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The Board of Police Commissioners
Special Meeting, Monday, November 19, 2018
Town Hall South Conference Room
3 Main Street, Newtown

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COMMISSIONERS

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Present: Joel Faxon, Brian Budd, Joan Plouffe, Andy Sachs
Absent: Scott Cicciari

Also Present: Chief James Viadero, James McCabe, Ph.D., First Selectman Daniel Rosenthal

Commissioner Faxon called the meeting to order at 6:02PM.

James McCabe, Ph.D. gave an overview of the original report of 2012. Chief Viadero requested an updated report, wanting to know how the officers were doing in the wake of 12/14 and how they are doing now. The same self-administered survey was given as well as three focus groups, one with supervisors and two with officers. The job satisfaction and morale scores were remarkable, much higher than Dr. McCabe has seen in the seven studies he has completed. There is normally a negative bias in the job. There is a significant difference between the studies of 2012 and 2018. The department is college educated, stable, a long term employee base that is takes pride in their work and finds meaning in what they do. They are eager to step up, do responsible work and grow in their careers. There was discussion on how to present the results of the study. Dr. McCabe thinks it's best for Chief Viadero to present the results internally. A number of items identified in the original report were changes Chief Viadero made when he became Chief of the department. Dr. McCabe said that the officers would appreciate being part of discussions rather than having a top down decision about department needs. Commission Faxon said that Chief Viaderos work has been extraordinary. (Study results/report attached).

Adjournment: Having no further business report of police commissioners adjourned their special meeting at 6:39 p.m.

Att: Organizational Diagnostic Report, September 2018

Respectfully submitted, *Susan Marcinek*, Clerk

Newtown Police Department

Organizational Diagnostic

James E. McCabe, Ph.D. – Team Lead
Joshua P. Beloff, M.A. – Research Associate
Kathryn M. McCabe – Research Associate

Sacred Heart University
September, 2018

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Introduction

This study was administered to examine the Newtown Police Department and to assess general measure of employee satisfaction. Presumably, the more satisfied police officers are in their jobs, the better service they will provide to the community. Considering the horrific events of December 2, 2014, and the impact that incident had on the police department, taking stock of the officers and their well-being is important. With this understanding, this initiative attempted to measure the level of job satisfaction police officers have with their existing jobs, and solicit concrete ideas from them about how to improve their jobs and the operations of the entire Department.

With the assistance of the Criminal Justice Department at Sacred Heart University, a three-phase study was designed to tap into the concept of employee satisfaction. The first phase consisted of a written survey administered to all members of the Department. This standardized survey known as a "Job Diagnostic Survey" was designed to measure various components of job preferences and satisfaction with different elements of the job. The survey assesses several critical aspects of the job and seeks opportunities to design the job in a way that maximizes positive work outcomes for the officers. The product of positive work outcomes is a more satisfied employee, and therefore, better services provided for the Town of Newtown. In the pages that follow there is a statistical summary of how the officers rated their own jobs.

The second phase of the study was a series of focus groups with members of the department. Over three sessions (February 28, 2018, March 14, 2018, and March 28, 2018) groups of officers and supervisors met with the research team to discuss job satisfaction. All sessions were held at the Newtown Volunteer Ambulance station at Washington Square. The sessions were facilitated and moderated by the Sacred Heart University research team and all discussions were

kept anonymous and confidential. The sessions began at 9:00 a.m. and were largely open-ended. The participants engaged in a free-flowing discussion about the role of Newtown Police Officers, their jobs, and the positive and negative aspects of that job. Overall, the participants were appreciative of the opportunity to discuss the issues and believed that their jobs were satisfying, and that the department of 2018 stood in stark contrast to the one from 2012. Due to the nature of the conversations and the ease with which the participants spoke there was no need for structured questions or verbal prompts to initiate conversation. Each group ended at approximately 11:00 a.m. and the participants generally exhausted the discussion and adequately aired the issues.

In general, the discussions were broad-based and after the first session, identifiable themes began to emerge. Repeating the group meetings two more times allowed the research team to understand and clarify the issues, and easily permitted the team to isolate the emerging themes. After completing the group discussions and poring over scores of pages of notes, several major themes emerged.

The third phase of the study was a one-on-one interview with Chief Viadero. This interview took place on May 23, 2018 at Sacred Heart University. Chief Viadero provided insight from his perspective about the department and the changes he implemented during his time as the chief.

One of the limitations of this approach is that it relied exclusively on the views and opinions of the sworn personnel in the department. There was no independent observations of personnel interactions or observations of day-to-day police activities in Newtown. Furthermore, no reports or documents were reviewed in order to support the conclusions presented in this report. Therefore, caution must be exercised in forming conclusions about the department based upon this

research, and the conclusions from this report must be put in context with the overall operations and existing knowledge of the Newtown PD.

Nonetheless, the issues identified and the themes that emerged from focus group meetings, interview and surveys were expressed clearly by the participants. There should be no mistake in understanding that these opinions, while perceptions of the officers and sergeants, are real and are shaping the overall work life of employees in the Newtown PD. It is recommended that the police commission, chief, command staff, and union leaders review the contents of this report and discuss the findings and conclusions and explore ways incorporate them into the operations of the department.

Executive Summary

Forty-two officers of the Newtown Police Department participated in the survey, and more than 20 participated in the focus groups. All officers were given the opportunity to complete a nine-part, self-administered, written survey. This survey had three parts: a standardized "Job Diagnostic Survey" (JDS), a demographic profile, and agency specific questions about department operations. All officers were also given the opportunity to volunteer to participate in a focus group interview with members of the research team. Three such focus group meeting were held. One group consisted of sergeants, and two groups consisted of rank-and-file officers.

After tabulating the results of the written survey, the General Satisfaction score for all officers was reported to be 5.53 out of 7, or 79% job satisfaction rating. General satisfaction is defined by the JDS as an overall measure of the degree to which the employee is satisfied and happy with the job. This is the most critical of the variables measured by the JDS and the one most important to the organization. A score of 79 percent indicates good job satisfaction among the officers. Most notable is the change in overall job satisfaction rating from the 2012 survey to the current iteration in 2018. In 2012, the job satisfaction rating was 4.10, or 58.6%. From 2012 to 2018 there was a 34.9% increase in job satisfaction, from 4.10 to 5.53. This is a significant increase from one period to the other ($t=5.55$; $p<0.01$).

The highest score calculated by the JDS for any one individual job characteristic was in the category of "Task Significance." Task significance is defined by the JDS as the degree to which the job has a substantial impact on the lives or work of other people--whether in the immediate organization or in the external environment. With an average score of 6.18 out of 7, or 88.3 percent, this indicates that the officers in the Newtown PD believe their jobs, and doing their jobs well, has an impact on peoples' lives and the well-being of the community. This score was

also the highest indicator in the 2012 panel as well. Clearly, officers in Newtown put a high value on the significance of their jobs.

The lowest score indicated by the JDS was the "Feedback from the Job Itself." In the 2018 survey, this measure was calculated at 4.71. In general, this is not a surprising finding. The nature of police work is fragmented and often does not provide feedback. Officers handle calls for service every day, and while they successfully resolve whatever incident they are handling, they never really know the long-term impact of their work. For example, if an officer makes an arrest in a domestic violence incident, unless there is an ongoing court case, the officer will never know the outcome of that arrest. Did the offender plead guilty? Was the relationship restored? Will there be a need to return? These are all questions that are usually never answered. Moreover, from an organizational perspective, having this as the lowest measured score is a positive. Of all the variables measured, this is undoubtedly the one that the department, or the chief, has the least control over. Having a low score here indicates that the other variables are rated higher. Therefore, the things that presumably can be influenced are being returned with more positive scores.

There are also seven variables that show a remarkable change from 2012 to 2018. These are the items in Table 1 that are significant at the p<0.01 level (less than a 1 in 100 chance that the results were due to random chance) and indicated by the ** in the column. According to Table 1, Autonomy, Feedback from Agents, Knowledge of Results, General Satisfaction, Job Security, Growth Satisfaction, and Morale, all had large significant changes from 2012 to 2018. The changes in these areas indicate a very positive organizational environment and a stark contrast from one period to the other. In fact, "Feedback from Agents," the degree to which the employee receives clear information about his or her performance from supervisors or from co-workers, had almost a 70 percent increase from 2012 to 2018. As the focus groups and interview with Chief

Viadero will illustrate, communication among and between officers has been a strong focus. It is not surprising, therefore, that feedback from supervisors and co-workers would be seen in a more positive light from one period to the next. Similarly, Morale had an almost 200 percent increase for 2012 to 2018 (2.8 times greater).

In general, the results from the survey and focus groups portray an organization that is healthy and vibrant, and one where the sworn officers enjoy high levels of workplace satisfaction and morale. The change from 2012 to 2018 is simply remarkable. The previous levels of distrust, miscommunication, and dysfunction appear to have abated. The quantitative results from the survey show significant improvements in critical areas, and the qualitative data gleaned from the focus groups show a dramatic shift in the organizational climate of the department.

Newtown Police Department – Survey

Forty-two officers in all ranks and assignments (except the Chief) participated in completing an organizational/employee satisfaction survey. The survey consisted of nine sections that related to three distinct areas of inquiry. The three areas were: 1) a "Job Diagnostic Survey" (JDS), 2) Demographic Profile, 3) Newtown Police Department opinion questions. All three components of the survey instrument were loaded into Survey Monkey. This is a secure and anonymous online survey platform used frequently in survey research. The survey was opened on February 28, 2018 and closed on March 17, 2018.

Part I – Job Diagnostic Survey – Sections 1 through 7

The JDS was initially created in 1974 by J. Richard Hackman and Greg R. Oldham to diagnose the characteristics of jobs and to assess the effect of jobs on the employees that perform them (Hackman and Oldham, 1974). The JDS is a standardized measurement tool that underwent numerous redesigns over the years. It has been used in numerous employment settings to assess the attitudes and perceptions employees hold about their jobs (Griffin, 1991; Meyer & Allen, 1997). The survey was administered to the officers prior to their participation in focus groups arranged to discuss issues of employee satisfaction in the Newtown Police Department.

The JDS is comprised of 7 Parts: Sections 1 and 2 assess general Job Dimensions; Sections 3 and 5 assess Critical Psychological States of employees; Section 4 measures specific Job Satisfaction Dimensions; and Section 6 and 7 measure Individual Growth Strength Needs of employees. The basic theory of employee satisfaction is that positive personal and professional outcomes are obtained when three "Critical Psychological States" are present. These critical states are: "experiencing meaningful work," "experiencing responsibility for the outcomes of work," and

"knowledge of the results of work activities." These critical states are created when the Core Job Dimensions of "skill variety, "task identity," "task significance," "autonomy," and job "feedback" are present. In a nut-shell, job satisfaction is achieved when personal and professional outcomes are positive, which occur when critical psychological states are created, and these critical states are related to various job dimensions.

Job Dimensions ➔ Critical Psychological States ➔ Positive Work Outcomes

The basic JDS is designed to be taken by employees to obtain measures of these concepts as they pertain to the job in question. The JDS also provides measures of the officers' reaction to, and satisfaction with their work. It is not meant to be a prescription for each individual employee but provide an overall assessment of the employees' attitudes and perceptions about their jobs. The summary measures listed below are composite scores from questions within several parts of the survey. The answers are combined to create measures that are reflective of the Core Job Dimension, Critical Psychological States, or Positive Personal/Work Outcome of the officers. These scores can then be used to make predictions about the relationships between the scores, the nature of the job itself, and potential methods for improving elements of the job to increase satisfaction.

All responses (except Morale) are scored on a seven-point scale. A score of 1 is associated with an extreme negative response and 7 is an extreme positive response. For example, respondents were asked how satisfied they were with their current job. The response categories were "extremely dissatisfied" coded as a 1, and "extremely satisfied" coded as a 7. The overall responses to this question are listed under General Satisfaction and were averaged for an entire

cohort score of 5.53 out of 7, or a 79.0% satisfaction rating. Similarly, Morale was scored a 7.83 overall, out of a scale of 1-10 (10 highest and 1 lowest), or a 78.3% Morale rating.

CORE JOB DIMENSIONS – These describe the different elements of the job itself. These dimensions include the amount of skill a particular job requires, the amount of feedback received, the degree of autonomy exercised, the complexity of the job, and how closely the job requires work with other people. High scores on these dimensions of the job are considered to drive the critical psychological states necessary for positive work outcomes.

CRITICAL PSYCHOLOGICAL STATES – In general, the critical psychological states are the conditions of the job and the opinions the officers hold of these conditions that determine how officers personally feel about their jobs. These states pertain to the meaningfulness, responsibility, and knowledge of the product of individual effort that officers believe their jobs hold. The more meaningful the officers believe their jobs to be, the greater responsibility they believe to possess, and the greater understanding of the overall impact they have on the work outcome, the higher the scores will be in this area. Essentially, if officers believe their job to be meaningful, rewarding, and they perceive themselves to have ownership over the job itself, they will score higher in this area. Again, these states are thought to be created by the various job dimensions and, in turn, are instrumental in creating positive work outcomes for individual officers.

POSITIVE WORK OUTCOMES – Positive work outcomes can be described by many facets of work-life. Service quality, absenteeism, low turnover, high work motivation, etc. are all considered to be positive elements of any job. The JDS administered to officers measured general satisfaction, internal work motivation, and specific satisfaction on several job qualities like pay, benefits, security, supervision, etc. For the purpose of the statistical analysis, the measure of

"general satisfaction" was used. This concept was selected because it describes a comprehensive measure of work satisfaction and was found to be strongly associated with other measures within the theory. This one measure was identified to have the strongest relationship with the measures that are considered to be most relevant in the work life of officers and therefore chosen to represent job satisfaction for the police officers in Newtown. General Satisfaction was the dependent variable used in all of the statistical models to understand job satisfaction with all other measures used as predictors.

MORALE – Morale was an additional measure included in Part 8 of the written survey. Morale was not a measure contained in the JDS and was added along with the other demographic questions as an addendum to the JDS. Morale was scored on a scale from 1 to 10, with 10 being the highest score. Officers were simply asked to report on the level of Morale in the Newtown Police Department.

Below is a list of the various job dimensions and the scores each rank of officer reported on these dimensions.

Table #1 - Job Diagnostic Survey Measures

Core Job Dimensions (Scale 1 -7)	2012	2018
Skill Variety The degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee.	5.06	5.33
Task Identity The degree to which the job requires completion of a "whole" and identifiable piece of work--i.e., doing a job from beginning to end with a visible outcome.	4.93	5.44*
Task Significance The degree to which the job has a substantial impact on the lives or work of other people--whether in the immediate organization or in the external environment	6.10 (HIGH)	6.18
Autonomy The degree to which the job provides substantial freedom, independence, and discretion of the employee in scheduling the work and in determining the procedures to be used in carrying it out.	4.53	5.45**
Feedback from the Job Itself The degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance.	4.00	4.59*
Feedback from Agents The degree to which the employee receives clear information about his or her performance from supervisors or from co-workers.	2.79 (LOW)	4.71**
Dealing with Others The degree to which the job requires the employee to work closely with other people in carrying out the work activities	5.96	6.18

Critical Psychological States (Scale 1-7)		
Experienced Meaningfulness of the Work The degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile	5.20	5.50
Experienced Responsibility for Work Outcomes The degree to which the employee feels personally accountable and responsible for the results of the work he or she does.	5.26	5.38
Knowledge of Results The degree to which the employee knows and understands, on a continuous basis, how effectively he or she is performing the job	4.56	5.21**

Positive Work Outcomes (Scale 1 – 7)		
General Satisfaction An overall measure of the degree to which the employee is satisfied and happy with the job.	4.10	5.53**
Internal Work Motivation The degree to which the employee is self-motivated to perform effectively on the job	5.16	5.46
Specific Satisfactions A number of short scales which provide separate measures of satisfaction with:		
Job Security	4.53	6.12**
Social Satisfaction	5.56	5.84
Supervisor Satisfaction	5.38	5.56
Growth Satisfaction	4.78	5.57**

MORALE (SCALE FROM 1-10)	2.59	7.83**

** p<0.01, *p<0.05

Part II – Demographic Profile – Section 8

This section of the survey asked a wide variety of questions related to the demographic background of the respondents as well as some characteristics of the department. The results show a remarkably mature, educated, experienced, and stable work force.

Out of the 34 respondents answering these questions (out of 42 total surveys returned), there were 24 police officers, 2 detectives, 5 sergeants, 2 lieutenants, and 1 captain.[1] The average age of the respondents was 38.2 years with a range from 25 to 63 years old. The average length of time on the department was 13.3 years with a range from less than one year to 33 years. Almost 80% of the respondents reported being married, with no one divorced, separated, or widow/widower. Almost 90% of the respondents reported attending some form of college, with a 42.2% having a college degree, and 18.2% percent graduate degrees.

The combination of these factors indicates, on average, officers that are dependable and committed to the organization. The education and experience indicated by the respondents also indicates that they are coachable and likely receptive to new ideas and ways of doing things. On the other hand, the police culture is generally resistant to change, and dealing with personnel that have a longstanding relationship with existing approaches to policing might inhibit change. Considering the results of other areas of the survey, it is likely that the officers in Newtown would be more accepting of new and different approaches to policing than their counterparts in other departments. The pride they have for their profession, the meaning and purpose derived from their work, coupled with the stability and education levels reported, bode well for implementing new policies and programs. The type of work that is generally preferred by individuals with personnel

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[1] 8 surveys were received with incomplete or missing information in this section.

characteristics reported here would be consistent with work that is self-directed, and requires problem-solving, and long-term planning. They would be less inclined to be micro-managed and reactionary. This has important implications for the department and should be evaluated carefully when developing and implementing policies. In other words, this type of workforce would be less effective being told what to do, and more effective being asked to participate in the scope and nature of their jobs. It appears that the current leadership style is resonating with the officers and should not be surprising given their personal characteristics.

It should also not come as a surprise that the 2012 version of the survey, while exploring these same characteristics, was silent, because the respondents did not provide information. Information was received anecdotally through the focus groups at the time that officers were fearful of retaliation. They believed that responses to the questions in this section would have permitted easy identification and did not want their other responses known.

When respondents were asked, why if at all would they consider leaving the Newtown PD, the number one reason was for better career opportunities. According to the officers, they would be incented to leave for better pay, 13.89% (5), a better schedule 5.56% (2), better career opportunity 33.33% (12), better benefits 5.56% (2), better work environment 2.78% (1), closer to home 5.56% (2), and other 33.33% (12). Providing more or different career opportunities was also a minor theme from the focus groups and is an appropriate concern given the type of personnel in the department. Again, an educated and stable workforce would undoubtedly be looking for opportunities to improve and better their careers. The fact that the officers remain in the department while still seeking those opportunities is a credit to that stability, but also an opportunity to design a work experience that would agree with their preferences while also benefitting the community.

Respondents were also asked for specific recommendations about the changes they would make to the department. The responses were aligned with the issues discussed in various sections of the report. Things such as more career opportunities, the need to continue with the current leadership and organizational philosophy were stressed. The need for leadership training and development at all ranks, in particular the sergeant rank was recommended frequently. Even a new building for the police headquarters was recommended by many respondents.

In addition, several questions were asked about people in the department and views on which officers had the greatest leadership potential. Because of the personal nature of the responses, the data related to the following questions was provided to the Chief for his use only and will not be made public as part of this report.

Q90 – What person in your department of the SAME RANK holds the greatest leadership potential?

Q91 – What person in your department of a HIGHER RANK holds the greatest leadership potential?

Q92 – If the Chief were to resign today, which individual in the Department would be most qualified to replace him?

Part III – Newtown PD – Section 9

Section 9 of the survey included 16 statements that were designed to measure respondents' opinions about the performance and operation of the department. These statements were provided by the department and reflected information used on prior surveys. The 16 questions listed below were presented with response categories on a five-point Likert scale that ranged from Strongly Agree to Strongly Disagree. If a respondent answered Strongly Agree to a particular statement, this response was assigned a value of five; Agree equaled a four; Neutral a three; Disagree a two; and Strongly Disagree was assigned a one. Assigning numerical values to the Likert response categories permitted the individual statements to be scaled to calculate a numerical average. The result of this operation created an average score for each statement ranging from five to one. The higher the average the greater the amount of agreement with the particular statement. Table 2 below presents the average scores for each statement from the survey.

Table 2 – Newtown Police Department Survey Questions

	2012	2018
Department has established goals and objectives	3.63	3.9
Mission statement is clearly understood by our officers	3.09	3.68*
Our mission statement, goals and objectives have input from all officers	1.59	3.18**
Our mission statement, goals and objectives set the tone and direction of our day-to-day operations	2.47	3.25**
Knowing what our mission statement goals and objectives make me a more efficient police officer	2.25	2.78*
Having input into the specific department goals that measure police activity would be beneficial	4.03	3.78
When we write traffic "citations" within the town is having an impact on lowering the overall rate of traffic crashes	2.78	2.97
Each police officer is held equally accountable for his/her actions and performance	2.03	2.38
Our police department provides the entire Town of Newtown adequate patrol coverage on a daily basis	2.68	3.03
The general goal of our traffic enforcement efforts should be to reduce the number of accidents in our town	3.84	3.80
Abuse of sick leave in our department places a burden on our daily operations	1.81	2.45**
Performance Evaluations should play a large part in selection of specialized assignments	2.84	3.43*
An evaluation process in which officers provide feedback about supervisors would be beneficial	3.84	3.85
I take pride in the work that I do and in my chosen profession	4.66	4.50

** $p < 0.01$, *$p < 0.05$

According to Table 2, the statement "I take pride in the work that I do and in my chosen profession" showed the highest agreement with an average of 4.50. The lowest agreement was found in the statement "abuse of sick leave in our department places a burden on our daily operations," with a score of 2.45. In general scores that trend towards a 4.0 or higher on the scale indicate agreement, and scores trending toward a 2.0 or lower indicate disagreement. The statements that show agreement are as follows (scores higher than 3.50):

- Our police department has clearly established goals and objectives (3.9)

- The mission statement is clearly understood by our officers (3.68).

- Having input into the specific department goals that measure police activity would be beneficial (3.78)

- The general goal of our traffic enforcement efforts should be to reduce the number of accidents in our town (3.8).

- An evaluation process in which officers provide feedback about supervisors would be beneficial (3.85).

- I take pride in the work that I do and in my chosen profession (4.50).

The statements that show disagreement are as follows (scores lower than 2.50):

- Each police officer is held equally accountable for his/her actions and performance (2.38).

- Abuse of sick leave in our department places a burden on our daily operations (2.45).

The combination of the various agreeable and disagreeable statements explored through this survey reveal numerous important characteristics about the department. These characteristics were the subject of the extensive focus group discussion and serve to highlight several themes that

appear to be present in the organization. It became clear that the survey statements and the scores on these statements closely resembled feedback received during group discussions, and vice versa. The integration of these quantitative and qualitative data permit a comprehensive understanding of the viewpoints of the officers, their perspectives on the department, and their recommendations for improvement.

Data Analysis

According to the measures presented above from the JDS several interesting insights can be obtained. In addition to the summary measures obtained from the JDS listed above, advanced statistical analyses were conducted to bolster the theoretical model reported by the JDS. In this section of the report an attempt was made to find what variables, if any, from the JDS are related to, and could possibly predict general job satisfaction. The process used in this analysis is a technique known as linear regression where one variable, in this case general job satisfaction from the JDS acts as the dependent variable and is examined in context with all of the other variables (core job dimensions, critical psychological states, etc.). These other variables are known as predictor variables and are used to determine if they are associated with changes in the level of reported general job satisfaction. Variables that are shown to be significantly related to general job satisfaction are then combined to create a model that can be useful in understanding how, and to what extent, things in the work life of officers influences their overall satisfaction with their jobs. In other words, of all items in the JDS, which ones, and in which combinations, work together to predict levels of General Job Satisfaction.

Table #3 – Linear Regression Model – General Satisfaction and JDS Scores

Dependent Variable: **General Job Satisfaction**

Independent Variables: **All JDS scores**

	B	Std. Error	Beta	t	Sig.
(Constant)	-2.777	.798		-3.481	.001
Growth Satisfaction	.728	.108	.584	6.749	.000
Responsible Work	.791	.143	.477	5.514	.000

The above table is the summary results of a linear regression model that uses all of the variables in the JDS to predict an officer's general satisfaction with their job. The model takes each individual variable and compares how an officer responds on that variable with their overall score on general satisfaction. Variables that show a statistically significant relationship are retained in the final model, and ones that do not show a statistically significant relationship are removed from the model. Each variable is entered, evaluated, and then either retained or removed until all the variables are assessed. The variables that remained after this analysis are reported above in table 3. According to the regression analysis, the only variables that show a statistically significant relationship are "growth satisfaction" and "responsible work." In other words, only these two variables out of all the ones measured by the JDS are shown to be related to the level of general satisfaction reported by the officers.

The most interesting statistic in the bottom panel of table #3 is the column entitles "beta". The beta values are the correlation figures between two variables, taking into account the influence of the other variable. So, for example, holding growth satisfaction constant, general job satisfaction and responsible work are correlated with a beta = 0.477. For every change in the value of growth satisfaction, there is a 47.7 percent change in the value of general satisfaction.

The far-right column in the bottom panel of table #3 is the significance levels of the variables in question. This column reports the probability that these results were chance or random occurrences. According to this column the probability of these results occurring by chance is less than 1 in 1000.

The statistics provided in table #3 provide very strong evidence that general satisfaction with the police job in Newtown is related to growth satisfaction and being responsible for their work. The story these data are telling is closely aligned with the leadership approach taken by

Chief Viadero. As other sections of this report will illustrate, the Chief saw an opportunity to motivate officers by allowing them the freedom to do their jobs clear of undue criticism, and participate with other law enforcement agencies on training, investigations, employee wellness, etc. It appears that the chief tapped into an area that is strongly related to the general satisfaction of the officers. His approach appears to be spot-on and is being translated into an overwhelming positive work experience for officers in the Newtown PD.

In table #4, several important statistics are provided. The "R" scores are single-order correlations between the variables in question. The "R-squared" statistics are often referred to as coefficients of determination and are simply the degree to which one variable predicts changes in the other variable. In this case growth satisfaction predicts 56.3 percent of the change in general satisfaction, responsible work predicts 20 percent of that change. Combined they account for 76.3 percent of the change in general satisfaction scores.

Table #4 – General Work Satisfaction

Model	R	R Square	SE	R Square Change	F Change	Sig. F Change
Growth Satisfaction	0.750	0.563	0.65	0.563	47.67	0.00
Growth Satisfaction & Responsible Work	0.874	0.763	0.49	0.200	30.40	0.00

Morale – 2018

The next question is what is influencing the overall level of morale in the Newtown PD. The morale score in the department increased significantly from 2.6 to 7.8 from 2012 to 2018. This is an important organizational change that impacted the department. Here again, linear regression analysis was used to predict which variables from the JDS were significantly related to changes in morale.

Table #5 – Linear Regression Model – Morale and JDS Scores

Dependent Variable: **Morale**

Independent Variables: **All JDS scores**

	B	Std. Error	Beta	t	Sig.
(Constant)	-1.218	1.889		-0.645	0.523
Supervisor Satisfaction	0.601	0.180	0.452	3.343	0.002
Responsible Work	1.054	0.395	0.361	2.670	0.011

Table 5 reports the results of this analysis. According to the table above Morale scores are significantly influenced by two variables: supervisor satisfaction and responsible work. The results indicate a strong relationship between these variables. The correlation between being satisfied with a supervisor and morale is 0.452, holding the influence of the variable responsible work constant. Similarly, the variable responsible work is also highly correlated with morale. The combination of these two variables has a substantial impact on morale scores.

Table #6 Morale

Model	R	R Square	SE	R Square Change	F Change	Sig. F Change
Supervisor Satisfaction	0.620	0.390	1.370	0.385	23.12	0.000
Super Sat & Responsible Work	0.697	0.486	1.269	0.102	7.13	0.011

Table 6 shows the relationship between the significant predictor variables (supervisor satisfaction and responsible work) and morale scores. The data reported above show that a full 39.0% of the change in morale can be attributed to changes in supervisor satisfaction. Adding the variable responsible work to the model increases the influence on morale by 10.2%, and overall these two predictor variables account for almost half of the change in morale scores. In other words, about half of the morale score can be attributed to changes in how an officer views the level of satisfaction with their supervisor and the degree to which they believe they have responsible work.

The results presented in Table 2 illustrate the difference in survey results in the Newtown Police Department from 2012 to 2018. Clearly, there has been a significant change in many critical aspects of work life within the organization. But how do those changes compare to other police departments. Unfortunately, there isn't a readily available database that stores information about police officer job characteristics. However, over the past several years the research team conducting this study also administered similar survey instruments in other police departments around the country. Police departments in Arizona, Oregon, Tennessee, and Washington responded to similar questions posed by the two surveys in Newtown.

In seven surveys, two in Newtown (2012 and 2018), two in Arizona, and one each in Oregon, Tennessee, and Washington have shared several critical items that can be compared. The statements:

- On a scale from 1 to 10, with 10 being the highest, what is the level of MORALE in the department

The following items were asked using a seven point Likert-scale ranging from strongly agree to strongly disagree.

- In general, I am satisfied with my career

- My work makes a meaningful contribution to the community

- I am proud to be a member of the department.

The data in table 7 report the comparisons of these items in the seven surveys.

Table 7 – Seven Survey Comparison: Satisfaction, Morale, Meaning, Pride

	Morale	Satisfaction	Meaning	Pride
	Scale 1-10	**Scale 1-7**	**Scale 1-7**	**Scale 1-7**
GP, Oregon	2.28*	4.05*	3.30*	4.29
P, Arizona	1.85*	3.89*	3.29*	4.37
JC, Tennessee	2.67*	3.95*	3.50*	4.31
V, Washington	2.06*	3.66*	2.70*	3.79*
CG, Arizona	1.98*	3.74*	2.62*	4.02
Newtown – 2012	2.59*	4.10*	5.20	4.66
Newtown – 2018	7.83	5.53	5.50	4.50
Average	2.63	3.99	3.41	4.19

* sig. @ p<0.01

According to table 7, the Newtown Police Department in 2018 is a significant outlier. On morale, the NPD-2018 is more than 5 points higher than the seven department average and is significantly different on this measure than all of the other survey sites. The table shows that morale in general is reported low, with officers reporting an average score of 2.63 out of 10. The NPD-2012, therefore, was about average when it came to morale, compared to these other departments. Since 2012, however, the morale in the NPD soared to 7.83. This score is head-and-shoulders higher than all of the other departments studied.

A similar disparity can be observed with regards to work satisfaction. In 2018, the average work satisfaction score in Newtown was 5.53. This satisfaction score was 1.43 points (34.9%) higher than the next closest score of 4.10, which was Newtown 2012. The current satisfaction score is also 38.6% higher than the average score of 3.99 and significantly higher than all of the other agency satisfaction scores (F=25.064; p<0.01).

With regards to officers reporting that their work makes a meaningful contribution to the community, the Newtown PD is an outlier again. In this case, the scores in Newtown in 2012 and 2018 are non-significantly different (5.20 in 2012 compared to 5.50 in 2018). This means that the 0.30 difference between the time periods could be attributed to random chance and is not large enough to conclude there is a real difference between the two scores. However, the Newtown PD of 2018 has a significantly higher "meaningful work" score than all of the other departments studied. Officers in the Newtown-2018 survey report meaningful work scores that are 61.3% higher than the average department in this group. These results indicate that the officers in Newtown find that they make a more meaningful contribution to the community and that the level hasn't changed since the first survey in 2012, but is significantly higher than other departments.

The last variable compared was "pride." Officers responding to the survey were asked to what extent do they agree with the statement "I am proud of the work I do." In this case there was little observable difference among the surveys. Only the officers from Washington, with a "pride" score of 3.79, answered significantly lower than Newtown-2018. The Newtown-2012 officers reported the highest level of pride score at 4.66, but this was not significantly different than any of the other responses except Washington.

Focus Groups

Over three sessions (2/28/2018, 3/14/2018, and 3/28/2018) groups of officers met with the research team to discuss job satisfaction. The sessions were open ended and was devoted to a free-flowing discussion about the role of Newtown Police Officers, their jobs, and the positive and negative aspects of that job. The group on February 28 consisted of sergeants, and the next two groups consisted of police officers.

In general, the focus group participants described a complete turn-around in the department. At the beginning of the first session a participant stated, "this is going to be a short session because we have nothing to complain about." The nature of the discussions during these sessions presented a picture of a department that had made a 180-degree "about-face" and was completely different than it was during the study in 2012.

The focus groups from the previous study in 2012 presented a dissatisfied workforce. The themes that emerged as causing the greatest concern were performance standards, organizational support and an overall disconnect between the command staff and the remainder of the organization. The feedback received from all of the focus group participants was that Chief Viadero used the information from the 2012 study and systematically addressed all of the issues that the officers raised.

Performance Objectives and the 2-stop policy

A cause of great friction in the department was the requirement that patrol officers conduct two traffic stops each day they are assigned to work. The seemingly arbitrary "2 Stop" policy was enforced for years. In fact, the Newtown PD has the highest rate of stops per capita out of all Connecticut police departments. During the period between October 1, 2014 and September 30,

2015, the Newtown PD made 9,956 traffic stops. With an estimated driving population of 20,171 people, this translates into 494 stops per 1000 residents. This rate of 494 was 16 percent higher than the next closest police department 2.4 times higher than the average department in the state.[2] Furthermore, from the officers' standpoint, there did not appear to the officers that there was a connection between the level of stops and traffic safety in the community. On the contrary, from the officers' standpoint, this policy appeared to be an arbitrary misuse of their time, which only resulted in dissatisfaction from both the officers and the public that was subjected to this frivolous enforcement.[3] It also appeared to the officers that little else mattered in the evaluation of their performance. As long as you logged an average of 2 stops per day you were safe from criticism by the command staff. Conversely, the perception was that you could perform an act of great heroism, but if you didn't have two stops per day your performance was going to be considered sub-standard and you would be held accountable for underperforming. To the rank and file this policy made no sense and was nothing more than a glaring example of the command staff focusing on the wrong things and using meaningless information to arbitrarily discipline officers.

When Chief Viadero assumed command of the department, one of the first things he did was to closely analyze this policy. Within a very short time of his arrival the "2 Stop" policy ended. It appeared to the Chief that the stops had little connection with traffic problems and the policy was an unnecessary source of dissatisfaction.

Below is a table that illustrates the weekly number of reported property damage only traffic accidents in Newtown from December 2014 to December 2017. Over the three-year period it is

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[2] *State of Connecticut Traffic Stop Data Analysis and Findings, 2014-2015* published in May 2016 by the Institute for Municipal and Regional Policy at Central Connecticut State University.
[3] Citizen complaint data related to motor vehicle stops was not examined. The notion that the public was dissatisfied came from anecdotal accounts of the officers.

clear that while the weekly number of crashes fluctuates, the overall trend as illustrated by the

black trend line is essentially flat. The graph shows that there was no perceptible difference in the

number of traffic crashes in Newtown after the "2 Stop" policy was eliminated.

Figure 1 – Property Damage Accidents 2014-2017
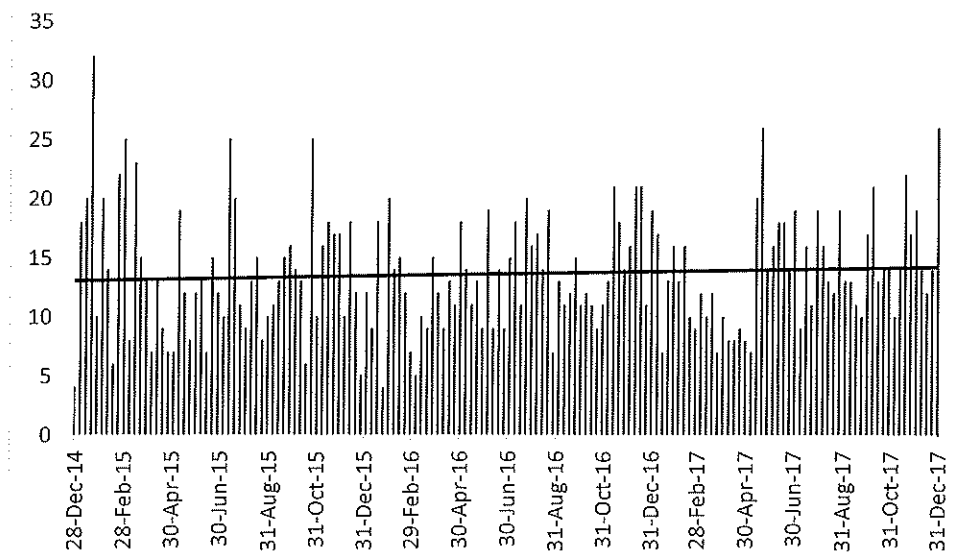
While eliminating the "2 Stop" policy had no impact on traffic crashes in Newtown, it had

an enormous impact on the quality of work life for the officers. On officer described his day under

the "2 Stop" policy as follows:

> I would leave at the beginning of my shift and make two traffic stops as soon as I could. I hardly ever issued a citation and would simply warn the motorist and record the stop. Once this was done I would go back to the headquarters and sit in my car in the parking lot and wait to be assigned a call. I would handle calls and return to the parking lot until my shift ended. It was easy this way. I got my two stops in and limited the amount of time that I'd be in contact with people so there would be less of a chance for me getting in trouble. I even did this after the "2 Stop" policy ended. It took me a couple of weeks to realize that I didn't have to make ridiculous traffic stops and that I could go about my day handling calls, meeting people, you know, being a cop again. I loved it.

This sentiment was echoed throughout the focus group discussions. While most officers

did not report going to this extreme, they were all very relieved to have this policy discontinued.

In their view, eliminating the policy not only made sense from a policing perspective, it had a much more dramatic effect. It signaled a change in leadership, and a change to a different style of leadership that was open and willing to listen to the officers.

Chief Viadero indicated during his interview that he was aware that the stop policy was a source of tremendous dissatisfaction among the officers and he was interested in ending it. However, he did not immediately act upon his previously held impression of the policy. He waited to hear from the officers themselves and learned first-hand about the dissatisfaction and he also studied the relationship between the stops and traffic safety. Once he was satisfied that traffic safety was not an issue the policy was discontinued. There was universal agreement during the focus group sessions that this was a relief for the officers and a sign that positive changes were coming to the department.

Organizational Support

The next area of dissatisfaction identified during the 2012 study was a perceived lack of support of the officers by the administration. This perception was described in great detail and numerous examples were offered in support of this contention. Again, the description of this problem, its causes and solutions, were one-sided. However, there was a substantial amount of evidence uncovered, both during the surveys and group meetings to make this issue a paramount concern for organizational well-being and service delivery. Officers reported in great detail about the lack of support they perceived. They were fearful of retaliation for even participating in the study in 2012. Part of this fear was a campaign that was overly-critical of officer actions, and a climate where civilian or supervisory complaints were deemed credible without taking the time to

understand the officers' position. It was described as a climate of "guilty until proven innocent" and it permeated the day-to-day work-life in the department.

In 2018, officers in the focus groups report a strong and healthy amount of support they get from the department. Incidents to support this contention were described with almost disbelief. The officers had a hard time believing that the chief and the administration would actually go out of their way to advocate on behalf of the officers.

Prior to 2017 officers on patrol were required to change shifts every 20 months. Patrol is divided into 3, 8-hour shifts, with start times at 8:00 a.m., 4:00 p.m., and 12:00 a.m. Every four months the department conducts a "shift bid" where officers could voluntarily change their work shift, or choose to remain on their current shift. Included in the collective bargaining agreement at the demand of the police department, officers on patrol could not remain on the same shift for more than 20 consecutive months. Once an officer reached 20 consecutive months on a particular shift, they were required to change to another shift regardless of performance, seniority, or any other factor.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.[4] The length of the shift is secondary to the application of that shift to meet service demands and promote the well-being of the people working them.

[4] Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

Shift work is generally considered to have a negative impact on employees. While the length of the shift in not relevant, the rotation of shift, from day to night and back again, is considered to have negative consequences. Most police departments realize this and have adopted policies, like in Newtown, that maximizes the time between the change from one shift start time to another. Permanent steady shifts are seen as a way to eliminate the negative consequences of shift rotation.

In competition with the above factors is the need for officers to experience work and community service needs during different times of the day. Police work, even in the same community, takes on a different character at different times of the day. It makes sense for officers to experience the community during both day and night times. Requiring officers to change shifts at some interval, therefore, has a basis in police operational needs.

However, the modification of the collective bargaining agreement mandating a 20-month maximum shift tenure was perceived by the officers to be implemented for a completely different reason. The commonly held belief among the rank and file was that the 20-month rule was demanded by the police department to prevent a small number of officers from working part-time jobs on their off-duty time. The rule was seen as punitive and designed to retaliate against officers that were not part of the "favorites" in the department. Under this view, the 20-month rule seemed arbitrary and petty, and another example of the police administration not only *not* supporting the officers, but going out of its way to punish them. Again, this is a one-sided view, but a view that was so widely held it was taken for the real reason for the shift-change mandate.

Similar to the approach used in discontinuing the 2-stop policy, Chief Viadero listened to the officers and heard their dissatisfaction with the 20-month rule. He weighed the benefits of

having officers exposed to the Town at different times of the day, the benefits of working steady shifts, and the costs to the department in terms of employee dissatisfaction, and decided to make a change.

Collective bargaining agreements are usually struck between the employer, in this case the Town of Newtown, and the employee representative group, the Newtown Police Benevolent Association. In order for the CBA to be altered both parties would need to agree, or be ordered as part of a mediation, arbitration, or court ruling. It is somewhat uncommon for the police department, or the chief, to contractually mandate rules and become part of the process between the Town and the Union. It would be considered uncommon for the department to add the 20-month rule to the CBA, and it is equally uncommon for the department, unilaterally, to seek its removal. The uncommon tactic adding and removing this rule, however, sent a strong signal to the rank and file about the relationship they would have with the chief. Adding the rule sent the signal that the department was petty and mean-spirited (whether this was intended or not, this became the reason for the rule), and when it was removed the department was cast in a light that showed support for the officers and their well-being.

Disconnect between command staff and the organization

In an organizational setting disconnect is referred to as one part of an organization not being in-sync with another part. In the 2012 study, focus group participants provided numerous examples where the command staff was disconnected from the rest of the department. The general impression at the time was that the physical absence of the command staff at line-ups, in the community, responding to calls for service, working nights and weekends, exemplified the disconnect. Their physical absence was perceived as a lack of support and a lack of trust and

respect for the officers. In fairness, management of the department undoubtedly required that the command staff work primarily "business" hours, however, the perception was that they were distant from the actual work being done and the officers doing it. This disconnect bred an environment of distrust. And when coupled with the perceived lack of support and arbitrary work rules, created a negative work environment and a climate of dissatisfaction.

Although creating a causal link between the negative work environment and the incidents of workplace misconduct is impossible to draw, there is enough evidence to suggest that the two are connected. In the decade before 2012 there was a substantial job-turnover rate with dozens of officers voluntarily leaving for other departments. There were two high-profile criminal cases with officers in the department, and the quantitative and qualitative data collected during the study in 2012, as well as the numerous grievances lodged by the union against the department are evidence of problems. All of these events are tell-tale signs of a dysfunctional workplace and a dissatisfied workforce. And while causality cannot be demonstrated, there is enough evidence to support the conclusion that these events are related, and the environment contributed to the dysfunction.

The perception from the most recent focus groups was that the environment has changed in the department and there is a clear and 180-degree turn-around in the level of support and connection the officers enjoy from the chief and the command staff. The participants reported a feeling of empowerment. They are given direction with the expectation that they can handle the job. And this is without fear of failure or retaliation. The perception now is that the department will have my back if I mess up. There is also a discernable level of real leadership at work. The focus group participants did not characterize it in those terms, but the statements provide evidence of sound leadership:

- The new chief is a do as I do guy, not a do as I say guy.

- If you send an issue to the chief's office, he will tell you to handle it yourself. If you can't handle it, he will back you up.

- The chief is hands-off, letting the lieutenants take care of things, seeing how long it takes to work out, and ready to help if needed. He empowers people beneath him.

- The chief yelled at a lieutenant twice. We weren't happy to see the lieutenant get yelled at, but it was nice to see the chief get mad; it's just so rare.

- The chief is compassionate. He actually cares. He actually called an officer, before he was even the chief, to congratulate him on a great job.

- The captain wants us to sort things out for ourselves but will make moves if he has to.

These brief statements are just a few examples of the views expressed by the focus group participants. There is an overwhelming belief that the officers feel supported and the leadership approach taken by the command staff is welcomed and providing them with opportunities to enjoy their jobs and be more satisfied with their work and the department.

Departure from the past

The data obtained from the focus groups do not illustrate salient characteristics about a new organizational environment in the Newtown PD per se, but more so a departure from what happened in the past. The current climate is reported to be very positive, but still undefined. And "departure from the past" is probably too mild of a description. It's more like a radical shift in leadership and organizational philosophy from the previous administration. As one participant phrased it "this is going to be a short session, because we have nothing to complain about." Well, the "nothing" appears to be the absence of the restrictions from the past, but it also signals an

opportunity to provide a "something" in response. In his interview as part of this project, Chief Viadero articulated his vision for the department. This vision included both dealing with the issues identified from the last study in 2012 that were still present, as well as introducing a new direction for the department. The following section discusses the nature of what that "something" might look like for the Newtown PD, and opportunities that might be present that can shape the future of the department and cement the organizational path of the department for years to come.

Recommendations

There are many items on the positive side of the ledger. The JDS demonstrated that the respondents are eager to provide great service. The JDS measured a 6.18 on the Task Significance scale. "Task Significance" measures the degree to which officers believe their work is important in the community. This indicates the level of commitment and seriousness of purpose officers' place on their work. This was consistent with the 2012 score of 6.10 and a very positive element of the core dimension of the work in Newtown.

In addition, the JDS reported a cluster of scores that are important. Task Identity (the degree to which a task is completed from beginning to end), had a significant increase to 5.44, up from 4.93. Autonomy (the degree to which the job provides freedom), increased significantly from 4.53 to 5.45, and Feedback from Agents (the degree to which employees get clear information about performance) increased significantly from 2.79 to 4.71. The combination of these three measures relates to the shifting organizational climate and the personal characteristics of the officers. As discussed above, the workforce is likely more motivated and receptive to problem-solving and planning as opposed to direction and orders. Task Identify, Autonomy, and Feedback scores reported here signal the shift towards that problem-solving approach, or at least a departure

from the reactionary climate from the past. The significance of this change should not be ignored or understated. It appears that the officers perceive a change in the core dimensions of their jobs in a positive way. This is a positive development that should be recognized, embraced, and leveraged for continued improvement.

Similarly, from the positive work outcomes section of the JDS, General Satisfaction is significantly improved, and Morale is off the chart in a positive way. And compared to other departments that completed a similar survey, Newtown-2018 is an outlier, with significantly higher scores on all of the important variables.

The inferential data analysis section reporting the results of linear regression models also shows powerful and positive developments in the department. General satisfaction is significantly related to growth satisfaction and responsible work. The model presented in table#4 shows that more than three-quarters of the change in levels of satisfaction can be attributed to the changes in growth and responsibility with regards to work. This finding is also supported by the results from the JDS and the cluster of scores reported above. It is also expected within the context of the type of employee working in the Newtown PD. Satisfaction is essentially derived from the work. It is a characteristic of a college-educated, stable and committed workforce. When work is too closely managed, and supervision is perceived to be over-bearing, satisfaction with that work environment would likely wane. Remove that overbearing environment and satisfaction would likely increase. Combine that with the other data indicating officers take pride in their jobs and find meaning and purpose in their work, and a clear picture comes into focus. The officers desire the ability to engage in satisfying work. If they were to leave it would be for better career opportunities, but they remain and achieve satisfaction from doing work that has purpose and enjoy the freedom and autonomy to perform that work at their own direction.

The situation described above has tremendous potential for the department. Understanding the characteristics of the personnel and the elements that drive their satisfaction, and then creating an organizational climate around those things is the direction that the Newtown PD should embrace. In order to address the issues, the following recommendations are offered. The recommendations should not be viewed as a "punch-list" of things for the Chief to complete. If attempted, they should be embraced by the entire organization. The solutions achieved from these recommendations need to be developed through participation of a diverse representation of the department and implemented with the full support of the organization. In many ways the recommendations are in support of the policies either currently being implemented or in the planning stages. In either case, they should be strongly considered and developed with the involvement of the entire organization. It is recommended that the department continue its efforts for mental health support and employee assistance, expand the outcomes instead of process approach, invest in leadership development at all levels, and consider a comprehensive assessment of the organizational structure and operational effectiveness.

Mental health support and employee assistance

In the aftermath of the horrific events from the Sandy Hook murders, mental health and employee well-being are understandably important concerns. They are important concerns ordinarily, but are magnified by events of that day. Police work in general exposes officers to violent and traumatic events. The impact of these events on emotional well-being manifests itself in a wide variety of mental and physical health problems that must be dealt with effectively. Substance abuse, relationship problems, heart disease, and even catastrophic responses such as

suicide, are all significantly higher in the police occupational sub-group.[5] The International Association of Chiefs of Police (IACP) also recognizes the importance of fostering officer wellness and created The Center for Officer Safety and Wellness in 2012 to centralize all existing efforts by promoting resources and encouraging a cultural shift within law enforcement agencies by emphasizing the values of safety, health, and wellness as they impact officer performance. According to the IACP website, this Center focuses on all aspects of an officer's safety, health, and wellness, both on and off the job. It is important to incorporate these topics at all stages of a career -- from recruitment, through promotions, to retirement and beyond. IACP wants to ensure that law enforcement professionals have the resources they need to remain healthy and safe.[6] Essentially, managing police officers' responses to stress is a best-practice in police management. Managing the response to stress in a department that has had the experience in Newtown is even more critical.

Listening to the officers during the focus groups discuss the organizational climate would belie the notion that there are any trauma or stress-related problems in the Newtown PD. The subject of Sandy Hook never came up spontaneously in any of the sessions. The research team needed to raise the issue with the groups in order to make it part of the discussions. According to one of the participants "there is nothing evidently bubbling underneath the surface," meaning that there does not appear to be any psychological or physiological issues related to those tragic events. On the contrary, a theme emerged indicating a collective approach to well-being. Another

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[5]Patterson, G.T., Chung, I. W. and Swan, S.W., (2014). Stress management interventions for police officers and recruits: A meta-analysis. *Journal of Experimental Criminology*, 10(4) pp 487-513. Provides an overview of research from 12 studies published between 1984 and 2008 on physiological, psychological, and behavioral outcomes of stress management in policing.

[6] http://www.theiacp.org/COSW

participant stated, "we all try to teach and promote new ways patrol officers can learn for stress management," and that officers "tend to care about their self-image, workout, and look after themselves."

This study was not designed to explore the well-being of the officers in the Newtown PD, and the observations mentioned above are not intended to pronounce a clean bill of health for the officers in the department. However, the data reported here from the officers do show positive signs, or at least a general appearance of the absence of dysfunction. Nonetheless, managing police officer well-being is sound management, and considering the events from Sandy Hook, this issue must be of critical importance to the department and the Town.

It also appears that the department is engaging in multi-dimensional efforts to support officer well-being. The NPD works with the group "Hearts 911" that was created after the terrorist attacks on 9/11. This is a peer support group that worked with the Newtown PD, and now the Newtown PD is paying it forward and offering peer-support to other departments and officers that experience horrific events. The department is also exploring the S.M.A.R.T. program (Stress Management and Resilience Training) developed to assist trauma nurses and physicians in dealing with the stress of their professions. Newtown officers are also permitted to make presentations to other police departments and first responders about their experiences at Sandy Hook, as well as provide in-service training to other departments about responses to such incidents.

Considering that most of the personnel currently in the Newtown PD were also working there on December 14, 2012, these initiatives are critical. Fostering and promoting a climate of officer well-being, supported by an integrated employee assistance program and engaging efforts

mentioned above, are essential. The Newtown PD should continue to embrace these initiatives and continue to promote officer well-being to the greatest extent possible.

Outcomes v. Output Approach

An outcome is defined as the level of performance or achievement that occurred because of the level of service your organization provides. An output is a measure of the activities that your organization produces and not necessarily connected its achievement.[7] For example, in the past, the Newtown PD was focused on requiring officers to make 2 traffic stops each day. This is an output. The quantification of this activity, the traffic stop, was an output measured that tracked little more than the officers' activity in this area. An outcome is the effect that is achieved because of the activities and outputs. The outcome associated with traffic stops would presumably be traffic safety. The overarching idea is that police traffic enforcement should be for a purpose that is related to the department's mission of improving traffic safety. However, traffic safety, as measured perhaps by number of traffic accidents or injuries, was not the measure tracked and tied to individual levels of performance. It was instead the 2 stops per day that was used, and these activities were not related to either traffic accidents or the overall mission of the department. Even worse, these stops were viewed as petty, and an illustration of micromanaging.

It is recommended that the Newtown PD embrace an approach to performance that focuses on outcomes and not merely outputs. The outcomes most important to the department fall into four dimensions. There are outcomes related to the overall mission of the department: crime reduction, traffic safety, and general public safety measures. In addition, there are measures that are related to two major constituencies, the community and the employees (sworn and civilian)

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[7] http://measurementresourcesco.com/2014/02/02/outputs-vs-outcomes-matters/

themselves. Understand the satisfaction of these two major stakeholders is important and measures should be created to quantify performance in these areas, and policies developed and implemented to achieve success as it relates to the community and department employees. And lastly, the key performance areas related to the internal operations of the department should be quantified and tracked. Things like budget, fleet, building maintenance, and all of the management measurement indicators currently collected and assessed by the department and the Town. All of these measures should be assembled into one "dashboard" of sorts so that they are visible for both internal and external stakeholders. Once the measure across the four dimensions are agreed upon, policies can be developed to achieve successful performance. These outcome measures become the ones most important and they become the focus of the entire organization.

To an extent, there is already a shift from outputs to outcomes. The elimination of the 2-stop-per-day requirement is a step in the right dimension. Eliminating this focus on the output of traffic enforcement should be replaced with a focus on the outcome of traffic enforcement, namely accidents and injuries on the roads in Newtown.

The discussion above commended the quality of the workforce in the Newtown PD and highlight that it is educated, stable and experienced. The focus on outcomes and the process of developing and implementing plans to achieve successful outcomes is the type of management approach that would likely resonate positively with the personnel in Newtown. Like the approach recommended for leadership development, this shift to outcomes should be organic, with as many people involved in the process as manageable. Management by committee is not necessarily the most effective approach, and there needs to be a small cadre of people championing these efforts, but getting the involvement and buy-in from as many people as possible will ensure a more successful transition than if they were excluded from the process and simply told what to do.

It is recommended that the Chief take a coordinated and integrated approach to developing an outcome-focused approach to management. A task force should be created to explore the development of this approach and identify the appropriate measures to track and begin developing the plans to achieve successful performance.

Organizational Restructuring and Operational Effectiveness

Recommendations relating to the structure and operational effectiveness are well beyond the scope of this report. An appropriate assessment in this area would require a more in-depth approach and rely on more than a survey and focus groups. However, there was enough anecdotal evidence obtained through this project to suggest that there is an opportunity to examine the department more critically and perhaps make modifications to the organizational structure. There seemed to be a dissatisfaction with the coordination and communication between detectives and patrol officers, and a call for what one focus group participant called for "more 'out of the box' thinking when it came to special operations."

Because the data is too sparse on this subject, but the timing is ideal, it is recommended that the department take a critical assessment of the entire organization. From organizational structure, to personnel staffing, to schedules, every element of the department should be assessed. As the organization evolves and the negative attributes from the past are eliminated, there is an opportunity to take stock of the major elements of the organization and make changes as needed.

Leadership Development

One of the most identifiable themes to emerge from the focus group sessions was the need to foster leadership development in the department. This theme centered on not just developing leadership skills for individuals in the department, but to develop a plan to inculcate the currently

organizational climate and leadership philosophy into the next generation of leaders. This two-pronged approach, current and future development, is the fulcrum that can leverage efforts on all fronts. From employee well-being to organizational effectiveness, a commitment to leadership development and succession planning will position the Newtown PD for continued and long-term success.

Leadership is a "people" business and requires leaders to be committed to the well-being of their personnel, ensure that their needs are met, and direct them towards achieving a common goal. This orientation towards a commitment to well-being should start when an officer gets promoted to sergeant. It should start from the first day they become police officers, and in fact, the recruitment and screening process should be developed to look for people that have this orientation in the first place. From our perspective, leadership development is not something that should be reserved for people in supervisory position, it's for everyone. The community in Newtown, when they call for police services, expect a leader to respond and assist them. The officer that responds should be committed to providing quality services and the well-being of the person receiving that service. Therefore, if you foster that approach at the earliest stages of an officer's career they will be better positioned not only to provide excellent service to the community, but to become effective leaders in their supervisory roles.

The department should develop a comprehensive leadership development plan that impacts all personnel regardless of rank. This plan should be organic, meaning developed from within and by the personnel effected by the plan. Each position in the department should be assessed. This assessment should take stock of the types of leadership skills required and the training necessary to enhance those skills. No position should be omitted from this process. The exact nature of this plan is unknown, but it might encompass formal training at the collegiate level, in-service training

available in Connecticut or elsewhere, or more importantly, training developed "in-house" by Newtown police officers _for_ Newtown police officers.

It is recommended that a leadership development committee be created to explore external training opportunities and internal development of training material and programs for personnel of all ranks. In addition to identifying and developing leadership training, this committee should also be charged with developing a leadership succession plan. Data obtained from the survey, and provided to the Chief, identified numerous personnel that are viewed as current and potential leaders in the organization. These individuals should be tapped to begin the development of the department's leadership and succession plan.

Conclusion

Again, it was an honor to have the opportunity to work with dedicated and sincere police officers interested in improving their organization and making their jobs more satisfying. As mentioned in the last report on the department "group interviews are not new by any standard, but group interviews with police officers, particularly when they are conducted by complete strangers and individuals outside the organization, are rare. The sub-cultural tendency of police officers to be guarded and hesitant to open up to 'outsiders' was an obstacle that could have derailed this effort, but the men and women of the Newtown Police Department were candid in their responses and professional in the way they dealt with the entire process."

It was evidently clear that the Newtown Police Department is significantly different than six years ago. While the personnel are essentially the same, the organizational climate, as measured by morale, general satisfaction, and anecdotes from the officers themselves, is more positive. The horrific tragedy experienced by the men and women of the department does not

seem to be having a negative effect on their well-being. On the contrary, attitudes are positive, the workforce is stable, and the general impression is that personnel are content with their jobs and value the service they provide to the community.

Bio – James E. McCabe

Dr. McCabe is an Associate Professor at Sacred Heart University in Fairfield, CT. He took on this position after completing 21 years of service with the New York City Police Department. In the NYPD, he held numerous command level assignments including the Commanding Officer of Labor Relations, Commanding Officer of the Training Bureau, Commanding Officer of the Police Academy, and the Commanding Officer of the 110th Precinct in Elmhurst/Corona, Queens. He was also assigned as the Executive Officer of the Police Commissioner's Office and the 113th Precinct in South Jamaica. He retired in 2006 from the NYPD with the rank of Inspector to assume a new career in academia at Sacred Heart.

Dr. McCabe has a BA in Psychology from Queens College, and MA in Labor Studies from Empire State College, an MA in Criminal Justice from John Jay College, and a Ph.D. in Criminal Justice from the CUNY Graduate Center. He is a graduate of the 189th Session of the FBI National Academy, and Executive Programs at Columbia University's Not-for-Profit Management Institute (Police Management Institute) and the JFK School of Government at Harvard University. His dissertation examined the relationship between drug enforcement and serious crime in Queens and he is actively continuing this line of research in the academic community. He has published numerous scholarly articles and book chapters on the subject of police effectiveness and is also active with local police departments in improving their operations. He has lectured around the country to both police and academic audiences about organizational behavior, leadership, supervisory communications, and the impact of police operations on public safety and neighborhood satisfaction with police services.