-supportive. They can do this by getting managers to increase the extent to which they engage in supportive behaviours and decrease the extent to which they engage in non-supportive behaviours.

What do police managers need to work on with respect to management support?

They need to ask for input before making decisions that affect the work of those who report to them. While this behaviour runs counter to the para-military, rank-based structure of most police departments it is important to the engagement and retention of educated professionals. Many managers also need to improve their communication skills. They need to share information, listen to employees, and give positive feedback. Finally, police managers need help with respect to planning the work to be done (a finding that is consistent with the challenges with respect to multiple competing priorities mentioned earlier) and given the time and skills needed to coach and mentor their subordinates.

What do "police" managers need to stop doing?

Managers within Canada's police forces need to reduce the extent to which they display two behaviours. First, is the high number of police officers (25%) who perceive that their immediate manager cares more about their own career and well-being than the well-being of their staff. The second area of concern involves micro-management with 22% of the police officers agreeing that they are micro-managed. Finally the other problematic behaviours (puts in long hours and expects me to do the same, has unrealistic expectations about how much work can be done, focuses on hours of work not output and makes me feel guilty for time off for personal or family reasons) are examples of how managers are transmitting the culture within their area by acting in a manner consistent with their values (myth of separate worlds, work takes priority, focus on hours).

What do police organizations need to do to increase the number of supportive managers?

How should organizations proceed with respect to this issue? Specifically, we would recommend that police organizations commit resources to improving "people management" practices within their organization. They can increase the number of supportive managers within the organization by giving managers at all levels:

- *the skills* they need to manage the "people" part of their job (i.e. communication skills, conflict resolution, time management, project planning, how to give and receive feedback),

- *the tools* they need to manage people (i.e. appropriate policies, the business case for support, training on how to implement alternative work arrangements, web sites and other resources on how to handle different human resource problems, referral services to help employees deal with specific problems such as child care and elder care),
- *the time* they need to manage this part of their job (people management has to be seen as a fundamental part of a manager's role, not just an "add on" that can be done in one's spare time - an overworked manager finds it difficult, if not impossible, to be a supportive manager),
- *incentives* to focus on the "people part" of their jobs (i.e. measurement and accountability around the people piece of the job, 360 feedback, rewards focused on recognition of good people skills, performance of the "people" part of the job should be part of promotion decisions, hiring decisions, etc., public recognition of supportive supervisors, measurement of management support and non-support should be tied into the managers performance appraisalsystem).

What else can police forces across Canada do if they want to increase the number of good managers within the organization. In order of priority they need to:

- Give managers more autonomy to manage their groups,
- Reward and recognize the efforts of their effective managers (i.e. concretely make good management a priority),
- Give managers more concrete help with respect to dealing with personnel issues,
- Give managers the training they need to be an effective manager (i.e. planning and priority setting, communication, coaching and mentoring, listening skills), and
- Make good management a priority by restructuring the management job so that managers have more time to devote to the management (as opposed to the operational) role.

Other issues to be addressed

What else should police forces across Canada do if they want to address work-life balance and employee well-being issues in the organization? The data from this study offers the following suggestions:

- Determine your key priorities, resource them appropriately, and then stick to them
- Increase communication within the organization and actively seek upward feedback
- Address officers issues with the way the court system operates.