

The Bexar County Sheriff's Deputy Job Satisfaction Study

Final Report – December 2020

Prepared for the Deputy Sheriff's Association of Bexar County (DSABC)

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Final Report

December 1, 2020

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PREAMBLE

Bexar County Sheriff's Deputies work tirelessly and thanklessly most days, keeping our citizens safe. Their community and detention roles are multifaceted; so often, they are required to act as a social worker, parent, educator, or paramedic while upholding the law and ensuring the safety of others. Many of them sacrifice family time, future goals, and even their own lives to protect ours. Yet, in spite of calamity and challenges, they show up every day with tremendous dedication and valor.

This study was the result of a request made by the Deputy Sheriff's Association of Bexar County (DSABC). They recruited the researchers with the intention of measuring the current job satisfaction of Bexar County Sheriff's Deputies. At the time of the study's conception, several factors were concerning: 1) recruitment and retention of Deputies was significantly low, 2) disciplinary actions and terminations were significantly high, 3) external stressors were high, such as persistent staff shortages, and 4) the DSABC was in the process of their Collective Bargaining Agreement. Therefore, the DSABC requested the study in an effort to assess what measures should be taken to improve overall job satisfaction and thereby improve hiring and retention of Sheriff's Deputies.

This study was conducted in a relatively short amount of time, with limitations and less rigor than a longitudinal study. However, this study should serve as a needs assessment, examining the current experiences of Bexar County Sheriff's Deputies and their overall job satisfaction. Recommendations regarding policy and procedures were made based on the study results. However, more research should be conducted to better understand the variables affecting job satisfaction and how to improve interagency relations.

Acknowledgements. Thank you to Dr. Richard Hartley, who completed the quantitative analysis portion of this study. The researchers would like to acknowledge the Deputy Sheriff's Association of Bexar County Board of Directors for their dedication to improving the lives of Sheriff's Deputies. Equally, the researchers would like to acknowledge the Bexar County Sheriff's Office for their tireless work, serving our community. We owe a debt of gratitude to the administration of the Sheriff's Office for allowing us to share our research and recommendations. We know that we can never fully understand your vocation. Most of all, the researchers are immensely grateful for the Bexar County Sheriff's Deputies who give their time, energy, and dedicate their lives to ensure our safety. Through this study, we better understood the level of your commitment to protecting the public. "Thank you" is not enough.

EXECUTIVE SUMMARY

This report describes a recent study requested by the Deputy Sheriff's Association of Bexar County (DSABC). The overarching purpose of this report is to provide results and recommendations based on the following questions:

- What is the overall job satisfaction rate of Bexar County Deputies?
- What is the comparison between Law Enforcement Officers and Detention Officers in terms of overall job satisfaction?
- How does certain variables (i.e.; Forced No Relief, Mandatory Overtime, and Resource Accessibility) affect job satisfaction among Bexar County Deputies?

This report presents considerations for the primary question in this study: Are Bexar County Deputies satisfied with their employment? Although this study ran in a relatively short time frame, a solid research design with detailed data and a significant sample size presents a strong case for consideration. Further research should be conducted to assess a broader scope of the problem, determine solutions, and assess solution outcomes. The main findings are as follows:

OVERALL SATISFACTION RATE:

- Of the 348 respondents, a majority of them (200, 59.4%) reported they highly disagreed (136, 40.4%) or somewhat disagreed (64, 19.0%) that they were valued by their agency.
- A majority (273, 80.4%) reported they highly disagreed (199, 59.1%) or somewhat disagreed (74, 21.3%) with the policies regarding discipline being fair, reasonable, and just.
- Additionally, a vast percentage (227, 67.4%) reported they highly disagreed (133, 39.5%) or somewhat disagreed (94, 27.9%) regarding having access to the necessary tools and resources to be successful.

- A smaller majority (187, 55.5%) reported they highly disagreed (105, 31.2%) or somewhat disagreed (82, 24.3%) regarding their duties and responsibilities being dictated in a way that allows for success.
- A large amount of respondents (246, 73%) reported they highly disagree (177, 52.5%) or somewhat disagree (69, 20.5%) with their overall health and wellbeing taken into consideration by the agency.
- Most respondents (217, 64.4%) reported they highly disagree (177, 52.5%) or somewhat disagree (40, 11.9%) regarding their work schedule allowing for self-improvement activities (attending school, social, and family activities).

COMPARISON BETWEEN LAW ENFORCEMENT AND DETENTION OFFICERS:

- Detention Officers have a much greater job dissatisfaction rate compared to law enforcement. This was evidenced across all six constructs. Variable SAT2 (Discipline is fair, reasonable, and just) showed similar results between groups.

VARIABLES THAT AFFECT JOB SATISFACTION:

- Throughout the comments section of the survey, several themes emerged, revealing various challenges, which affected job satisfaction for Deputies. Emerging themes include: FNR/MOT/FMOT Issues, Policy Issues Impacting Women, Not Being Valued by Supervisors, Unfair Discipline Policies, Overtime Affecting their Personal Lives, Equipment Issues, and Administrative-Level Policy Challenges.

Multiple studies highlight the value placed on job satisfaction for law enforcement officers. Bexar County Deputies are no exception. In fact, contemporary literature shows an elevation in burnout, compassion fatigue, and increased attrition rates in officers with low job satisfaction. Moreover, compassion fatigue and burnout present higher risk-taking behaviors in officers that often mirror those of arrestees (i.e.; increased drinking, substance abuse, domestic violence). Such behaviors not only pose a great risk to the agency and overall sense of security among employees, they are also costly to taxpayers and promote a lack of safety for community members.

While the researchers believe no deputy chooses employment at BCSO with full intention of engaging in such maladaptive behaviors, frequent literature across disciplines shows the pronounced impact of work-related burnout. Bexar County Sheriff's Deputies are required to protect the public and uphold the law, while remaining calm and professional in spite of multilayered threats. Meanwhile, staff shortages remain significantly high, forcing Deputies to

work overtime and relinquish time with loved ones. When increased stressors are prevalent, they inherently compound wellbeing and safety of Deputies who must carry out their work.

Burnout or impairment typically goes unnoticed until the Deputy commits a work-related error or actually engages in risk-taking behaviors. When a Deputy presents as impaired or in full burnout, the temptation is to perceive the Deputy as a detriment to the agency for “making poor choices.” Traditional solutions for this may include termination, leave without pay, write up, or other disciplinary actions. Such policies have some merit and strength, for they heed an important safety-related baseline. However, all policies and procedures should be continuously examined and re-examined (“searched and researched”) for their effectiveness. Evaluation seeks to illuminate the strengths and potential challenges of such policies. This is done through inquiry; in this case, the researchers collected survey-driven data from current Bexar County Deputies on their job satisfaction.

Another philosophical framework seeks to examine the role of overall job satisfaction variables (i.e.; overwork, lack of support, incongruent policies) on the wellbeing and morale of officers. Therefore, evaluation seeks to understand existing challenges within agencies, and to examine the relationship between the agency and the employees. Moreover, cyclical research methodologies examine the relationship between agencies and stakeholders for which true power differentials are prevalent. The intention is not to place blame on agencies or administrative authorities. Rather, research strategies focus on ways to improve the relationship between those in power (who have their own set of guidelines for adherence) and the employees/ stakeholders (who have limited power but valuable knowledge on the current state of their work).

The current study is a starting point in this effort. Through obtaining data from stakeholders (BCSO Deputies), the researchers sought to better comprehend their perceptions and how satisfied they are with their employment. The current study is not robust enough nor are the assertions guided by longitudinal research framework, since the data was captured in a constricted timeframe. However, true, collaborative-style research between agency and stakeholders should be conducted in cyclical fashion. Therefore, the researchers recommend continuous studies be conducted to further examine variables regarding job satisfaction. This should be done with the intention of improving job satisfaction rates among BCSO Deputies while improving inter-agency relations.

SECTION A: INTRODUCTION

The County of Bexar

Bexar County encompasses the City of San Antonio and approximately 23 neighboring municipal cities and 6 unincorporated communities. According to the U.S. Census Bureau, the county has a total area of 1,256 square miles (3,250 km²)¹. Bexar County is located in south-central Texas, about 190 miles (305 km) west of Houston and 140 mi (230 km) from both the US-Mexican border to the southwest and the Gulf of Mexico to the southeast. The 2010 census reported the population at 1,714,773, and a 2019 estimated the population at 2,003,554¹. Bexar County is the 16th-most populous county in the nation and the fourth most populated in Texas. The county seat is San Antonio, the second-most populous city in Texas and the seventh-largest city in the United States¹. The county is also home to several highway corridors, including Interstate 10, Interstate 35, Loop 410, Loop 1604, Interstate 37, U.S. Route 281, and Interstate 90. These highway corridors increase smuggling crimes, including human trafficking, drugs, and sex trafficking within the County.

Bexar County is strengthened by diversity. The U.S. Census¹ showed Bexar County citizens at 60.1% Hispanic, 27.1% White, 8.6% Black, 3.3% Asian, and 2.4% Two or More Races. Referred to frequently as “Military City USA”, the county is home to approximately 149,790 Veterans. There are five operating military bases, with two, which were decommissioned. A majority of the county citizens migrated due to desire for warm climate, affordable cost of living, or military assignment. While affordable, Bexar County is challenged by poverty and low education rates. Numbers from years 2014-18 showed approximately 83.8% of the county population had less than a Bachelor’s Degree, 63.6% of people were working in civil labor force jobs, 10.5% under the age of 65 had a verifiable disability, and 17.2% were in poverty. While these numbers are not drastically above the national distribution, Bexar County is not categorized as an affluent county.

Crime in Bexar County. Crime in Bexar County remains relatively stable, with slightly increasing numbers as the county grows. Violent crime is listed at 18.3% (compared to 22.7% national distribution) while property crime is 46.5% (compared to 35.4% national distribution). Despite numbers regarding “violent” crime, domestic violence crimes are also high in Bexar County. From 2012-2018, Bexar County had a significantly higher homicide rate for women, than the state’s two most populous counties, Harris County and Dallas County². In 2018, Bexar County press noted a 36% increase in reported child abuse and neglect crimes³. Indeed, this would preclude that citizens of Bexar County are relatively safe in public but the danger increases exponentially in their own homes.

The Bexar County jail facilities are located at 200 North Comal in downtown San Antonio, and operated by the Bexar County Sheriff's Office⁴. In late 2020, press reports noted a dramatic increase in the number of suicides at the facility^{5,6}. Several reports questioned where the responsibility lies regarding these deaths^{7,8,9}. Increased inmate deaths are not a relatively new feature for the county. In 2012, a noteworthy increase raised concerns regarding the care provided to inmates¹⁰. A Twenty-five year review of inmate deaths in Bexar County Jail revealed most of the deaths were attributed to natural disease followed by suicide, and most deaths occurred either in the emergency department or in the hospital. Regarding the cause of death, cardiovascular disease and suicide by hanging accounted for the greatest number (25% and 20% of all deaths, respectively)¹¹. The jail held an average of about 3,800 prisoners in 2012 (Adult Detention Center/ South Tower and Annex), with a total capacity of 4,596, making it the fourth-largest in the state¹². Bexar County is also home to the Dominguez Unit, a state jail for men, which is operated by the Texas Department of Criminal Justice.

Bexar County Sheriff's Deputies

Bexar County Sheriff's Office (BCSO) is responsible for responding to crime-related calls across the entire county. Unlike San Antonio Police Department (SAPD) or other municipal police departments, BCSO combats crime throughout all communities, including the Greater San Antonio Metropolitan Area and surrounding cities. BCSO Deputies respond to over 10,000 service calls per calendar month¹³. At the time of the survey (September-October 2020), the number of BCSO Deputy positions numbered 911 positions in Detention and 607 positions in Law Enforcement. The BCSO has 238 open positions; only 673 Detention positions and 580 Law Enforcement positions are occupied¹⁴. The Bexar County 2020 Collective Bargaining Study noted 72.33% of resignations and 86.42% of vacancies are consistently with the Detention Officers.

Law Enforcement and Detention Officers. Law Enforcement (LE) consists of several public units serving Bexar County. Examples of the LE units include (but not limited to) SWAT, Mental Health, Transporting, Court Security, Narcotics, Felony Apprehension Unit, Civil Warrants, SHOT Team, K-9 Unit, District Patrol Unit, Criminal Investigations Division, Internal Affairs, Public Integrity Unit, Crime Scene Unit, and SCORE Unit. Depending on the unit assigned, LEs perform various duties on various shifts.

Detention officers (DOs) are responsible for the safety and security of the inmate population within the jail. Detentions Officers work all shifts and are responsible for frequent inmate checks every 30-60 minutes. DOs are potentially exposed to a greater number of on-the-job risk factors because they house a population against their will and must maintain the safety of all inmates, staff, and other Deputies. Additionally, DOs must familiarize themselves with the

unpredictability of an ever-changing population, potential risks of violence (riots, fights, inmate attacks towards deputies), while adhering to the jail policies of BCSO.

Current Challenges

The Current Climate. During COVID-19, certain crimes have increased (Department of Justice, 2020), including domestic violence, sex crimes, human trafficking, and child abuse. Further, Deputies must continue their work as essential employees, risking their health and the health of loved ones. Elevated communal stress coincides with increase in crime rates and overall public distress. Suicide rates, alcoholism, substance abuse, and secondary traumatic stress also increases exponentially during the pandemic. Although inherently resilient, Deputies are not immune to the psychological and physiological threats brought on by COVID-19. Nor are they less influenced by communal issues surrounding racial injustice across the country.

MOT/FMOT/FNR. Mandatory Overtime or “MOT” was implemented after 100 positions were cut by the County in 2010. Forced Mandatory Overtime (FMOT) was implemented due to lack of staffing to cover all positions without recycling Deputies. By October of 2019, FNR was created. The “Forced No Relief” policy was implemented after the MOT and FMOT lists were exhausted. With the FNR policy, shift commanders are required to staff a unit or position. The shift commander will call a Deputy and inform them that they will have to stay. Deputies are challenged to meet this requirement since they did not prepare for a sixteen-hour shift. If they had plans (School, babysitting needs, events, and family time), they must cancel them and inform those affected that they will not attend.

Disciplinary Actions. Similar to any vocation, Deputies are expected to perform job duties. Failure to perform leads to disciplinary actions, such as write-ups, leave without pay (LWOP), or termination. According to CLEAT, BCSO has 4 times the amount of discipline compared to SAPD (whom they also represent). Due to staff shortage, Deputies are working overtime and are exhausted. Further, the numbers of disciplinary actions have increased over the past several years. While there may be various reasons for this, the increased vacancies coupled with elevation in disciplinary actions result in position gaps.

Type of Action	2016	2017	2018	2019	2020*	Total
Retiring	39	36	36	37	49	197
Rehire	7	30	27	7	4	75
Resignation	125	79	90	133	139	566
Dismissal	14	9	24	17	30	94
Reinstatement Court Order	0	1	1	1	0	3
Suspensions	N/A	78	57	136	239	510

Table 1. Types of Action (Provided by DSABC)

***As of December 1, 2020**

At the time of this study, there were approximately 100 Deputies on FMLA due to various circumstances. Additionally, over 12 Deputies working in the Detention Center were hospitalized due to mental health issues that warranted an inpatient intervention. While the researchers cannot correlate these issues with stress or burnout (since they did not investigate such matters), frequent absences affect the overall staffing of the agency. Inadequate staffing can result in risks associated with Deputies, staff, inmates, or the community at large.

The Value of Examining Job Satisfaction among BCSO Deputies

Sheriff's Deputies experience frequent exposure to violence and potentially traumatic encounters, but historically have not been a focus of research on burnout and job satisfaction¹⁵. Deputies, like other law enforcement, mandatorily respond to critical situations, such as domestic violence, child abuse, terroristic threats, and high speed chases. Research estimates a Deputy may encounter more than 900 potentially traumatic incidents over the course of their career^{16,17}. Further, Deputies have higher risk levels to experience direct or vicarious trauma in the line of duty^{18,19}. Meanwhile, they are required to perform their job duties and act in multiple roles to serve the public. In many instances, Deputies may arrest an offender then provide support to the victims until they can receive social services or medical care. Therefore, Deputies often simultaneously adopt dual roles of crime fighter and social service worker^{20,21}.

Having to navigate their complex daily work can lead to work-related burnout and impairment. When these conditions go untreated, the result is elevated self-medicating in the form of alcohol and drug abuse. When an individual is overworked, burned out, and under the influence, they are likely to engage in potentially law-breaking behaviors. As the result of being under the influence and mental health being significantly below baseline, it is not surprising this occurs. In 2018, 23 Bexar County Deputies were arrested for a variety of crimes including sexual assault, drunken driving and domestic violence. While these crimes have not been a source of investigation in this study, it highlights a relevant correlation.

Administrations that recognize the impact of compassion fatigue, burnout, and impairment can assist their employees with remaining healthy, thereby increasing work productivity and limiting excessive cost for the agency. Further, examining job satisfaction can aid in identifying challenges and work towards more effective resolution. This study serves as a preliminary collection of data to illuminate the current satisfactory rates while also examining how certain variables influence overall satisfaction. To highlight the impact of burnout, fatigue, and impairment, those terms are defined below in relation to Deputies.

Work-Related Burnout, Compassion Fatigue, and Impairment

Burnout. The term burnout is defined as a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. Burnout occurs when an individual feels overwhelmed, emotionally drained, and unable to meet constant demands²². Oftentimes, the burnout process is associated with work-related stress¹⁶. Burnout is described as a gradual process as the result of persistent emotional exhaustion¹⁷. Other literature described burnout etiology as the result of being involved in emotionally demanding situations for an extended period. Moreover, a more multifaceted definition of burnout which encompasses three parallel dimensions described the following: emotional exhaustion (i.e., feeling of depletion and fatigue), depersonalization (i.e., cynicism), and inefficacy (i.e., reduced sense of personal accomplishment, negative self-evaluation, and job effectiveness)²³. Such descriptions can better aid in understanding the scope of burnout and the impact on the individual.

Compassion Fatigue. Compassion fatigue is experienced by individuals who work with victims of traumatic incidents or experience extreme stress in the line of duty¹⁶. Compassion fatigue is accompanied by a number of negative consequences in relation to work performance and personal and professional relationships¹⁵. More noteworthy, compassion fatigue shares similar symptoms with posttraumatic stress disorder (PTSD)²⁴. Research demonstrates how compassion fatigue mirrors negative symptomology such as hopelessness, feeling of helplessness, nightmares, hypervigilance, isolation, agitation, and lack of concentration²⁵.

Similarly, the emotional aspect of compassion fatigue includes feelings of powerlessness, guilt, fear, anhedonia, sadness, and rage^{26,27}. Without intervention or a personal strategy for addressing secondary trauma, Deputies may experience a cumulative increase in compassion fatigue resulting in increasingly degenerative effects on their personal and professional lives^{27,28,29}. If Deputies do not seek help for compassion fatigue, they may experience physical acute health issues (e.g., headaches, insomnia, pain) and burnout^{30,31,32}.

Impairment. Throughout research, the topic of first responder impairment is more closely examined. *Workplace impairment* refers to the inability to function in a usual capacity, which can lead to devastating effects on individuals, colleagues, police agencies, and citizens in general³³. Research on impairment correlates how lower levels of support and higher levels of work effort were associated with higher levels of mental health symptoms in Deputies³⁴. Over-commitment to work also showed to significantly impair law enforcement officers. In fact, findings suggest work-related stress plays a significant role in the development of mental health problems (i.e.; depression, suicidality, Post-Traumatic Stress) in Deputies.

Deputies are at increased risk of developing a variety of physical and psychiatric health issues directly correlated to their work and frequent exposure to stressful incidents. There is empirical support for an increased risk of post-traumatic stress disorder (PTSD), alcohol abuse, depression, increased suicide risk, sleep disturbance, relationship problems, excessively

aggressive conduct, disease, disability, and premature retirement^{35,36,37}. Such results are indicative of those similar to the Adverse Childhood Experiences Study (ACES). Children with six or more ACES will actually die approximately 25 years prior to their expected lifespan. While health-related concerns are not a focus of this study, future studies should examine how poor health affects insurance costs and overall life expectancy in BCSO Deputies.

Anecdotally, most are aware of the increased risk of suicide for Deputies. In fact, multiple studies have examined the risk factors. While first responders in general are 10-20 times more likely to end their life, police officers at large have a greater risk due to access to their service weapon³⁸. Since impairment has such devastating effects, Deputies should be educated on how to identify these within themselves and their colleagues. More importantly, they should be able to self-report without fear of consequences.

Given the very nature and risk of these variables, the researchers sought to better understand the current job satisfaction and morale of the Bexar County Deputies. Further, the researchers examined how certain variables affect overall job satisfaction. A detailed description of the study accompanied by results and recommendations is provided. Further, conclusion of the study with recommendations for future studies are also given.

SECTION B: METHODOLOGICAL APPROACH.

The researchers were recruited and retained in early September 2020 by the Deputy Sheriff's Association of Bexar County (DSABC) to conduct the study. The Principal Investigator (PI) met with DSABC to discuss the intent and scope of the study. Once the PI was retained, she met with the DSABC to develop the survey questionnaire. Through collaborative processes, a survey questionnaire was developed with direct guidance of the members of the DSABC. The PI investigated the current literature and recruited members for the research team. Through literature review and preview of similar studies, a research structure was developed with guiding research questions. The overarching question answered in this study:

Are Bexar County Deputies satisfied with their employment?

The following sub-questions were also addressed in this study:

1. What is the overall job satisfaction rate of Bexar County Deputies?
2. What is the comparison between Law Enforcement Officers and Detention Officers in terms of overall job satisfaction?

3. How does certain variables (i.e.; Forced No Relief, Mandatory Overtime, and Resource Accessibility) affect job satisfaction among Bexar County Deputies?

Data Collection Procedures. A survey link was created via Qualtrics for data collection purposes (see appendix 3). The Qualtrics survey included a consent form (see appendix 2) requesting the consent of the participant. The consent included pertinent information regarding 1) confidentiality, 2) risks and benefits, 3) purpose of the study, and 4) the right to participate/refuse participation without consequence. Once consent was obtained, the survey became available to the participant.

Recruitment Process. The survey link was embedded in the DSABC website. The website required all Deputies to log in using their active log in and password (in order to have this, they must be active members of the DSABC). A mechanism within the survey was also set up to capture the IP address, which prevented participants from taking the survey more than once. The survey link was live from September 28th to October 15th, 2020. During the active link, members of the DSABC Executive Board informed their members of the survey and encouraged them to participate. At the time of data collection closure, 394 responses were recorded.

Data Coding and Cleaning. Upon closure of the survey link, the researchers extracted the data set. Of the 394 responses, 42 responses were deleted due to not consenting (4) and incomplete surveys (38). Empty responses were recoded to 99 for data analysis consistency. This included anonymous, other, or “will not disclose” responses. Empty responses were converted to variable “x” as responses for data analysis purposes. Range-related questions (age, OT worked) were averaged down producing whole numbers. Output irrelevant to the study (time duration, IP Address, status response, end date) were deleted. No outliers were identified within the data set.

Data Analysis. All raw scores were entered into SPSS 27 for data analysis. Descriptive statistics were obtained through mean and median scores. A t-test was utilized to test the differences in satisfaction scores between Law Enforcement and Detention Officers. For open-ended questions (Question #19: please provide any additional comments), the researchers triangulated direct quotes into generative themes. All quotes were entered into QSR NVIVO 12 for true qualitative analysis. Additionally, seven deputies agreed to confidential interviews where they provided clarification on systemic processes within the agency. The interviews were not recorded; however, the Principal Investigator took extensive notes.

SECTION C: RESULTS.

Descriptive Statistics

Descriptive statistics for the sample (n=348) showed 263 (75.6%) of respondents were male and 81 (23.3%) of respondents were female. A majority of respondents identified as Hispanic (205, 58.9%), seventy-two (20.7%) identified as White, twenty-eight (8%) identified as Black, four (1.1%) identified as Native American, and others identified as other races or two or more races. Of the respondents, 118 (33.9%) identified as law enforcement while 230 (66.1%) identified as detention officers. The mean age was 38.72 years old. Regarding dependents, approximately 208 (59.8%) respondents are married; only 93 (26.7%) had no children. Sixty-seven respondents (19.3%) had one child, 89 (25.6%) had two children, and the remaining 99 (28.4%) respondents had three or more children.

For work-related questions, the average years of service in BCSO was 11.22. The average amount of hours of overtime worked per week was 18.23. A majority of respondents (n=271; 77.9%) were not planning to resign while 77 (22.1%) are planning to resign from BCSO. Two hundred and eighty-four (81.6%) respondents reported they were planning to retire from BCSO while 64 (18.4%) do not plan to retire. Regarding resignation or retirement, 49 (14.1%) plan to go to another LE agency, 29 (8.3%) plan to leave Law Enforcement entirely, 62 (17.8%) are undecided, and 198 (56.9%) are not resigning.

When asked about why they work overtime, a majority of responses indicated the following:

A majority of respondents (99, 28.4%) reported they are forced to work overtime. The second highest reported responses (69, 19.8%) reported the agency understaffed and they are forced to. Forty-five respondents (12.9%) work overtime due to the agency being understaffed. Thirty (8.6%) respondents choose to work overtime. Fifteen (4.3%) respondents work overtime because they want to help. Forty-four participants (12.6%) provided no response.

Inferential Statistics

To assess inferential outcomes in this study, the researchers examined the following three measures (guided by the study sub questions): 1) overall job satisfaction rates among deputies, 2) comparison of satisfaction rates for law enforcement and detention officers, and 3) variables affecting job satisfaction. Respondents of the survey were asked to rate their overall job satisfaction using a 5-point Likert scale (highly agree, somewhat agree, neither agree nor disagree, somewhat disagree, and highly disagree). The six statements they were asked to rate included the following:

1) I feel valued by my supervisors and the BCSO; 2) Disciplinary policies at BCSO are fair, reasonable, and just; 3) I feel BCSO provides me with tools and resources to accomplish my goals; 4) I feel duties and responsibilities are dictated to me in a way that allows me to be

successful; 5) My overall health and wellbeing are taken into consideration by my supervisors at BCSO; and 6) My schedule at work permits me to improve myself outside of my work time (i.e., taking college courses, family, and social activities).

Emerged generative themes from the qualitative responses (question #19) were also included in this section to highlight specific information. The researchers utilized direct quotes from respondents for contextual descriptors.

Measure 1: Overall Job Satisfaction Rates among BCSO Deputies

Feeling Valued By Supervisors and the Agency. Of the 348 respondents, a majority of them (200, 59.4%) reported they highly disagreed (136, 40.4%) or somewhat disagreed (64, 19.0%) that they were valued by their agency.

I feel valued by my supervisors at BCSO

	N	%
Highly Agree	35	10.4%
Somewhat Agree	61	18.1%
Neither Agree or Disagree	41	12.2%
Somewhat Disagree	64	19.0%
Highly Disagree	136	40.4%

Frequency Table 1. Feeling Valued

Disciplinary Policies. Of the 348 respondents, a significant amount (273, 80.4%) reported they highly disagreed (199, 59.1%) or somewhat disagreed (74, 21.3%) with the policies regarding discipline being fair, reasonable, and just.

Disciplinary policies at BCSO are fair, reasonable and just

	N	%
Highly Agree	8	2.4%
Somewhat Agree	25	7.4%
Neither Agree or Disagree	33	9.8%

Somewhat Disagree	72	21.4%
Highly Disagree	199	59.1%

Frequency Table 2. Discipline Policies

Resources and Tools. Of the 348 respondents, a vast majority (227, 67.4%) reported they highly disagreed (133, 39.5%) or somewhat disagreed (94, 27.9%) regarding having access to the necessary tools and resources to be successful.

I feel BCSO provides me with tools and resources to accomplish my goals

	N	%
Highly Agree	7	2.1%
Somewhat Agree	49	14.5%
Neither Agree or Disagree	54	16.0%
Somewhat Disagree	94	27.9%
Highly Disagree	133	39.5%

Frequency Table 3. Tools and Resources

Duties and Responsibilities Dictation. Of the 348 respondents, a smaller percentage (187, 55.5%) reported they highly disagreed (105, 31.2%) or somewhat disagreed (82, 24.3%) regarding their duties and responsibilities being dictated in a way that allows for success.

I feel duties and responsibilities are dictated to me in a way that allows me to be successful

	N	%
Highly Agree	19	5.6%
Somewhat Agree	60	17.8%
Neither Agree or Disagree	71	21.1%
Somewhat Disagree	82	24.3%
Highly Disagree	105	31.2%

Frequency Table 4. Duties and Responsibilities

Health and Wellbeing Taken Into Consideration. Of the 348 respondents, a large amount (246, 73%) reported they highly disagree (177, 52.5%) or somewhat disagree (69, 20.5%) with their overall health and wellbeing taken into consideration by the agency.

My overall health and wellbeing are taken into consideration by my supervisors at BCSO

	N	%
Highly Agree	22	6.5%
Somewhat Agree	36	10.7%
Neither Agree or Disagree	33	9.8%
Somewhat Disagree	69	20.5%
Highly Disagree	177	52.5%

Frequency Table 5. Health and Wellbeing

Work Schedule Permits Self-Improvement. Of the 348 respondents, a higher majority (217, 64.4%) reported they highly disagree (177, 52.5%) or somewhat disagree (40, 11.9%) regarding their work schedule allowing for self-improvement activities (attending school, social, and family activities).

My schedule at work permits me to improve myself outside of my work time

	N	%
Highly Agree	27	8.0%
Somewhat Agree	52	15.4%
Neither Agree or Disagree	41	12.2%
Somewhat Disagree	40	11.9%
Highly Disagree	177	52.5%

Frequency Table 6. Self-Improvement Outside of Work

Score Key for Figures 1, 2, & 3:

SAT1	I Feel Valued
SAT2	Discipline is Fair
SAT3	I Feel Supported with Resources
SAT4	My Responsibilities Allow Success
SAT5	My Wellbeing is Considered
SAT6	My Work Permits Personal Time



Figure 1. Deputy Dissatisfaction Scores

BURNOUT AND EXHAUSTION

In the comments section of the survey, several respondents vocalized feeling burned out and exhausted due to primarily working overtime. They discussed poor quality of sleep, lack of sleep, fear of disciplinary action, and risks associated with persistent exhaustion:

"I'm basically forced to work three days of overtime per week, I hardly get time to spend time with my family, and it's affecting my relationship. I miss my kids, and it is also affecting them in their schooling, behavior. My attitude and performance have also been affected."

"My sleep pattern is messed up. When I work 16-hour shifts, I won't get relived until 20-40 mins after my 16th hour. Then I have to drive home drained, sleepy, and swerving all over the road as I try to make it home safe. "

"I get home, shower, eat something quick, and then fall asleep for a couple of hours (4-5 hours max). I wake up an hour and a half early so I can get ready for work and say goodbye to my wife, children and get back on the highway sleepy, tired, exhausted, and irritable as I rush back to work so I can be there on time to avoid any disciplinary action."

"I go to my duty station, and then I have to deal with human beings that society doesn't want around. I hear nothing but complaints and derogatory attitudes all day. I also have to worry about getting assaulted and still do a multiple observation checks to make sure no one is hanging. Meanwhile, I must remain professional to the inmates, or else I could be facing ""Disciplinary action."" mind you, I'm exhausted, irritable, and at this point, not even thinking right, I'm literally walking around in a lethargic state of mind."

"It's hard to wrap your mind around giving up your family time, sleep time (badly needed), or free time to an organization that considers us ""only numbers"". Or to have one person say ""sometimes you have to make a choice between your family and your job, then in the next breath say ""we are here to make sure our officers go home to their families"", is considered a split tongue. How are we to have faith in our supervisors/upper admin to honestly have our health and wellbeing in the slightest of mind?"

""When will the force overtime come to an end? Does anyone care that working more than 48 hours how it's affecting us mentally and physically and our relationship with our families?"

""BCSO needs to be considerate of how their employees feel during this time of year with the pandemic and forced overtime 3-4 times a week, and considerate of those wanting to come back to BCSO and choosing a shift that actually works for their schedule, especially if it involves children. Which it has been like that for most deputies that are going through some tough things behind closed doors."

“Working 16 hours a day 2-3 days every week, means that a deputy only gets 2.5-3 hrs of sleep before returning to work. This puts our lives, the lives of those within the jail and the lives of our citizens on the roadways in jeopardy.”

HEALTH CONCERNS

Additionally, several respondents discussed how their health and overall wellbeing was compromised as the result of working overtime:

“I feel like my health has been declining drastically since I been at BCSO.”

“Being forced to work large amounts of overtime every week takes a toll on my mental health I feel distant from my family. I’m unable to attend family gatherings or holiday events due to the lack of staffing that I have no control over at the jail.”

“I’m tired of working! I’ve doubled my alcohol intake due to Bexar County sheriff office.”

“I think overall mental health of deputies has become a secondary concern. Time away from work is limited in possibility and in some work environments stress levels are too high.”

“But my health is deteriorating. I am overworked and every time I tell my superiors I get told that I need to “saddle up”. I do not mind 2 days of OT. But 3 and 4 makes me fatigued and feel unsafe to drive home after my shift or coming back the same day. I plan to retire from this agency, but if things don’t change I probably might consider switching agencies.”

“My over mental and physical health have diminished due to the overtime that I am forced to work at with BCSO. I have no time for college, family, or to work out and maintain a healthy lifestyle.”

“It is incredibly unhealthy the lack of sleep we are allowed to get regularly and it is criminal how little sleep people get who are trying to get their peace officers license. Often people sleep once every 2 or three days for 3-4 hours.”

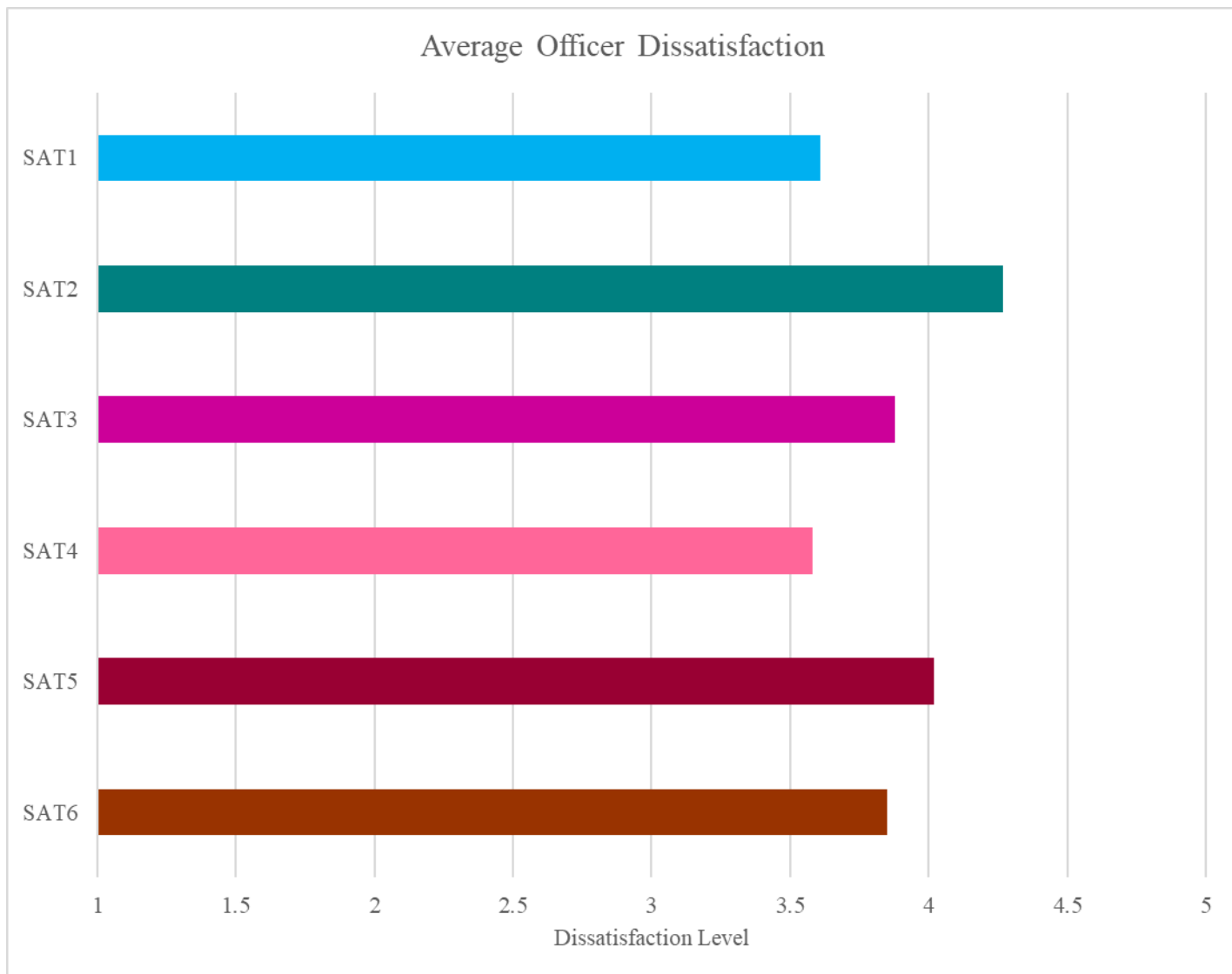


Figure 2. Average Dissatisfaction Rates

Measure 2: Satisfaction Rates for Law Enforcement by Comparison to Detention Officers

The results of the t-tests for differences in means reveals that for 5 of the 6 questions, detention officers have significantly higher mean dissatisfaction scores. The exception is question 4 (I feel duties and responsibilities are dictated to me in a way that allows me to be successful) where mean satisfaction scores between Detention and Law Enforcement officers are not statistically different from one another. For all other questions, DO have statistically significantly higher mean dissatisfaction scores ($P < 0.01$) than LE.

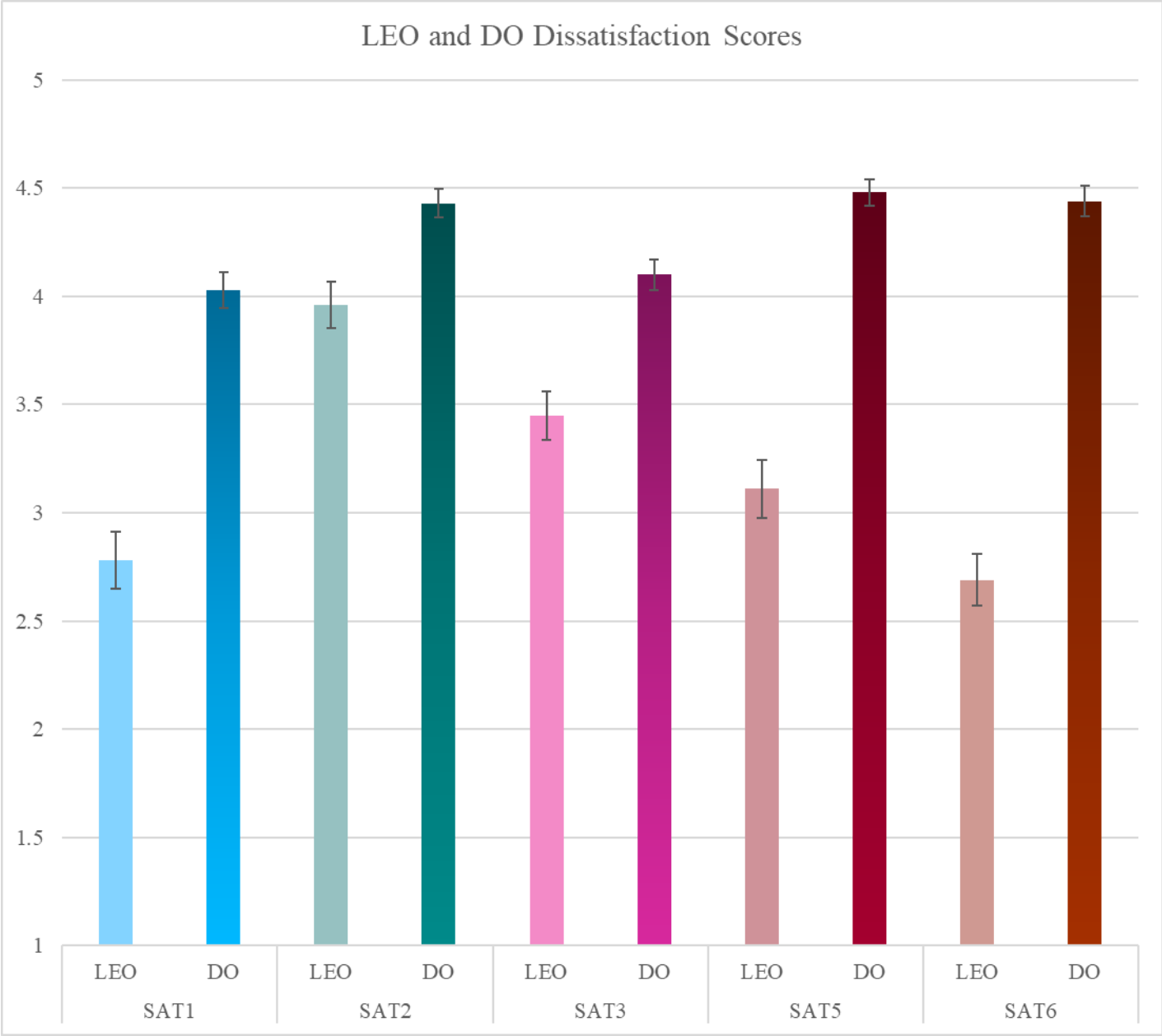


Figure 3. Comparison of LE and DO Overall Dissatisfaction

As shown in Figure 3, Detention Officers have a much greater job dissatisfaction rate compared to law enforcement. This was evidenced across all six constructs. SAT2 (Discipline is fair, reasonable, and just) showed similar results between groups.

Measure 3: Variables Affecting Job Satisfaction

Throughout the comments section of the survey, several themes emerged, revealing various challenges, which affected job satisfaction for Deputies. Emerging themes include: FNR/MOT/FMOT Issues, Gender/ Racial Bias, Low Morale, Unfair Discipline, Disruptions in Their Personal Lives, Equipment Issues Affecting job, and Administrative Issues. The following thematic results are included to illuminate variables, which impede job satisfaction.

FNR/ MOT/FMOT ISSUES

Several respondents commented on the FNR/ MOT/ FMOT policy. All comments vocalized the negative impact this policy had on Deputies:

“Detention Deputies are being over worked. They are being threatened with discipline when they can’t stay to FNR. In addition they are only given minutes to schedule for child care on FNR days. ”

“Then as it gets closer to go home, I get a call from the oncoming shift commander telling there going to ""force me to stay overtime"" (not my scheduled day to stay). You try to plead with them to let you go because you’re exhausted and haven't seen your family. Do they care? No, they just need the body to feel that hole. Do they understand you? No, Most likely not because they’re not the ones who are working overtime. Only the rank of corporal on down.”

“FNR Is a real big problem right now and the will force you and not take into consideration your wellbeing or if you don’t have child care for the days you’re not supposed to work ot and they just want you there we get no breaks our food always cold.”

“I work two mandatory overtimes and get Forced No Relief (FNR) typically on my Fridays which takes away my Friday resulting in sleeping half my Saturday. I get back to work feeling like I did not have a weekend. Overall I feel like I am just a number an absolutely no one is looking out for my best interest, just a body, present.”

“Lack of staffing affects a variety of aspects of what I am required to do. It has a domino-effect. A prime example is responding to the utilization of officers in Forced No Relief (FNR). When FNR is used, we are often asked what contributed as if the commander caused the problem. The causes for its use is due to the exacerbation of

poor staffing either due to additional posts created, transfers to support sections/LE, and, now COVID-related absences, among other causes.”

“Deputies are tired of all the MOT/FMOT and now the FNR. It is difficult enough trying to separate work life from personal life especially when we don't have the opportunity to have a life outside of work. It is hard trying to go to school when one gets FNR and one has to miss class because of it. The Lt's never have the body to let you go even though you're the "next" to leave as soon as they find another body to work. I originally thought Bexar County was where I was going to stay and retire but if things don't improve I will be going and looking elsewhere.”

If I choose to work 64 hours it's stressful due to lack of sleep and working modified day room hours, and observation checks can be stressful. To make every 15 minute and 30 minute checks 99% of the time but miss just 1 check by a few minutes I then get a letter of counseling. I can be perfect and do a great job during the whole shift but miss one check and I'm written up like my efforts the whole day mattered to nothing. Every Deputy feels that they were picking up the slack due to under staffing then given an ear full about missing an observation by 2 minutes, mind you I just got done working 2 back to back 16 hour shifts due to being FNR. There has to be some middle ground of "hey thank you for all you do under the circumstances", but we get "hey I know your tired, but you screwed up once so here is a letter of counseling for poor job performance, have a great night"! Or I can choose to pay \$300 a week to cover my MOT, FMOT and FNR to get some much-needed rest or see my kids off to school or pray around the dinner table. But \$1200 a month comes with a price, you sacrifice \$1200 from the mouths of our kids and wife's and no money to go on vacations so that you don't get burned out working 64 hours a week due to massive under staffing because the agency like writing deputies up for little stuff or provides no light at the end of the tunnel because we won't hire more deputies. No one is ever going to apply if they know deputies dislike being FORCED to work and sacrifice having a life. Many deputies are now having marriage issues because their spouse just doesn't understand or think were lying about still not being fully staffed after 4 years, when you see SAPD graduating 60-100 plus all over [REDACTED –NEWS CHANNEL] every few months.

“Officer over worked- Example: MOT 16hrs, 4 hours of sleep come back to FMOT-16hrs, 4 hours of sleep then Force Over Time 16 hrs. This is in one week. The cycle starts again the following week. Officers are leaving to other agencies. Less, Less Officer leave each week. “

“I want to go back to school but with all the Overtime (MOT, FOT, FNR) I can't fit it on my schedule. Plus, putting temporary jailers in Officer positions in order to fill those

spots puts both the deputy and the temporary jailer in a difficult situation meaning the Deputy doing all the observation checks, passing food trays, opening up dayroom and placing the restraints etc. (This is all lockdown duties) I'm not including the passing of medication or other services happen in the daytime.”

“The working conditions as far as staffing has been very overwhelming to those officers on 2nd and 3rd Detail due to being over 150 officers since the Summer of 2019 and over 200 officers since Jan of 2020. These officers have been used for MOT and FMOT almost every week since the shortages began. “

“It is stressful, if I don't work FNR it is taken away from the comp time? What kind of reasoning is that, if I am on FMLA due to heart condition that prevents me from staying beyond the 16 hours, and I write an FIR that I can't stay, I will be deducted 8 hours from my comp time? No one ever put that to be voted on from the membership.”

“Overtime days need to go away. The system needs to be reevaluated to see how this can happen. Also MOT/FOT days need to be looked at to see which officers are always being utilized while others get to leave.”

“The BCSO has forced me to work countless hours of overtime and has failed to find ways to improve the overtime situation that is happening in the jail. They do not allow me to make plans during the week because they might just have to force me to work another shift. I work three mandatory overtimes in a week and average 5 hours of sleep the night after my overtime. I am constantly sleepy and exhausted at my duty station and am expected to work a full 8 hour shift (sometimes two 8 hour shifts) without any mistakes as I will be reprimanded if I fail to do so. I spend more time with the Inmates than I do my own family.”

"Detention is extremely understaffed, which prevents deputies from effectively meeting their career goals of law enforcement.”

“Law enforcement is understaffed as well and operates with dangerous low levels of staffing, without backup.”

“We are getting reprimanded for refusing to stay FNR (Force No Relief) when we advise the shift commanders that we cannot stay due to having to attend class (college). How can we better our self when we are being forced to stay a third day and go to class? We can only miss class so many times before we get dropped. “

“MOT, FMOT and FNR are definitely a hindrance to being able to effectively further career development and progression. Deputies are under appreciated and never

provided any type of educational or professional guidance or incentives to join or be retained by the agency. Offering signing bonuses and retention bonuses or incentives (place in PO course with no overtime during the course, awards for no disciplinary action for a specific time frame.)”

“I feel that we work way too many hours that it's becoming unsafe. I know there have been a few times when I've had to work three 16 hour shifts back to back to back. Only getting at most 4 hours of sleep. Also the FNR (forced no relief) tracker is not being used correctly because I've been FNR'd more than once in the same week before.”

“I have no personal life due to working so many hours. Also if I'm going to be forced to stay then I should have a pick where I want to go and not forced into a unit/place I don't want to be. At least give me my choice since I don't have one when it comes to staying or leaving.”

“If they are not forcing patrol officers to work forced overtime even on their worse days of being short, then the same thing should apply for detention deputies, our lives and families matter just like patrol officers and we should not be treated any different. This is not fair and sleep deprivation is very unhealthy for all of us in detention.”

“The MOT/FOT and FNR...are challenges for anyone here BCSO. We often are paying other officers who are willing to work our OT days. Other obstacles is we work OT but are not paid current for those hours until a month later. Was told it's in our contract so the benefits of OT requires us to continuously work OT to accumulate hours. Working ourselves to a healthy and unsafe position.”

POLICY ISSUES IMPACTING WOMEN

Some comments revealed potential gender or racial bias within the agency:

“One time when I needed to change shifts, [REDACTED] had told me, “It is not my problem what you are going through.” - “Oh, you're pregnant? Women were meant for making kids, staying home and being in the kitchen. Not working in law enforcement.” - “you all are just a number.”

“I am pregnant and they have never taken any of this into consideration when assigning me to units. I've worked high risk female units, high risk male units, units with covid positive inmates and mental inmates. They take maternity leave days from my fmla when I don't work my overtime. It's a very harsh environment to work in and I would never recommend anyone to apply. Especially a female.”

“I was forced to go on FMLA due to 24 hours of overtime. My husband is a paraplegic and I am his primary care giver and before I went on FMLA his health severely declined due to me constantly working. To some LT’s my FMLA wasn’t good enough and was forced to do overtime so I had to add an 8 hour work restriction.”

NOT BEING VALUED BY SUPERVISORS

The largest thematic results highlighted Deputies perception of not being valued. Deputy perception of not being valued was mediated by too much overtime, feeling undervalued, lack of personal time, shortness of personnel, and lack of training:

“Morale needs to be raised, need more unity between officers and divisions, and admin should investigate situations before punishing officer.”

“I am Very Dishearten when Deputies are plastered all over the news for something in a regular job, that would get you fired, but to take it the extra step and arrest someone, make me not want to work for an organization that ruins your future life for what you think is a lesson to other Deputies but is in reality dragging your organizational name through the MUD and giving your entire organization a bad name. I would consider a Chief of Discipline who can handle issues with pinpoint accuracy not "Hammer all the Nails". I am trying with every ounce of my Soul to continue working for BCSO for several reasons but for the above issues cannot see myself continuing on for the foreseeable future.”

“But, what everyone chooses to not see and understand is, how very exhausted, overworked, we are physically and mentally. Why? Because, they do not have to do the overtime anymore. They ‘forgot’ where they started, and what it feels like to be locked inside of a unit for 16-19+ hours and with no relief. There’s no telling when and if you get to go home. Then, to be told, you only have a ten minute break, if you are not back at your assigned post within that time frame, you will get written up.

Behind closed doors, it has caused divorces. Child custody battles. And nearly death, to those who are overworked. Rank of all kind in any department should NOT treat any deputy that is below their rank unprofessionally. The favoritism card needs to end.”

“Regarding feeling valued- Often times, the faults are focused. When there is an infraction or something doesn’t pan out as hoped, we will usually receive an email that contains profanity. I’ve been called undependable and incompetent. I’ve received a few compliments (about qualities of my work that I already know exist), but more often I/we

am/are ridiculed a threatened with discipline. Discipline policies- Policies provides guidelines for a fair process, however, often we are told to generate discipline that is not progressive. Yet, it is the contrary when command staff is being written up. The violations for which we are accused of are present as, near, heinous acts against the county.”

“This job takes away a large amount of time from our families and personal life. The exhaustion that comes with it is overwhelming. In my opinion, the BCSO detention administration cares nothing for personal matters or emergencies when it comes to overtime. If an excuse is made for not being able to stay for overtime, a disciplinary is given. The moral in this environment no longer exists.”

“There is no sign that the shortage will get better when the Academy only prepares you for the TCOLE test and does not cover the policies you will be expected to follow daily, so half the class quits in the first week, because they are ill prepared for the job at hand. The [REDACTED] and [REDACTED] have no sympathy when you show up on the floors, but actually make it harder on you to learn a "Hard" lesson, rather than teach, train, and mentor you. They were demoralized as junior deputies so that must be the right way, please consider a mid-level training program, much like the Military to update the training and break those old habits. Working 16+ hours, sleeping 5 hours and working 8/16 hours is unsafe. So many times I am struggling to focus on the task at hand, let alone staying one step ahead of some of the most manipulative rule breakers in Bexar County.”

“The moral I have at work is at rock bottom, I am a 5 year veteran that is slowly considering to resign due to my job having a negative impact at my place of home. All the Overtime that I am forced to do is causing problems in my marriage, so much so that I am filing for divorce. I have to decide whether to resign or divorce my wife that I have been with for 8 years and who I have 2 children with. I like my job, but the supervisors make it hard for me. I get stressed by the Inmates which is a given, but my supervisors too and when I get home I am getting stress in my personal life. Due to work overtime.”

““There has to be a major change all around. And for our “leaders” and our “union” to stop acting as if they’re anti detention, or as if they are fighting for us!! We need people to fight for us, detention officers, because obviously were too busy either working our MOT!! FMOT!! FNR!! Fighting for our proposed suspensions, and signing our reprimands, not our counseling, our reprimands!! And getting threatened by our shift commanders, that if we don’t stay when called, we will be suspended!! We have responsibilities outside of work, and an even higher responsibility to our families!!!!!!!!!!!!!!!!!!!!!!”

““New policies or procedures constantly being added feel like they’re being put in place either to further political agendas, as retaliation towards outspoken staff, and without regard to Officer Stress.

“Trainings and/or explanations of procedures feels reactive rather than proactive (and usually with disciplinary write ups or separation of employees).”

“We, the Officers, feel undervalued, unappreciated, and overall dissatisfied with the state of the environment at the ADC. Morale is nearly non-existent. Everyone is either looking for another agency, pending an application elsewhere, or just bitter and fed up.”

“I’m tired. Moral is so far down even the supervisor are showing it. I pray every day that God touches the heart of our administration. I pray that whatever fellow Deputy is going through something rather it’s Medical, Personal etc. that they get through it. I pray God’s Blessing and favor over this survey and whoever out there is trying to help fix this. Hopefully this survey doesn’t fall on deaf ears.”

“The morale and my mental and physical stress is due to me feeling undervalued and appreciated.”

““I do not feel valued as an officer nor as a human being. During our overtime, we are not given reasonable meals (ham/turkey sandwich). I am forced to work and not spend time with my family. I am struggling with my college course due the excessive overtime. My family and marriage has suffered time and time again due to my time away from home. I cannot take care of my health due to duty hours. I am staying because it is consistent work and I am very disappointed at what this place has become.”

“There should be enough staff to shoulder the new duties and conduct observation checks efficiently while also conducting all the duties to run the unit. Instead, deputies are disciplined continuously for being a few minutes off of a check instead of given the proper staff to conduct them safely. New classes have no investment and therefore no reason to stay once their life begins to suffer as a result of odd hours, lack of sleep, and extreme stress with the odd "forced no relief" to add to the demoralization. I've heard of officers being forced 5 days in a row with only senior officers putting their foot down and stating that they are leaving whether there's someone to relieve them or not. There are other jobs out there that pay more and don't file criminal charges on you for a mistake at the end of a 16-hour shift where the sheriff gets on TV and announces that you're lazy, meanwhile a lieutenant in his inner circle gets no media from him after getting a DWI in another county. Not to mention the continuous personal harassment of any officers he was not able to fire. I've got 2 years to go unless there is a radical change.”

“Due to continued personnel shortages, it is extremely difficult to do the job at the level of proficiency one would want.”

UNFAIR DISCIPLINE POLICIES

Several respondents also discussed discipline policies as being unfair, unreasonable, and unjust:

"Discipline is not fair at all. We have deputies fired, while we have other duties who do the something remain working and get no discipline."

“We have too many tasks to complete in an 8/16 hour shift, and many times we can't meet them, and as you guessed, if I don't complete all my tasks, it will always result in ""disciplinary action.""

“Disciplinary goes from 0-fire what happened to counseling, reprimands, and suspensions. Deputies are getting fired at such a high rate for accusations when we are so short-handed, what happened to the presumption of innocence. Also, we have deputies working in plain close because they are waiting for an investigation or a decision for disciplinary action, 6 months is too long to have to wait for an accusation to be investigated.”

"The more pushback an officer gives about being told they have to do extra things that are not in our contract the more they are sought out to do them, then told if they don't compile they are being insubordinate and will be reprimanded. “

“While I feel valued by supervisors that I've been able to work with who are understanding of the demands of Deputies due to major staff shortage there are also supervisors that I feel do not value us. We are seen as a body that they can use no matter how many days they force us to do Overtime Shifts. Especially for Forced No Relief. To some supervisors it does not matter what personal obligations/responsibilities we may have like having no child care, a doctor appointment, or family events. In addition, when a deputy cannot stay for FNR due to one of these reasons we are threatened with disciplinary action.”

“Investigative processes are a joke at this agency. This agency places people with questionable integrity in critical investigative positions. People are being terminated and arrested for a ridiculous array of charges and accusations with no due process or regard for civil service rules. This seriously undermines our responsibility and duty as a law enforcement agency to act with integrity and properly serve our community. Taking care of our people has NEVER been a concern.”

“Another issue, BCSO does not have a standard when it comes to disciplining Deputies. If you are liked by the supervisor(s) or the administration, then they go easy on you. But, if you are not liked, then they discipline the deputy maximizing the most they can discipline you. Another issue, BCSO admin does not follow the rules and regulations set by Civil Service or the CBA.”

“The current administration has abused the disciplinary system by double punishing Deputies. They are put out on administration leave for the duration of an investigation. The investigators purposely take longer to conduct their investigation to burn deputies out of what time they have to pressure them and punish them for something they have not even been proven guilty of. EX: So a 7-day suspension was really a 97-day suspension. The amount of OT does not allow for a personal life.”

“Discipline needs to be fair & equitable across the board.”

OVERTIME AFFECTING THEIR PERSONAL LIVES

Respondents commented frequently on how working overtime and current policies (FNR/MOT) severely impacted their relationships, education, and leisure time outside of their work:

“Due to unexpected circumstances in my area, it is difficult to attend school, training etc on a regular basis. Obviously, employment needs will prevail most of the time.”

“With so much mandatory, forced and forced with no relief overtime, I have no time with my family.”

“Also, my schedule at work does not allow me to improve myself or my relationships with family or friends. After working two or three 16-hour shifts throughout the week, I am exhausted. I have slept away my relief days because of how tired I am from the work week. I came home and slept about 14 hours on my first relief day and on my second relief day I am still tired and falling asleep throughout the day from that many overtime days. Before I know it, it's back to work. I have also slept through plans with friends and family events from being exhausted from being forced to do overtime shifts. ”

“I feel overworked. I have no time for family unless I sacrifice my sleep. I don't mind working overtime, but it gets hard when I'm not given at least 8 hours to rest and prepare for my next shift. I have no life outside of work because of the days and hours I work.”

"Being forced to work on a day you're not scheduled for overtime is demoralizing and frustrating to my family and I. We're being used to a ridiculous point of exhaustion without being able to get proper rest yet are expected to be cognizant, alert and aware. This in-turn affects their family life in a negative way. "

"I can't spent time with my daughter or family. I can't sign up for classes I need for my PO due to being FNR randomly."

"All the overtime we are forced to do has taken away from time with my son and family, taken a toll on my mental health as well as my physical health and goals needed to improve my goals and skills in this agency. We are expected to work at 110% all the time but don't get breaks and work 16+ hours at a time. When I announced my concerns of not spending time with my son it was disregarded and not replied to. Then when we are working under 4 hours of sleep and our performance quality declines we are disciplined for it. "

"We need less hours. To spend time with our families.

"Command staff does not seem care about deputies or their families. Impossible tasks are brought upon us and we are not even thanked for all the work we do. We never see command staff thank anyone. We only see them when you're in trouble..."

"Working conditions are horrible, no time for personal or family time."

"My family life is suffering heavily including my marriage. My spouse doesn't understand why I don't go to agency with competitive pay with command staff the values and respects there officers."

"This job cost me my marriage, I'm currently going through a divorce."

"I feel that being forced to stay (Not MoT or FoT) is completely Ridiculous and unfair to my wife and children we already plan ahead for child care for 2 days out of the week and being forced to stay and unaware of if we need child care is completely unreasonable and the shift commanders would not place themselves or their children in that position so why is it fair the working officers have to go through it."

"In all my years in the military, I have never been so disrespected. 20 years to serve my county, go in to Bexar and have no regard for my VA spots, Once LT called me a special kind of slow, because i requested a day off 6 months in advance and he said it wasn't approved, if i did not go in for my shift I would have been considered deserting my position with county. Forced overtime and Mandatory time are ruining my marriage and my relationship with my son."

"I hear a lot of promises and I see no action on them. My family is well cared for by the money I earn from bcso. I'm staying no matter what. I'd still like a safer environment and more time at home though."

"We get no family time, my kids miss me. We are forced to stay and if we even try to get out of it, we are treated like trash."

"I am unable to have any kind of outside life because of working. I miss everything my kids are doing. I am too over worked to have energy to work out. I hardly have time to go to HEB to buy food so I can meal prep healthy foods, I end up getting fast food because it quick and I need something to eat while at work. Lt.'s treat us like we are just numbers and don't care that we are missing out on family/ kids important moments in life that we can't get back. I lost my relationship because I am at work too much."

"The Forced No Relief is taxing on my family. It's bad enough I miss out on two nights but now possibly one or two more in addition and as a last minute surprise??? This is poor management and no one seems to care. [REDACTED] blatantly tells the Lt or Capt "F\$&@ em, if they don't like it, they can leave" how unprofessional is that? Yet we are expected to be professional and tolerant of this amazing failure of an administration."

"All the overtime that we do which is now up to 3 over times a week. Does not allow me to work on my personal life. Since all this mandatory overtime, forced overtime, and now forced no relief, has taken a toll on my personal life. At times, I feel like just quitting this job and if it wasn't because I have 15 years in I would have. This department is not a career anymore, it's just a basic regular job with no code of honor."

"We feel like a number mainly because of the comments [REDACTED] have made. I was told in roll call," Sometimes you have to pick family or your career."

"Officers are getting in trouble for not staying more than 2 - 16 hr days. They are given short notice and not able to make any accommodations. A lot of them are in school and have small children. They are not given any remorse and simply told they are not doing enough! We should not be punished for our short staffing. We have plenty of Sgts, Lts, and Captain that can start staying to help alleviate the stress put on lower ranking officers. They are not following their own policy and guidelines for progressive punishment."

""[REDACTED] personally stated to me that we're hired to work the jail, not to go to school to better ourselves. Some shift commanders don't give a damn about our wellbeing seeing all the overtime we're being forced. It's taking a huge toll on my mental health. I completely understand my job is number one, but something has to

give for us to see a break with all this forced overtime. I really need a day off. I really can't afford to pay someone to work my overtime. Something has to be done other than surveys, [REDACTED] doesn't give a damn about us!!"

"Extremely over worked, and under payed. There should be a major increase in pay for those who have degrees. The detention side needs to be getting hazard pay."

"Too much overtime, makes it hard to enjoy the days we do have off, always tired. No family time, not time for recreation."

EQUIPMENT ISSUES

Several comments were made regarding equipment, which was viewed by Deputies as being unsafe for themselves and others:

"I have to mention, our patrol units (Tahoe) are substandard. They are a huge liability to the deputy and to the citizen. The patrol until are breaking down faster than they can be repaired or replaced. They are a huge liability. If they are not failing mechanically (engine, transmission, electronics, etc.) then they are failing due to maintenance issues or poorly installed electronics (computer, GPS, ticket printer, etc.)."

"Patrol vehicles are in poor condition. We're often left to "wait" or just to take a broken vehicle."

"Our patrol equipment is falling apart. Fleet maintenance can keep up with patrol vehicles."

"Patrol vehicles are in CBA violation. GPS systems don't work. Vehicles are being returned from fleet with more issues then they left with. No oil in the vehicles. Deputies are having to manually put oil in. Consoles in vehicles are not functional. Brakes go out. Numerous vehicles over 100 k miles."

"Not having enough handcuffs and leg irons. Latex gloves."

"The transportation vehicles have broken doors. This compromises the safety of the transporting deputies."

ADMINISTRATIVE-LEVEL POLICY CHALLENGES

The final noteworthy emerging theme was in reference to administrative-level policy challenges within the agency. Several Deputies reported job dissatisfaction as the result of policies and procedures at the administrative level:

“On the Law Enforcement tier (Patrol), the districts are improperly staffed to account for the growth of Bexar County. We do not have the sufficient deputies to provide the community the law enforcement services and security they deserve. We are reactive vs. being proactive when it comes to our law enforcement practices.”

“These responses are terribly unsatisfactory due to the fact County has been understaffed for the last 3 years since I have worked there. County is not such a bad place but it has been very difficult. We are asked to do so much and when we make the slightest mistake, they are quick to reprimand, this affects my mental health and future aspirations at my work place. I wished the crisis staffing problem would get better and to give us a verbal counseling instead of quickly adding another negative performance into my "201" file.”

“I get to work just to hear my supervisor chew us out and talk down to us as kids, while listening to hundreds of new memorandums coming from administration (exaggerating). In the end, with all the memorandums, all I tend to hear is “failure to do comply will end in disciplinary action,” then I’m sent away to do my job. I’m expected to perform my duties at 100% without any errors. Once again, I repeat, I’m sleepy, exhausted, and irritable.”

“[REDACTED], [REDACTED], and [REDACTED] do not care about any of our well beings. They have stated we are only numbers to them and they do not care if we have troubles staying awake while driving home because of the overtime. Our health and well-being is no matter to them.”

“THERE IS NOTHING BUT MICRO MANEGMENT, MY IMMEDIATE SUPERIORS ARE UNDER STRESS, and DUE TO THE [REDACTED COMMENT].....WE ARE COSIDERED LOWER THAN THE (INMATES). I HAVE WORKED IN LAW ENFORCMENT FOR 33 YEARS AND I HAVE NEVER SEEN SUCH A CHAOTIC SITUATION IN ALL MY YEARS IN LAW ENFORCEMENT. THE PAY IS NOT CONDUCIVE TO OTHER AGENCIES THROUGHOUT THE STATE AND NATION.”

“I know BCSO can change for the better. I resigned because of the excessive overtime, and I knew I had a very high chance of catching Covid-19 multiple times while working at BCSO, but I am willing to come back and make things right with change and more challenges, and career growth. But, it all starts with the other departments. Such as administration, Human Resources, most that are rank, who truly know they do not

deserve those stripes and bars on their uniform. Those that are only in it for the paycheck and to boss around deputies that are below them. If BCSO had a clean sweep with a new administration, Human Resources, rank, then BCSO will attract more people that want to be there and most of all, keeping the overtime down to a minimum of one stay per week or how it was back then, once a month.”

“My immediate supervisors assist in any way possible; however, I have seen firsthand the unfairness and double standards regarding the treatment of my brothers and sisters in detention. Also, there is no consideration regarding staffing and the intentional cutting of positions. This proves that our safety and wellbeing are not a priority for this agency.”

“Administration not only demeans officers and supervisors they fail to provide a safe working environment. The unreasonable demands are tiring and create unnecessary mental health distress. The inability for administration to properly staff the facility and ongoing piling of duties is unreasonable and unsafe.”

“None of [REDACTED] care about us... they just put anyone in any unit just to man the position. They don't care if we have personal issues or if we are having a bad day. They just care about the body. The same goes for administration. They don't care about us or our families. They always say "family comes first" that's a complete lie. Their families come first not ours. I don't see anyone from administration coming to help with overtime. They just come to the jail to bitch us out and then leave for the day. I don't see them trying to talk to us or help with anything.”

“The Admin and current leadership are unaware of the staff morale which is at its lowest percentage and do not care of individuals health or welfare. The staff are numbers and not individuals as we feel currently. The added work with same pay and unjust discipline for minor infractions are unjustifiable. The high turnover and current level of staff and staff that are leaving should show everyone above that they are not doing a good job of retention and overall leadership.”

“I want to keep working here but at the same time I'm scared to sometimes because I don't believe our leaders really understand what we go through or have to deal with especially while being on such little sleep and scared you're gonna get jumped for enforcing the rules or written up from getting overwhelmed.”

SECTION D: DISCUSSION AND RECOMMENDATIONS.

Overall job satisfaction rates among Deputies showed less than stellar outcomes. Compared to Law Enforcement, Detention Officers had poorer satisfaction rates. Further, many controllable variables resulted in Deputies having lower satisfaction rates. Therefore, general recommendations regarding agency-wide changes as well as changes within the Detention Tier could highly benefit the agency and improve overall Deputy satisfaction and work performance. Additionally, when Deputies are not exhausted and burned out, they are less likely to become impaired, which can result in less disciplinary action, mental health issues, and terminations. The researchers make the following recommendations for improvement strategies, policy considerations, and future studies:

IMPROVEMENT STRATEGIES

Increase Employment and Retention of Deputies. At the time of this study, there were 238 openings in BCSO; only 673 Detention positions and 580 Law Enforcement positions were occupied. Attention towards increasing hiring (whether by incentive or increasing hiring slots) should be considered.

Improve Job Satisfaction in Detention Center. Results of this study show that Detention Officers are significantly less satisfied with their employment at BCSO. In fact, the past year showed 72.33% of resignations and 86.42% of vacancies are consistently with the Detention Officers. Therefore, the researchers recommend improving relations with Detention Officers to increase retention and hiring rates. This may be achieved through reorganizing administration, reconsidering policies and procedures that inhibit trustworthiness with the agency, and creating inter-agency grievance procedures.

Reduce Burnout and Exhaustion. Deputies working under extreme stress while burned out creates elevated risk for the agency while increasing the risk to themselves and others. Therefore, actions should be taken immediately to avoid future risk and high cost associated with such outcomes. This may mean reducing the amount of hours Deputies are forced to work, removing policies such as FNR and MOT, or developing better methods to address burnout as an agency. If Deputies fear losing their job should they self-report, the result is they are more likely to avoid help seeking unless they experience as work-related infraction.

POLICY CONSIDERATIONS

Remove FNR, FMOT, and MOT Policies. In order to prioritize this policy removal, hiring and retention must become a priority. If cost is an issue, then the County should consider the risks associated with failure to address potential issues (i.e., burn out, exhaustion, impairment) and the overhead associated with Deputies who die prematurely, engage in harmful behaviors within the public sector, and annual health insurance premiums. Further, true cost-benefit analysis should be conducted to fully understand the scope of such issues and their financial and moral cost to the County.

Replace All Defective Equipment. As a policy, the agency should consider developing policies to prevent equipment default. This policy is warranted since the vehicles utilized by the Sheriff's Deputies transport inmates or arrestees. Without updating this equipment, Deputies, the arrestee, and the community are at risk. If funding is available, it should be dedicated towards improving equipment as well as hiring Deputies.

Improve Policies Related to Discipline. The results of the study showed many Deputies felt disciplinary actions were arbitrary, unfair, and unreasonable. This may be due to policies not being updated, clearly defined, or worded inconclusively. The researchers recommend such policies be studied and revamped, preferably by an external auditor or agency.

FUTURE STUDIES

Cost-Benefit Analysis. The agency would highly benefit from a cost-related analysis, examining the true expense of the current policies and operating processes. Variables, such as inmate deaths, Deputy suicides, premature terminations, FMLA-related and suspension-related employment gaps, health-related costs, and Deputy shootings should be considered to understand the very nature of how burnout and impairment are taxing the agency.

Health and Mental Health Study. Further, the agency could also benefit from a study examining overall health and welling being to expound on the present study. This should include certain constructs related to Post-Traumatic Stress symptomology, depression, anxiety, sleep patterns, and substance-related issues. Chronic health concerns, such as diabetes, high blood pressure, renal failure, chronic pain should also be considered.

Longitudinal Study Recommendations. Once the recommendations have been implemented, a follow up study should be conducted to assess for the productivity of outcomes. In short, collaborative research projects should be conducted in cyclical fashion to fully understand how the changes affect all stakeholders (administration, leadership, Deputies, community).

SECTION E: CONCLUSION.

Overall job satisfaction is imperative to the work of first responders, particularly Sheriff's Deputies. In the face of uncertain times, it is crucial that Deputies are healthy and able to perform their job. They are the guardians of the safety of the public and should be afforded justice, fairness, and respect of their work. Therefore, the recommendations made in this report should be considered, as a beginning. Cyclical research should be conducted over and over to continue to assess the needs of Deputies related to improving job satisfaction.

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SECTION G: CONFIDENTIALITY AND PROTECTION OF HUMAN SUBJECTS

For the completion of this survey, the researchers sought approval from an Institutional Review Board (IRB), which alleged no requirement of oversight for this project. This may be due to the fact that survey results were collected and analyzed for the sole purpose of the report; rather than for true research efforts (i.e., publication or requests for federal funding). However, the researchers followed IRB standards and guidelines in effort to protect the confidentiality and integrity of the participants. The guidelines are listed below:

Protection of Human Subjects

The entire process of the project (including survey, data collection/ data analysis, and reporting) was guided by the ethical principles in: (a) The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research of the National Commission for the Protection of Human Subject and Biomedical and behavioral Research, or (b) other appropriate ethical standards recognized by federal departments and agencies that have adopted the Federal Policy for the Protection of Human Subjects, known as the "Common Rule." The project followed these guidelines despite not having any IRB oversight requirements, as these principles also direct fair, just, and non-injurious research processes. The researchers sought to ensure not only the safety of the Deputies Association, but also the participants (deputies), and the Sheriff's Office at large.

Absence of Coercion

Participation in the survey was voluntary. There were no mechanisms which allowed for forced or required participation. There were also no financial incentives (i.e. money, gifts, etc.) for participants throughout the process. Volunteer participants were told that they would not be penalized if they choose not to participate in or complete the survey.

Potential participants were told upon clicking the link that the survey was voluntary and that there were no requirements to participate. Recruitment was conducted using an external Qualtrics survey link embedded on the DSABC website.

Data Collection

Data was collected from the participants themselves, using an external survey link. The researchers met with the website builder to request an upload of the Qualtrics survey link. Data collection procedures and sources for obtaining data came from the active Bexar County Deputies, who have access to the DSABC website. In order to access the website, a participant had to 1) be an active employee of the Bexar County Sheriff's Office, 2) have an active Association number and log in information, and 3) accessed link during the data collection

period. Data collection only occurred using the external Qualtrics link embedded in the DSABC website. Upon completion of data collection, the link was deactivated.

Data collected was used solely for program evaluation. All materials were monitored to ensure the safety and well-being of the participants. Appendix 3 contains copies of all available data collection instruments.

Privacy and Confidentiality

As specified in traditional research standards and guidelines, participant privacy and confidentiality was enforced. This enforcement was particularly critical with regard to the maintenance of confidentiality of candid responses regarding job satisfaction and work-related morale. Numerous safeguards are already in place to ensure compliance with this Federal regulation. First, hardcopies of participant are stored and maintained in a locked file behind locked doors. Participant information that is electronic is stored electronically and is secured by unique passwords to individual staff. Access to this information – whether hardcopy or electronic – is limited to program researchers. Information sharing only takes place with the consent of the participant; however, the evaluator do not see a benefit to this and therefore, consent to share information was not offered to participants.

For purposes of program evaluation, a random number was assigned to participants with any personal identifying information removed from the record prior to submission of data/information to the program evaluator.

Adequate Consent Procedures

Individuals referred for potential participation were provided a consent statement prior to engaging in the survey. Consent forms are listed in Appendix 2. In addition to consenting to participate, consenting to share information between the critical members of the team was outlined.

The consent form also prompted participants to agree to participate in the survey. Participants who chose “I do not agree” automatically were truncated from the survey. At no time was a participant asked to waive any legal rights; told that involvement in the program is mandatory; or their identity be revealed.

The various forms of data collection (i.e. survey results, semi-structured interviews, etc.) were outlined with the participants and every effort be made to ensure that the strictest privacy and confidentiality is maintained. From the outset, potential participants were informed that their participation is voluntary; that they had the right to stop the survey at any time without

reprisals or retribution; that there were no possible risks and benefits from participation; and that the survey is designed to minimize the risk while maximizing the benefit to participation.

Transporting confidential records

When transporting participant consent forms and/or survey data, all records are kept in a secure and confidential location. Data and personal participant information should never be shared with non-researchers. Participant consent forms and/or survey data is stored in the previously assigned areas.

Electronic transmission of information

For data that is electronically submitted to the funding source, the funding agency is typically submitted in aggregate form and does not contain any information that could potentially identify the participants. In the case of this survey, no such funder exists.

Client review of records

Federal regulations allow participants to obtain access to their PHI collected or used in this study. At any time, participants will have the right to see and copy the information collected from them in the course of the project, for as long as that information is maintained by the project staff and other entities, subject to federal privacy regulations. Information will be provided to the participant within 14 business days from the initial request.

Archiving and destruction of records

When the project is completed, the surveys and rosters should be destroyed. Project researchers will destroy surveys, rosters and consent forms when the retention period mandated by for the report write up has been met.

Appendix 1:
INFORMATION ON THE DEPUTY SHERIFF'S
ASSOCIATION OF BEXAR COUNTY

ABOUT THE DEPUTY SHERIFF'S ASSOCIATION OF BEXAR COUNTY

Mission

“The mission of the Deputy Sheriff’s Association of Bexar County (DSABC) is to provide superior service to our members in the area of professional standards and education and to be an active advocate for all members in terms of employee wages, benefits, working conditions and the overall morale within the Bexar County Sheriff’s Office regardless of assignment or status of the members.”

Composition

The BSABC is comprised of an Executive Board, a Board of Directors, and PAC Members. The BSABC has a constitution consisting of bi-laws and article of adherence.

Appendix 2: Consent Form

APPENDIX 2: CONSENT FORM FOR SURVEY

Title: Survey Examining Deputies' Perception and Experiences with Job Satisfaction

Description: This survey will explore the perceptions and experiences of Bexar County Sherriff's Deputies as they relate to job satisfaction. More specifically, the survey examines how work experience, work demands, and policies regarding reprimands/ corrective action plans affect overall employment satisfaction and retention in BCSO deputies.

Risks and Benefits: The benefits include contributing to the knowledge base which can shape recommendations made to BCSO Administration, Bexar County Commissioners Court, and other compensatory entities. The overall survey purpose is to examine method to improve employment satisfaction. There are no anticipated risks or discomfort from participating in this survey.

Voluntary Participation: Your participation in this research survey is completely voluntary. There are no financial incentives for participating. You can refuse or quit participation in this research survey and there are no consequences for doing so. Your agreeing or refusal to take part in the survey will not affect your employment or relationship with the Bexar County Sheriff's Office or any related entity or agency connected to the Bexar County Sheriff's Office.

Confidentiality: All information will be recorded anonymously as no identifiable information is requested. The data will be submitted to the researchers in aggregate without any personal identification. In addition, results from the assessment surveys will be reported as summative data. All data collected in this survey will be stored in locked file cabinet and destroyed immediately after the completion of the survey. Further, all data stored on computers will be kept in Category 1 record keeping programs. Computers possessing raw data sets or data analysis results will be encrypted and password protected based on Category 1 Confidentiality and Record Keeping Standards.

If you agree to participate, you will be asked to enter some demographic information (such as your age, gender, etc.) and then asked to respond to questions on a survey. All together, this survey will usually take no longer than 10-15 minutes to complete.

We appreciate your participation in this survey. By clicking on "Agree" below, you are providing your consent to participate as it indicates you have read and understand these terms.

I Agree

()

I DO NOT Agree

()

**APPENDIX 3: SURVEY QUESTIONS/
SURVEY LINK**

APPENDIX 3: SURVEY QUESTIONS/ SURVEY LINK

Demographic Questions:

1. Gender

Male

Female

Other: _____

1. Age_____

2. Race

Black/ African American

Hispanic

Latinx

White

Native American

Asian/ Pacific Islander

Middle Eastern

Other: _____

3. How many years at BCSO?_____

4. Marital Status

Single

Married

Separated

Divorced

5. # of Dependents_____

Do you work in **Law Enforcement or Detention Officer**?

Law Enforcement

Detention Officer

Binary Inferential Questions:

8. Do you plan to **retire** from the BCSO?

Yes

No

9. Do you plan to **resign**?

Yes

No

10. **Regarding resignation, please choose the best response(s):**

a) I plan to go to another law enforcement agency

b) I plan to leave law enforcement entirely

c) I am undecided

d) I am not planning to resign

11. How many hours of **Overtime** do you work (Please do not include your part times or work away from BCSO)? _____

Inferential Questions:

12. **Regarding Overtime**, please choose the best response(s) (select all that apply):

- a) I work OT because I choose to
- b) I work OT because my agency is understaffed
- c) I work OT because I am forced to
- d) I work OT because I want to help out

Indicate how much you agree or disagree with the following statements:

13. I feel **valued by my supervisors** and the BCSO.

- Highly Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Highly Disagree

14. **Disciplinary policies at BCSO** are fair, reasonable, and just.

- Highly Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Highly Disagree

15. I feel BCSO provides me with **tools and resources to accomplish my goals**.

- Highly Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Highly Disagree

16. I **feel duties and responsibilities are dictated** to me in a way that allows me to be successful.

Highly Agree

Somewhat Agree

Neither Agree nor Disagree

Somewhat Disagree

Highly Disagree

17. My **overall health and wellbeing** are taken into consideration by my supervisors at BSCO.

Highly Agree

Somewhat Agree

Neither Agree nor Disagree

Somewhat Disagree

Highly Disagree

18. My **schedule at work permits me to improve myself** outside of my work time (i.e., taking college courses, family, and social activities).

Highly Agree

Somewhat Agree

Neither Agree nor Disagree

Somewhat Disagree

Highly Disagree

19. **Please provide any additional comments.**

Survey Link Address: <https://cutt.ly/BCDAC-Satisfaction-Survey>

Appendix 4:

SPSS Output

Appendix 4: SPSS Output

Group Statistics

	law enforcement or detention	N	Mean	Std. Deviation	Std. Error Mean
I feel valued by my supervisors at BCSO	Law Enforcement	113	2.78	1.419	.133
	Detention Officer	224	4.03	1.238	.083
Disciplinary policies at BCSO are fair, reasonable and just	Law Enforcement	113	3.96	1.145	.108
	Detention Officer	224	4.43	.982	.066
I fell BCSO provides me with tools and resources to accomplish my goals	Law Enforcement	113	3.45	1.188	.112
	Detention Officer	224	4.10	1.063	.071
I feel duties and responsibilities are dictated to me in a way that allows me to be successful	Law Enforcement	113	3.05	1.231	.116
	Detention Officer	224	3.84	1.179	.079
My overall health and wellbeing are taken into consideration by my supervisors at BCSO	Law Enforcement	113	3.11	1.423	.134
	Detention Officer	224	4.48	.908	.061
My schedule at work permits me to improve myself outside of my work time	Law Enforcement	113	2.69	1.282	.121
	Detention Officer	224	4.44	1.053	.070

Mean Statistics

		age	years of service	dependents	Hours of overtime per week
N	Valid	337	337	337	337
	Missing	0	0	0	0
Mean		38.72	11.22	1.68	18.23
Median		39.00	8.00	2.00	16.00
Mode		33	3	0	16
Minimum		1	0	0	0
Maximum		65	36	9	90

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
PRET * SAT1	348	100.0%	0	0.0%	348	100.0%
PRET * SAT2	348	100.0%	0	0.0%	348	100.0%
PRET * SAT3	348	100.0%	0	0.0%	348	100.0%
PRET * SAT4	348	100.0%	0	0.0%	348	100.0%
PRET * SAT5	348	100.0%	0	0.0%	348	100.0%
PRET * SAT6	348	100.0%	0	0.0%	348	100.0%

PRET * SAT1

Crosstab

		SAT1					Total	
		1	2	3	4	5		
PRET	1	Count	36	59	39	53	97	284
		% within PRET	12.7%	20.8%	13.7%	18.7%	34.2%	100.0%
	2	Count	1	5	3	12	43	64
		% within PRET	1.6%	7.8%	4.7%	18.8%	67.2%	100.0%
Total		Count	37	64	42	65	140	348
		% within PRET	10.6%	18.4%	12.1%	18.7%	40.2%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.546 ^a	4	.000
Likelihood Ratio	31.392	4	.000
N of Valid Cases	348		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.80.

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