

Managing Law Enforcement and Corrections Officers in Tough Financial Times

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Abstract

Since 2008, many Florida law enforcement and correctional agencies have faced dwindling budgets. The employees of these agencies have faced cuts in staffing, larger workloads, wage reductions, layoffs, rising health care costs and benefits and pension reductions. As a result, added and sometimes overwhelming stress has been placed on many employees. This stress can have adverse physical and psychological effects. Mid-level supervisors of some of these agencies were asked if they were aware of these added stressors and how they reacted to them. Further, this paper offers advice from the corporate world concerning how to supervise and assist employees through these difficult times, so that when the economy finally improves, these agencies will still have productive, healthy workforces that have favorable opinions of their employers.

Introduction

Over the last three to four years, many states, counties and cities across America have faced some type of budget cutting due to the sustained economic downturn the country is experiencing. Local and state police and correctional agencies in the country have not been spared the budget axe and have also had to cut budgets. Prior to 2008, it was a different story for most of America. Times were good (or appeared so), budgets were high and money was being spent. Once that changed in 2008, many Americans in corporate America as well as Americans who are self-employed or employed by local, county and state government have suffered and still suffer economic hardships today as many of the jobs they once held began to disappear or paid less. For example, the total Pinellas County Sheriff's office budget for 2007-2008 was roughly \$278,000,000. The Sheriff's office had 964 civilian positions as well as 1,904 certified detention and law enforcement positions. Each year since 2007, the budget has been cut. The total Pinellas County Sheriff's Office budget for 2010-2011 fell to roughly \$220,000,000. The number of civilian positions fell from 964 positions in 2007-2008, to 819 positions in 2010-2011. Further, the number of certified positions fell from 1,904 in 2007-2008, to 1,529 positions in 2010-2011. In total, over three years, the Pinellas County Sheriff's office reduced its budget by approximately \$58,000,000, 148 civilian positions and 375 certified positions. Now, to make matters worse, the county has asked the Sheriff to cut another \$14,000,000 for the 2011-2012 budget year. The economic forecast reports further cuts will be required for the 2012-2013 budget year. How do these cuts affect the employees who must continue to press on in a highly stressful environment?

Since 2008, many Florida law enforcement and correctional agencies have faced repeated budget cuts. At the Pinellas county Sheriff's Office, due to budgetary reasons, deputies have seen hundreds of positions cut. In addition, they have also received no

raises in the past several years. Deputies have seen their health insurance costs rise significantly. Overtime wages are at a bare minimum, something many deputies (not wisely) depended on to pay bills. Many Sheriff's office employees lost use of their take home cars, in essence a wage and benefit reduction. This year the county commission is asking for another \$14 million dollar reduction from the Sheriff's Office budget. As if these weren't enough distractions, this year, their pension plan is under attack by the Governor and the legislature. At best, it appears deputies will have to begin paying into their pension plans, which equates to yet another wage reduction. Deputies are worried and preoccupied with economic survival, wondering what will be lost next and how they will make ends meet.

Many Americans, including law enforcement and corrections officers have experienced or continue to face pay cuts, wage freezes, reduced benefits, reduced pensions, higher pension costs, reduced availability to earn overtime compensation, privatization of their government jobs, rising health care costs, layoffs and about every other negative financial adversity possible. Together with spouses and other members of their families also facing the same cuts in their professions, the past several years have been economically tough on many police and corrections agency employees. With many jurisdictions still cutting, things will probably get tougher for criminal justice employees.

Managing any work force in any business or government entity has become increasingly tough over the last three to four years. Supervisors have faced the same burdens and worries as those they manage but have still had to lead and manage effectively. Through all the turmoil, managers and supervisors have had to concentrate on managing effectively, protecting morale, changing operations to meet demands with less money and a smaller workforce and have had to do all of this while facing many of the same personal dilemmas and issues that preoccupy their subordinates. In addition, middle management may experience increasing pressure from upper management to meet deadlines and still produce the same work product they did several years ago with less personnel and options at their disposal. Upper management must deal with decreased revenues with which to operate. Monetary rewards used in the past by management to recognize worker achievements or to motivate the work force may no longer be available due to cuts. Advancement through promotion sometimes slows or all together ceases in cash strapped organizations while squads, divisions and bureaus within agencies are combined and managerial jobs are dissolved. Mid-level managers and supervisors must work through the turmoil and still be effective leaders. Upper management must guide an agency through tough times addressing their agency's needs while also trying to be cognizant of their subordinate's needs. The morale of the troops is delicate and cannot be ignored. Yet in these times, how much attention is paid to employee morale? How much attention should be paid to the morale of employees in these times? Should employees suck it up and just be happy they have a job? Or is supervision obligated to help the work force through these times? Can supervision have even an impact, either positive or negative, on the morale of employees in such difficult times?

The purpose of this paper is to examine the issues facing supervisors and managers in some Florida law enforcement/correctional agencies during these tough economic times. While researching this topic, I found little or no current formal study

has been done on this topic as it has really only come to light over the last several years, however this is a topic that needs to be studied and discussed. Law enforcement and correctional personnel face danger daily and have great responsibility to and authority over, others in our society. Examining how managing such a highly stressed, worried and preoccupied workforce, which already faced great challenges prior to the economic decline of 2008, is important. No people in our society have more immediate power and control over other people than do law enforcement and corrections officers. How these employees handle the current challenges I have mentioned is very important. I will examine what, if any changes have been made by supervision, both formal and informal, in these times in response to the increased stress and pressure that they and their subordinates are facing. I will also review advice given by professionals in the field of management to determine if the implementation of these suggestions for managing in stressful times are feasible in the fields of law enforcement and corrections. Finally, I will make recommendations on steps that may be taken to help supervision successfully manage subordinates in the law enforcement and correctional fields during these adverse economic times.

Literature Review

In addition to past cuts, members of many Florida law enforcement and correctional agencies still face current and future cuts in their wages and benefits. Many of these employees have spouses, children, parents or other significant persons in their lives who have also suffered wage reductions or lost their jobs. During a single day, January 26, 2009, over 70,000 jobs cuts were announced in the United States alone (Harris, 2011). David Rosenberg, Chief Economist and Strategist for Gluskin & Associates wealth management firm, predicted peak unemployment would not be seen until mid-2011 (Herbst, 2009). The Pinellas County Sheriff's Office is not alone in suffering budget cuts. As I researched information, I found article after article spanning the last four years that described budget cuts, wage reductions, hiring freezes and benefits reductions in law enforcement and correctional agencies. Florida Governor Rick Scott recently introduced a plan to cut spending by reducing the Florida prison budget by \$1 billion dollars. These cuts included reductions in jobs, pay and benefits for Florida Department of Corrections employees (Bousquet, 2010). The Jacksonville Sheriff's office reduced its budget by \$7.5 million for 2007-2008 (News4Jax, 2007). Port St. Lucie has reduced the size of its police department by approximately 25% between 2008 to 2010, including a reduction in police officers from 262 in 2007-2008 to 206 in 2010 (Howk, 2010). The examples are plentiful and it is not over yet.

The task of managing a workforce who has suffered in these down economic times is challenging. All people have a strong need for safety and security (Gorski, 2009). The feeling of safety and security in our employees, including management, has been threatened. Management must strive to keep employees engaged. Employee engagement is "an employee's level of emotional attachment, positive, neutral, or negative, to her/his organization and its goals, manager, position, and co-workers/peers. "It is the degree of advocacy, pride, and loyalty felt by and displayed through, the employee's behaviors" (Gorski, 2009). An article by human resource specialist Mary Gorski explains the importance of employee engagement. She explains

that employee engagement is the first proven method to translate staff's thoughts and perceptions into a measurable index or a leading indicator that has been shown to predict future employee productivity and predict retention of top employees. Highly engaged employees perform at higher levels, show greater loyalty to the employer and are more energetic and enthusiastic. They take ownership in the organization and give to the employer more than they take. Safety and security, a sense of belonging and a sense of significance are identified as the three areas that drive employee engagement. In order to be at their best, employees need to feel safe and secure in their employment and need to trust others they interact with in the work place. Further, they need to belong to a group who shares common values and thoughts. Lastly, employees have a deep need of feeling important, good, smart, unique and special in a way that sets them apart from others. This is what makes employees feel their contributions have a meaning and that they make a difference.

Ms. Gorski points out in her article that every employee's engagement will somehow be affected in these current times. No one feels as secure in their jobs and as financially secure as they did prior to the economic recession. She points out that while they may have retained their jobs, perhaps their investments have failed or their home is now worth substantially less than it was several years ago. Even if they are holding steady, they know someone who is not, perhaps someone close to them. Also, everyone is bombarded daily with negative news about the economy and the future. According to the article, employers who keep their employees actively engaged will survive the current conditions and reap short and long term benefits by receiving greater commitment and effort from their employees in good and bad times. Those who do not keep their employees engaged may soon find themselves with employees who lose trust in leadership and faith in the future of the organization. In his article "Managing Talent in Tough Economic Times," Gregory Smith reports that "Similar to an act of terrorism, a financial crisis creates psychological damage on self-worth – it violates them and attempts to rob them of control over their life. Management's role is to give control back to people" (Smith). Additionally, he cautions employers not to abandon their employees in these tough times as they will remember how they were treated during these highly emotional times. If leadership wants a place where the best and brightest will want to work in the future, then the leaders must be attentive to their employee's needs and be careful how they approach the here and now.

While being attentive to the needs of their subordinates, lower and middle management must push on as they face increasing demands from above and below. Robert Harris of Robert Harris Resources Incorporated, authored a management strategy article where he defined middle managers as follows, "Middle managers are the front line supervisors and managers who are not empowered to make the business decisions and, instead, report to more senior managers who do run the business." He added, "This group is crucial in terms of ensuring efficiency, and often has a wealth of important historical expertise and knowledge since they move around less than the executives above them" (Harris). In these tough times they are constantly trying to meet the needs of two disparate groups, staff who reports to them and those to whom they report (Harris, 2011). Harris reports that he believes this is the group (middle management) that is most in peril, facing the high expectations and stressors of today's business climate while having minimal control to influence any outcomes (Harris, 2011).

In a monster.com article, Brian Dema, who manages both employees and budgets as a senior consultant and director of sales and marketing at Walker Sands Communications, described one responsibility of a manager as follows, "A manager's job is to make his or her employees look good [and] make their life easy by providing everything possible to help them do their jobs" (Krumrie). Some of the things a manager may need to provide include emotional support, advice on job duties, effective supervision, coaching, tools and answers to dilemmas that may appear daily on the job. In these economically challenged times, managers must be attentive to their subordinate's needs while dealing with many of the same issues their subordinates face. During stressful times, employees may exhibit stress in numerous ways. Fear, anxiety, anger, a drop in productivity, out-of-the-ordinary behavior, dramatic behavior, some will be very vocal, while others may communicate less (McClathy 2009; Smith). Expect downward changes in morale (Krumrie; O'Brien, 2008; Rizzardo, 2009; Shedd, 2011; Smith). Employees may also exhibit physical symptoms of stress such as headaches, sleep disturbances, lack of concentration, short tempers and stomach disorders (Rizzardo, 2009). All of these possible reactions to the present economic challenges can be crippling to a law enforcement officer or corrections officer when trying to complete their assigned duties.

Most leaders cannot fully understand and share the pain of the average employee (Shedd, 2010). Realistically, most managers have more tenure, have saved over the years, are more established in the agency, earn a better wage, have a keen sense of the agency's course, are not usually as concerned about being laid off as newer employees and have a better sense of control about the future (Shedd, 2010). However, what is often a very important factor in law enforcement and corrections is the pension system. In the public sector, many management level employees are somewhat confident that should they have to, they have developed skills that would allow them to become employed elsewhere if needed (Shedd, 2010). Many employees in the private sector have retirement plans or investments that would follow them from job to job. Unfortunately in the law enforcement and correctional world, should a lower, mid or even an upper level manager leave an agency, it is highly unlikely they will begin a new job with a new agency at the same rank they were when they parted service. And their new employer may not be affiliated with the same pension system they recently worked in.

Should a law enforcement/correctional employee be forced to change employers, landing in an agency that shares the same pension system is of immense concern for vested employees. This becomes more of a concern the longer the tenure the employee has accrued. Members of the state retirement system began their careers knowing the date when they could retire. Many employees perhaps did not take other possible employment in their pasts for this reason. An added stressor to correctional supervisors and officers alike who are employed at the state level and county level is the ever looming threat of correctional privatization. Governor Scott has proposed large cuts in the Florida Department of Corrections in part through privatization (Pillow 2011). Numerous counties have experimented with privatization as well. Correctional supervisors who have spent years as part of the Florida Retirement system fear they may find themselves out of jobs and out of the pension system after working for 10, 20 or 23 years, possibly only several years or months from qualifying for retirement. These

same concerns weigh heavily on the minds of correctional supervisors employed by Florida counties directly or by Sheriff's Offices.

Reviewed literature offered advice for managing in down economic times. It recommended actions supervision should take in these times as well as actions management should avoid. Many articles recommended small public and private gestures of personal recognition for a job well done such as notes, letters, e-mails, certificates, providing small food items during breaks, gift cards, etc..., doing whatever supervision can to let subordinates know they are appreciated. Some articles cited that traditional monetary rewards may have fallen victim to budget cuts and may no longer be available (Gorski, 2009; Krumrie; McClathy, 2009; McCarthy, 2009; Shedd, 2010). Other recommendations were for managers to be upbeat and simply be nice when possible (McClathy, 2009; McCarthy, 2009; Smith). Several articles recommended being upbeat when addressing subordinates, focusing on the positives, not the negatives, while being careful not to make light of bad situations. Employees need reassurance in difficult times and they look to their leaders for this reassurance. If leaders communicate in a hopeless, defeated way, it is easy for staff to take on this attitude. While management should be upbeat and positive, they must be careful not to overdo it as this may come off as fake, demeaning and patronizing. Also, it was urged to simply be nice. Management is often under a great deal of stress; however don't take it out on others at the work place. David Shedd suggested that if managers simply treat their team with respect it will work wonders. He followed by describing a study that found the main reason why sailors did not re-enlist was because they did not feel they were being treated with respect or dignity (Shedd, 2010).

Management setting a good example was also stressed as a suggestion for managers (Harris, 2011; Krumrie; McCarthy, 2009; Shedd, 2010). Numerous sources stressed the need for supervisors to be cognizant of their actions, especially with their attitude, fiscal responsibility, how they treat others and how they communicate, educate and discipline others. Sources suggested being more lenient when dealing with small infractions, not making frivolous, unnecessary purchases such as spending money on unnecessary training classes, items, or events. Employees expect for management to be thrifty in lean times when they are being asked to be thrifty, take wage cuts and work harder. Managers are encouraged to set the proper example of being a part of a team. Management needs to brag every time they get the chance, not about themselves, but brag about the job subordinates are doing. Take extra care to give credit where it is due and manage to make your subordinates, not yourself, look good. This will go far with subordinates. Several other suggestions ranged from restricting and properly addressing overtly negative behavior and sub-par performance (McCarthy, 2009; Smith), to providing free, confidential and independent sources of economic counseling to help employees through their personal budget challenges (Gorski, 2009; Rizzardo, 2009). Making the paycheck the ultimate goal for your employees (McClathy, 2009) or telling them they should be thankful for their employment was also emphasized as strategies to avoid. Greg Smith related a situation where, in a time of crisis, a frustrated CEO told several employees that they were lucky to have jobs. The author pointed out how that single act did more to damage the morale and loyalty of the entire workforce than any other challenge faced (Smith).

Many sources echoed each other in the dos and don'ts of management in down economic times. However, nearly all literature reviewed agreed that communication is key. Supervision must communicate honestly and openly with subordinates and other management on all levels. Taking care not to promise what it cannot deliver. Pointing out that failing to communicate openly and honestly will usually create an atmosphere of distrust (Harris, 2011; Krumrie; McClathy 2009; Rizzardo, 2009; Smith). Trust is one of the key elements of keeping employees engaged. Much advice was offered concerning this topic. Effective, honest communication will make employees feel they are part of a team and that their efforts are important and appreciated. "Creating a culture of respect, recognition and trust amid larger forces of chaos and uncertainty may seem daunting, but the process is actually very basic. It simply involves a fundamental recognition that work needs to be meaningful, have inherent value and be valued by others (Murray)." Much of the information I encountered was geared towards the private sector. However, many of the principles of management are universal. Some of the recommendations I reviewed may not be possible or practical in a law enforcement or correctional paramilitary setting. However, the need for effective management in these dire economic times in the law enforcement and correctional world is crucial. The modern day economic and employment stressors add a totally different dimension to management in the present day law enforcement and correctional setting. In careers where responsibility, stress, liability and awareness are heightened in comparison to other lines of work, the fields of law enforcement and corrections must recognize the added stressors and challenges their employees face daily.

The effects of this issue will be felt by agencies long after the economy has recovered, when that will be, is not yet clear. This topic should be addressed so that law enforcement organizations and all levels of their management may become aware and recognize their work force faces new obstacles today and will face them in the foreseeable future. The failure to do so may result in short term and long term negative effects on individual employees as well as the relationship between subordinate and supervisor that may be difficult to remedy. Agencies invest much time and money in their employees and need to guard their investments by attending to the needs of their employees, whenever possible, during these continuing challenging economic times. Ultimately, if law enforcement and correctional supervisors fail at effectively leading their subordinates through these down times, it is the agencies and the public these officers serve who will pay the steepest price in the future.

Method

I conducted a study concerning the opinions of mid and lower/upper management in law enforcement and correctional agencies. I wished to gather their opinions about how the recent sustained economic downturn has affected their agency and its employees. The tool used was a survey delivered via the internet. There were a total of 8 yes or no questions with 4 of the questions asking for further explanation if a yes response was selected. The survey was conducted by using the online survey tool, Survey Monkey. I sent the survey out to my fellow classmates in Senior Leadership Class #14 as they were a good sample portion of the target group of middle

management I wished to survey (usually Lieutenants and Captains). In addition, I asked that they forward the survey to other supervisors in their agency of comparable rank. This method enabled me to capture the opinions of 72 supervisors from 22 different Florida law enforcement and correctional entities. The survey was sent to a total of 147 Lieutenants and Captains from the 22 different Florida law enforcement and correctional entities (see Appendix 1 for list of agencies).

The questions I presented were laid out in the fashion to first identify whether the respondents thought the recent and current economic downturn could physically and emotionally cause issues for law enforcement and correctional employees. The next step was to identify how cuts had affected their agency. Next, I wished to find out if the respondents had received training and guidance from their agency concerning this issue and if they thought training would be beneficial. I also wanted to discover if those taking the survey saw the need to adjust their managerial style due to the added stressors employees might be facing in their lives. Finally, I wished to learn if those who participated in the survey thought that those in the law enforcement and correctional fields were better equipped to handle these stressors than those in the private sector and if respondents believed that how employees perceived they were treated by management during these times would shape their future attitudes towards the organization. Learning if the agencies supervision believed there was an issue, seeing how they addressed the issue and learning if they thought their employees were somehow better equipped to handle stress than workers in the private sector was information I wished to gather.

One of the strengths of this study is that I was able to gather a sufficient number of anonymous surveys from a credible pool of respondents. The group I most heavily relied upon were peers in a small academic setting who were aware of this assignment, were also conducting similar assignments and would be willing to complete the surveys as many were also surveying others for their assignment. Another of the strengths of this survey is that almost every law enforcement and correctional agency in Florida has suffered economically over the last 4 years, so the supervisors polled have all faced cuts and supervised employees during these down economic times. The weakness of this study is that people are often reluctant to give detailed negative responses to questions, when they believe their response may shine a negative light on their leadership or their agency. Also, when asking for detailed explanations, some simply won't take the time to complete a detailed answer.

Results

I received and studied the results of my survey (see Appendix 2 to view the full survey results including responses to questions that asked for explanations). A total of 72 of 147 of those who received the survey completed the survey (49%). All who completed the survey did so in its entirety.

Question #1 asked those surveyed if they thought law enforcement and corrections employees might experience physical and psychological symptoms like have been seen in private sector employees due to the stress of the continuing economic downturn. A total of **95.8%** said they thought law enforcement and

corrections employees might experience the same physical and psychological symptoms, such as anxiety, depression, high blood pressure, mood swings and anger.

Question #2 asked if their agency has been affected by layoffs, staff reductions, reduced wages/benefits, rising health care costs or pension reductions over the last 3 to 4 years. A total of **98.6%** responded “yes.” Examples offered (64) described their agencies had suffered some or all of the following: pay cuts, pay freezes, budget cuts, rising health care costs, rising pension costs and hiring freezes.

Question #3 asked the supervisors if due to the prolonged down economy had they noticed a change in the attitudes or performance of the members of your agency that could or has adversely affected their performance on the job. A total of **58.3%** answered “yes.”

Question #4 asked if they had received any training or direction from their agency concerning supervising employees during down economic times, **25%** answered they had. This question asked for examples of training or direction they received from their agencies. Responses (18) ranged from workshops, management training classes and leadership training to “pep talks” and direction and verbal from upper management.

Question #5 asked if they thought specialized training on how to identify those who are preoccupied with the economic down turn, in economic distress or crises, how to discipline, counsel and how to relate to those affected, would be of assistance to them. A total of **81.9%** answered “yes.”

Question #6 asked if, due to the economic downturn and economic challenges in their departments, they had personally made adjustments to their supervisory style. A total of **38.9%** replied they had. This question asked for examples of how they had adjusted. Responses (32) including trying to empathize with their subordinates, being more understanding of child care and financial issues their subordinates faced by subordinates, trying harder to motivate their coworkers, adjusting shifts, being more watchful of possible indicators their subordinates are in need of assistance. Responses received included a plethora of ideas supervisors used to assist their subordinates. A few stated they made no changes or very few changes.

Question #7 asked if those polled if they thought that law enforcement and correctional officers would adjust and adapt to adverse changes in their private lives and at their jobs easier and quicker than those in the private sector. A total of **36.1%** answered “yes.” This question asked for an explanation if they answered yes. Many of the (26) answers offered that people in this profession were used to adversity, wage freezes, adjusting to new demands and were overall better equipped to adjust as required. Several answered that they thought they would adjust about the same as those in the private sector.

Question #8 asked if they thought that how employees were treated during these hard times would have a lasting impact on how these same employees would view the agency in the future (either positively or negatively). For this question, **100%** of those who responded replied “yes.”

Please see Appendix 2 to view the complete survey along with all responses collected.

Discussion

The results of the survey showed that almost all agencies I surveyed have faced at least some financial cutbacks and strains such as staff reductions, wage freezes, reduced wages, reduced or more expensive benefits, rising health care costs and pension reductions. Likewise, it also showed that at least some of the personnel of these agencies were personally affected by these cuts. The survey was taken by upper mid-level management. The results showed that almost all respondents believed those law enforcement and correctional officers adversely affected by the recent and present down economy could suffer physically and psychologically due to economic stressors. These ailments included high blood pressure, anxiety, mood swings, depression and prolonged feelings of anger and depression. All of these conditions are detrimental to a law enforcement officer trying to carry out their duties.

Nearly 60% of those surveyed reported noticing changes in their co-workers attitudes that could or has adversely affected their jobs. This shows that stressors (although it cannot be said that all changes in employees behavior are related to the down economy) may have adversely affected the attitudes of law enforcement and correctional employees who already serve in highly stressful jobs. It appears many supervisors believe the current economic conditions may breed emotional and physical challenges to their subordinates. The following questions inquired how these managers were reacting to the situation.

Only 25% of those surveyed reported receiving any specialized training or direction from the leadership of their agency concerning supervising employees in these current conditions. Unfortunately, nothing presently suggests the economic conditions in this country will substantially improve any time soon. Of those surveyed, 81% thought that specialized training for supervisors that addressed the topic of supervising in these times, recognizing those in distress and effectively addressing their needs would be beneficial to them.

With it apparently clear that the supervisors surveyed agreed economic challenges were adversely affecting the work force and that additional training was needed to deal with the present and probably future economic issues facing their employees, 38.9% reported making any adjustments in their supervisory styles. Of the 72 respondents, 36.1% believed that law enforcement and correctional personnel were able to adapt to the challenges easier and more quickly than workers in the civilian workforce. Finally, 100% percent of those surveyed believed that how employees perceive they are treated in these present conditions will have a lasting impact on how they view the agency they work for.

I came away from this study with several observations. First, it appears that law enforcement and correctional supervisors are aware of the economic stressors faced by their subordinates and that they are aware that these stressors can have adverse impacts on their subordinates health, attitudes and performance. It further shows that these same supervisors believe they would benefit from training in how to properly assist their subordinates through these challenging times. According to the survey, It appears that law enforcement and correctional agencies have not addressed these issues on a large scale. This could be due to many different factors including financial factors, upper management not recognizing an issue exists and a belief that somehow

those in the correctional and law enforcement fields are somehow different than those in the civilian workforce and will adapt easier and faster, with fewer issues. Also, it could simply be a lack of information has reached those responsible for creating training. Unfortunately, the study also showed that of those surveyed less than 40% actually made any adjustments in how they supervised. Perhaps this is due to these supervisors not being aware of changes they could make that would not adversely impact the mission at hand of supervising in a law enforcement or correctional agency. It is also possible that many supervisors believe their management style is already effective and that no change is needed.

When I conducted research for this project, I found very little information on this subject from the law enforcement and correctional world. Almost all information found was from the private sector. It appears the private sector is far ahead of our profession in recognizing these issues and training their supervisors to adequately address the issues that may accompany these down economic times. This does not mean the private sector cares more about its employees. Although there are similarities between corporate America and law enforcement, there are also differences. Not all approaches used in the corporate world are feasible in a paramilitary environment. Pizza party Wednesday, gift cards for employees, or keeping only the "A" employees and losing the "C" employees are not always possible, easy, affordable or practical in law enforcement and corrections. However, some of the approaches taken by the corporate world, such as training supervisors how to supervise in the current climate, small inexpensive tokens of recognition for a job well done, genuine acts and words of encouragement by management and above all financial transparency and honesty from the upper management appear to be sensible in any environment. Taking the time to do some of these might be crucial to successfully survive these times with a workforce that will be effective and have a favorable opinion of the agency they work for after the challenging times have past.

While most would probably agree that those in the correctional and law enforcement world are thankful to have their jobs, several authors on this subject from the corporate world offered that reminding employees they are lucky they have jobs or that they should be thankful that at least they have a job, is counterproductive and very damaging to the subordinate-supervisor relationship. So to likewise believe that our employees have a job and that should be enough to get them by is probably foolhardy. It is not always possible for supervisors to change employee schedules due to child care issues, a spouses work schedule, the need for a second job, etc... However, it may be necessary for law enforcement and correctional supervisors to think outside of the box when assisting their employees through these times. It must be remembered that while the cost of living rises yearly, the wages of corrections and law enforcement employees (through many years of wage freezes, loss of benefits, rising health care and pension costs, loss of differential, take home vehicles, loss of paid overtime, etc...) have at best remained stagnant over the last 3 to 5 years, in many cases have gone down. This presents enormous stress to our employees as there is no relief in sight. Making sure that employees know where to obtain help (through EAP type programs) is also important.

The most troubling conclusion I reached due to this study is that it appears some law enforcement and correctional supervision may believe that their subordinates can

handle challenges such as financial hardship, anxiety, a spouse or close family member losing a job, having to cut back on their personal spending, having to take a second job to survive, losing their home or suffering losses in their investments, concerns about being laid off, having to change their retirement plans or any of a host of other issues that many in our profession currently face, better than people in the private sector. The stressors faced by law enforcement and correction personnel on a good day are often too much for some to handle. Add in the economical stressors of the recent past, the present and the foreseeable future and what some personnel face is possibly overwhelming. Although there is a certain tough image that goes along with this profession, we must not forget that people in this profession are just that, people. Prior to the economic challenges of the past 4 or more years, the divorce, alcoholism, burnout and suicide rates for people in our profession were already thought to be high. This should lead one to believe that we do not always handle our personal problems as well or any better than those in the private sector. Therefore, I do not find it logical to think that we would somehow handle the problems we used to face along with the addition of many new economic challenges any better than those in the private sector now.

In conclusion, it appears supervisors in the law enforcement and correctional fields would benefit from training concerning the economic challenges many of our members have, currently or will in the future face. It must also be remembered that supervisors themselves may be in distress and facing these same issues. It may be difficult for them to address their subordinates' needs when they cannot address their own needs. While not all employees face any added personal burdens during these trying times, most will know someone close to them at work or in their private lives that face overwhelming economic issues. This will also negatively affect that person. The law enforcement and corrections communities would benefit from addressing these issues through offering training, independent financial counseling, encouragement and being ever vigilant to recognize and address those in distress due to these issues. The supervisors I surveyed agreed with the literature I reviewed from the private sector, in that how our employees perceived they are treated by their employers now will decide how they view their employers after these challenging times are past. So in order to preserve the wellbeing and attitudes of our current and future workforce, supervisors at all levels of law enforcement and correctional agencies must be given all the training and tools possible to help their coworkers through these tough economic times. In addition, they must remember that those who work with them are human and may face many obstacles in the down economy and may seek assistance from or require assistance from their employer. How we respond may personally impact them, us and our agencies in the future.

Captain Mark Fletcher has worked for the Pinellas County Sheriff's Office for 22 and a-half years. He is currently the South Division Commander in the Detention and Corrections Bureau. Past supervisory assignments have included assignments to the Juvenile Boot Camp, the Administrative Investigations Division and the Court Security Division.

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Appendix #1



Agencies Involved in Survey

1. Altamonte springs Police Department
2. Brevard County Sheriff's Office
3. Escambia County Sheriff's Office
4. Florida Department of Law Enforcement
5. Florida Fish and Wildlife Conservation Commission
6. Florida State Fire Marshal
7. Florida Highway Patrol
8. Florida State University Police Department
9. Hillsborough County Sheriff's Office
10. Pinellas County Sheriff's Office



11. State Attorney's Office
12. Lakeland Police Department
13. Martin County Sheriff's Office
14. Okaloosa County Sheriff's office
15. Orange County Corrections Department
16. Orange County Sheriff's Office
17. Panama City Police Department
18. Pasco County Sheriff's Office
19. Pinellas Park Police Department
20. Polk County Sheriff's Office
21. Santa Rosa County Sheriff's Office
22. Tallahassee Police Department
23. Volusia County Corrections Department and sheriff's Offices

Appendix 2 (see below)



1. Due to the stress of the current economic downturn, some employees in the private sector have been found to suffer from high blood pressure, anxiety, mood swings, depression and prolonged feelings of immense anger and depression. Do you believe law enforcement and corrections employees may experience the same symptoms?

		Response Percent	Response Count
Yes		95.8%	69
No		4.2%	3
answered question			72
skipped question			0



2. Has your agency suffered budget cuts over the last 3 to 4 years that have resulted in layoffs, staff reductions, wage freezes, reduced wages and/or benefits, rising health care costs or pension reductions for your members?

		Response Percent	Response Count
Yes		98.6%	71
No		1.4%	1
If yes, explain			64
answered question			72
skipped question			0



3. Due to the recent prolonged down economy have you noticed a change in the attitudes or performance of the members of your agency that could or has adversely affected their performance on the job?

		Response Percent	Response Count
Yes		58.3%	42
No		41.7%	30
answered question			72
skipped question			0



4. Have you received any training, direction or advice from your agency in supervising employees during down financial times?

		Response Percent	Response Count
Yes		25.0%	18
No		75.0%	54
If yes, explain			18
answered question			72
skipped question			0



5. Do you think specialized training for supervisors on the topic of supervising employees during challenging economic times, that would cover how to identify those who are preoccupied with these issues, those who are in economic distress or crisis, how to counsel, discipline and relate to employees facing these obstacles as well as offer strategies for successfully supervising employees during down economic times would be beneficial?

		Response Percent	Response Count
Yes		81.9%	59
No		18.1%	13
answered question			72
skipped question			0


6. Due to the economic challenges in society and the economic challenges in your agency, have you made any adjustments in how you supervise subordinates?

		Response Percent	Response Count
Yes		38.9%	28
No		61.1%	44
If yes, explain			32
answered question			72
skipped question			0

7. Do you believe law enforcement and correctional personnel would handle the current financial challenges with fewer problems than workers in the private sector and quickly adapt to whatever changes occur within their organization and in their private lives?

		Response Percent	Response Count
Yes		36.1%	26
No		63.9%	46
If yes, explain			26
answered question			72
skipped question			0

8. Do you think that how employees perceive they are treated by supervision will have a lasting impact on how the employees view the agency in the future (either positively or negatively)?

		Response Percent	Response Count
Yes		100.0%	72
No		0.0%	0
answered question			72
skipped question			0

Q2. Has your agency suffered budget cuts over the last 3 to 4 years that have resulted in layoffs, staff reductions, wage freezes, reduced wages and/or benefits, rising health care costs or pension reductions for your members?

1	We have been frozen from any type of pay raise for a number of years at an upper management level. We have also experienced an increase in our Health Care premiums over the past year. Although we are still in very good standing compared to other agencies our size due to quality management from above..	May 17, 2011 9:46 AM
2	all of the above except layoffs.	May 11, 2011 12:46 PM
3	Wages frozen, higher health care with lower benefits, reduced staff, 3% cut in	May 10, 2011 3:42 PM

Q2. Has your agency suffered budget cuts over the last 3 to 4 years that have resulted in layoffs, staff reductions, wage freezes, reduced wages and/or benefits, rising health care costs or pension reductions for your members?

	pay to pay for pension	
4	We sis not lay anyone off but our agency did not fill available vacant positions. Were were unfortunately understaffed before so we are very under-staffed now. We have not had a raise in three years and we will soon begin paying into our retirement which is technically a pay reduction.	May 6, 2011 5:44 PM
5	staff reductions, wage freezes, rising health care	May 6, 2011 7:38 AM
6	We were tasked with cutting 10% from our overall budget 3 consecutive years. We had a hiring freeze, position cuts, wage freezes, while facing increased health benefit costs	May 5, 2011 10:51 AM
7	All of the above.	May 4, 2011 3:02 PM
8	We have not had any cost of living increases, and Out pension fund has just been attacked by the legislature.	May 3, 2011 6:40 PM
9	Gov Scott has recently revamped FRS in which employees are now being made to contribute more, Health Care costs have doubled and an ER visit is now \$750.00 up from \$250.00. Gas is over 3.89 a gallon.	May 3, 2011 2:14 PM
10	Frozen positions, raise in medical insurance, etc...	May 3, 2011 1:26 PM
11	no raises and increasing health care costs	May 3, 2011 9:38 AM
12	Currently in 3rd year w/o raises. Pension reduction and reduction in health care benefits.	May 3, 2011 7:43 AM
13	Recently our agency has not filled positions. There have been no raises in the last five years and we now have to pay into our pensions due to reform efforts with the Florida State Retirement System	May 2, 2011 10:02 PM
14	Staff reduction, Health Benefits have been cut, Pension plan has been penalized in effect to make the budget on the back of public employees	May 2, 2011 6:09 PM
15	no raises,	Apr 29, 2011 5:27 PM
16	Frozen wages, not reduced, reduced manpower, pension reduction, almost all the above.	Apr 29, 2011 8:18 AM
17	No layoffs, but wage freezes, and loss through attritron.	Apr 28, 2011 5:54 PM
18	All of the above	Apr 28, 2011 12:00 AM
19	Budget cuts have primarily resulted in wage freezes for the past 3-4 years. Lack of wage increases may soon begin to adversely effect attitudes, performance and commitment to the agency	Apr 27, 2011 11:13 AM
20	wage freezes, and rising health costs	Apr 27, 2011 10:47 AM
21	Frozen wages 3 years, heath care all but gone and at a higher rate.	Apr 27, 2011 9:26 AM
22	We have experienced staff reductions, wage freezes, rising health care costs, and are waiting to see how our pensions will be affected by the upcoming	Apr 27, 2011 7:05 AM

Q2. Has your agency suffered budget cuts over the last 3 to 4 years that have resulted in layoffs, staff reductions, wage freezes, reduced wages and/or benefits, rising health care costs or pension reductions for your members?		
	legislative bills.	
23	No raises, insurance changes creating more out of pocket expenses.	Apr 26, 2011 11:12 PM
24	We haven't had a raise in two years, our insurance was changed from an HMO to a high deductible plan which is useless, and we have reduced the number of staff.	Apr 26, 2011 4:05 PM
25	frozen wages, health care costs almost doubled	Apr 26, 2011 3:55 PM
26	Our agency has suffered budget cuts which caused us to not fill positions when employees retired.	Apr 26, 2011 3:47 PM
27	No layoffs or reductions, but we have had wage freezes.	Apr 26, 2011 1:04 PM
28	Unfunded positions, rising health care cost and no raises.	Apr 26, 2011 12:19 PM
29	Wage freezes, reduced budgets, increased health care costs, and, it appears, significant pension reform.	Apr 26, 2011 12:18 PM
30	Wage freeze, increased health care costs and possible pension reductions	Apr 26, 2011 11:55 AM
31	Wage freezes and rising health care cost - possible pension reductions on the table	Apr 26, 2011 10:33 AM
32	This agency has not had a pay raise in over 4 years. But our efforts to reduce crime has been excellent and crime has been reduced. Our Sheriff has not laid anyone off, but positions have not been filled when members retired, resigned, etc.	Apr 26, 2011 9:44 AM
33	The agency has had positions lost to attrition and frozen, a wage freeze for the last three years and dramatic health care costs increase passed on to the employees	Apr 26, 2011 8:23 AM
34	The FDLE has suffered all of the above described issues	Apr 25, 2011 7:08 PM
35	Wage freezes, drastic cuts to health insurance, pending pension cuts and mandatory contributions have either taken place or very likely.	Apr 25, 2011 6:27 PM
36	Budget cuts, no pay increases for past 2 years and rising healthcare.	Apr 25, 2011 6:10 PM
37	All the above listed has reduced because of the budget cuts and economic hard times. All these issues are talked about daily and are causing stress among employees	Apr 25, 2011 3:56 PM
38	All of the above	Apr 25, 2011 9:01 AM
39	We lost approx. 10 officers and 15 civilian positions because of tax roll back measures.	Apr 22, 2011 10:07 AM
40	We currently are not filling some positions when people leave. There have been no pay raises for the last four years.	Apr 21, 2011 3:42 PM
41	No layoffs, but hiring freezes and only select hiring for critical positions. Wage freezes while seeing an increase in our health care costs. Beginning Oct. 2010,	Apr 21, 2011 11:11 AM

Q2. Has your agency suffered budget cuts over the last 3 to 4 years that have resulted in layoffs, staff reductions, wage freezes, reduced wages and/or benefits, rising health care costs or pension reductions for your members?

	our emergency room costs increased from a \$250.00 co-pay to a \$750.00 co-pay along with other increases such as monthly premiums, doctor co-pays and prescription costs.	
42	Wage Freezes Loss of Educational incentive pay Hiring Freeze	Apr 21, 2011 9:52 AM
43	Significant employee benefit cuts, wages have been frozen for 3 years, staff reductions.	Apr 20, 2011 10:20 PM
44	Wage Freezes, flexing OT, Manpower cuts, early retirement, equipment cut backs, a do more with less attitude, that has brought officer safety into question, low morale, and employees beginning to think they are just a number.	Apr 20, 2011 9:57 PM
45	Yes to all.	Apr 20, 2011 6:16 PM
46	Increased cost for health care, no raise.	Apr 20, 2011 5:01 PM
47	the wage has been froze for over six years, insurance goes up every year	Apr 20, 2011 4:54 PM
48	Wage freezes, budget cuts, programs discontinued, rising health care costs, pension benefit reductions.	Apr 20, 2011 3:37 PM
49	staff reduction, wage freezes, and after session we will know if we have pension reductions	Apr 20, 2011 3:02 PM
50	members have not had pay increases in 2 years. Staffing allocation have been reduced but through attrition. No employees have been laid off.	Apr 20, 2011 2:32 PM
51	Staff reductions and wage freezes already. Looming health cost increase and reduced pension pending legislative session outcomes.	Apr 20, 2011 2:16 PM
52	We have experienced staff reduction, wage freezes, and increased healthcare costs.	Apr 20, 2011 2:04 PM
53	Wage freeze, change in overtime computation.	Apr 20, 2011 11:11 AM
54	budget restraint have not given us a raise in about five years	Apr 20, 2011 9:02 AM
55	We had vacant positions that we lost due to cuts that are no longer on the manpower chart!	Apr 20, 2011 8:37 AM
56	No layoffs, but staff reductions and increased contributions.	Apr 20, 2011 8:10 AM
57	All of the above has happened	Apr 19, 2011 11:01 PM
58	Staff reductions, wage freeze, increased health care	Apr 19, 2011 7:02 PM
59	No raises. Increased insurance costs. Reduced retirement benefits. Change in overtime availability.	Apr 19, 2011 6:43 PM
60	staff reduction, wage freezes, rising health cost	Apr 19, 2011 5:37 PM
61	Wage freeze of 4 years, cutting of vacant positions to avoid lay-offs, increased health insurance costs/less coverage.	Apr 19, 2011 4:25 PM

Q2. Has your agency suffered budget cuts over the last 3 to 4 years that have resulted in layoffs, staff reductions, wage freezes, reduced wages and/or benefits, rising health care costs or pension reductions for your members?		
62	we have not had a pay increase in 3 years	Apr 19, 2011 3:29 PM
63	no raises for 5 years for senior staff. Union members have not had raises for 2 years.	Apr 19, 2011 2:59 PM
64	Lost several positions and our pay has been frozen for 5 years	Apr 19, 2011 2:57 PM

Q4. Have you received any training, direction or advice from your agency in supervising employees during down financial times?		
1	HRD had a workshop but it is not enough. Many employees fear attending due to being labeled.	May 3, 2011 1:26 PM
2	Optional workshops available	May 3, 2011 7:43 AM
3	Many of our supervisors have attended a year long management training class. That has been a topic to increase motivation during a downturned economy.	Apr 26, 2011 12:19 PM
4	Chief often talks about how staff are being impacted financially and that in an agency our size a percentage of staff are experiencing what those in general society are and to be mindful of that.	Apr 26, 2011 11:55 AM
5	No official training however, we have received a lot of advise and direction on how to cope and be heard.	Apr 26, 2011 10:33 AM
6	We have been told to just keep our members informed as to what is going on with the economy, benefits, and laws that will impact us.	Apr 26, 2011 9:44 AM
7	I would not say training pre se, what has occurred has been a great deal of dialog on what is occurring the steps taken to prevent layoffs in the agency, and of course cost cutting measures and how the agency is working to lessen the impacts on the staff	Apr 26, 2011 8:23 AM
8	Direction and advice by upper-management	Apr 25, 2011 7:08 PM
9	To be aware of additional stressors in their lives and to seek intervention early should an employees behavior or performance change dramatically. Seek assistance through EAP, with a potential mandatory supervisory referral, if necessary.	Apr 21, 2011 11:11 AM
10	A pep talk about do more with less, however employees are like a sponge they can only absorb some much then they become saturated and are no longer effective.	Apr 20, 2011 9:57 PM
11	leadership training	Apr 20, 2011 3:02 PM
12	staff continue to provide open communication to members, meet frequently with staff to discuss concerns and explain or dispell rumors that may contribute to morale.	Apr 20, 2011 2:32 PM
13	We have spoken about the aforementioned concerns taking into consideration	Apr 20, 2011 2:04 PM

Q4. Have you received any training, direction or advice from your agency in supervising employees during down financial times?

	how these circumstances affect our employees.	
14	We have discussed with staff remaining proud of their job though others in our economy are suffering. Also we addressed staff callouts and morale because staff are working a lot of overtime	Apr 20, 2011 9:02 AM
15	Very vague...just that we have to tighten up due to budget cuts	Apr 20, 2011 8:37 AM
16	From City Hall, "just be thankful your employees have a job!"	Apr 19, 2011 7:02 PM
17	My agency has offered retirement and pension planning in light of pending FRS changes	Apr 19, 2011 4:25 PM
18	I wish we would. I have run out of encouraging words.	Apr 19, 2011 2:59 PM

Q6. Due to the economic challenges in society and the economic challenges in your agency, have you made any adjustments in how you supervise subordinates?

1	Supervisors are more lenient when it comes to the policy on tardiness and absenteeism. No one wants to see someone lose their job in these times, even if they are habitual and poor performing officers.	May 6, 2011 7:38 AM
2	Empathize with them; try and have more humor at work, joke around when and where we can, do more/have more heart to heart chats over dinner with them.	May 3, 2011 2:14 PM
3	Be more attentive to their needs...listen to them...work on motivating them...	May 3, 2011 1:26 PM
4	Relates to number 5. I too am suffering the same impact as my employees. I believe more transparency on how our agency is confronting these issues is critical. Have made myself available to assist when possible and discuss similar impacts we are confronting.	May 3, 2011 8:48 AM
5	The job remains the same as do the basic methods to achieve success.	May 3, 2011 7:43 AM
6	allow the use of 4/10 plan to save gas prices, work on "ethical time clock" principal	May 2, 2011 6:09 PM
7	Trying to better understand families challenges that affect workers decisions, attitudes, and belief the agency don't care.	Apr 29, 2011 8:18 AM
8	The way I talk to them, not as harsh and more laid back approach.	Apr 27, 2011 7:08 PM
9	I try to be a little more understanding and not so quick to judge.	Apr 27, 2011 7:05 AM
10	Try to be a little more understanding and conscious of behavior that is out of the ordinary	Apr 26, 2011 11:12 PM
11	I am asking more questions to see if there are underlying issues.	Apr 26, 2011 4:05 PM
12	Much more aware of their schedules and the impact the demands of this profession impact their situations.	Apr 26, 2011 3:55 PM

Q6. Due to the economic challenges in society and the economic challenges in your agency, have you made any adjustments in how you supervise subordinates?		
13	We all have to do more with less.	Apr 26, 2011 3:47 PM
14	We have been diligent to provide opportunities for officers to have overtime and extra duty opportunities to help supplement their income.	Apr 26, 2011 12:19 PM
15	When supervising subordinates, I am always looking for what may cause a behavioral or performance change, economic challenges can be just one of a myriad of issues that could come up at any point. I believe the agencies ability to communicate with the economic chalanges and how the organization is working on those challenges has lessened this impact within our organization.	Apr 26, 2011 8:23 AM
16	No,I personally have always supervised my subordinates the same throughout, with dignity and respect	Apr 25, 2011 7:08 PM
17	I have been doing a lot research and advising on financial matters when problem employees reach my office for performance issues.	Apr 25, 2011 6:27 PM
18	I've been a little more sensitive to their needs and spoken to them directly concerning how their family has been affected,	Apr 25, 2011 6:10 PM
19	Offer more positive reinforcement in terms of praising good work more often. Allowing your staff to have more access to you.	Apr 25, 2011 9:01 AM
20	The trend is doing more with less so for supervisors we too have to do and be accountable for more.	Apr 22, 2011 10:07 AM
21	Although I say no to the basic supervisory duties, I am more aware of the potential for outside environmental issues to affect my subordinates and will act accordingly, should there be a need. Basically, it has to do with being more aware and having my subordinate managers/supervisors be more aware of any signs of stress.	Apr 21, 2011 11:11 AM
22	Encourage leave usage Recommend various financial counseling webinars from FSA Encourage working toward instructor certification	Apr 21, 2011 9:52 AM
23	must be more supportive and tive to their personal issues and needs.	Apr 20, 2011 9:57 PM
24	i give them alot more lee way on days off and let them adjust schedules as best i can in order to make things like child care easier.	Apr 20, 2011 4:54 PM
25	more patience, more understanding, more flexibility	Apr 20, 2011 3:02 PM
26	Being aware of the present challenges and ensuring that we are watching our employees, tracking behavioral changes, rise in complaints, excessive use of force, etc.	Apr 20, 2011 2:04 PM
27	Try to be more hands on assisting officers. This makes them realize though things are rough we are a team and can work together	Apr 20, 2011 9:02 AM
28	Other than being more selective of financial issues, no.	Apr 20, 2011 8:37 AM
29	Much more accommodating than we've been in the past.	Apr 19, 2011 7:02 PM
30	having to supervise more people but there is less oversight and leadership to go around. THe affects of this will be in the next 2 - 5 years.	Apr 19, 2011 3:26 PM

Q6. Due to the economic challenges in society and the economic challenges in your agency, have you made any adjustments in how you supervise subordinates?

31	we talk alot about keeping our jobs, how can we reduce the unbudgtd items and lots of encouraging dialogue that this is, hopefully, just a matter of getting through this time.	Apr 19, 2011 2:59 PM
32	Yes, have to be more understanding to members with financial issues	Apr 19, 2011 2:57 PM

Q7. Do you believe law enforcement and correctional personnel would handle the current financial challenges with fewer problems than workers in the private sector and quickly adapt to whatever changes occur within their organization and in their private lives?

1	Only because in the back of their minds there is still a sense of job security in the type of work we do.	May 17, 2011 9:46 AM
2	I believe we are purpose driven and will move forward more so than the private sector however I believe our problems are similar in number to our private sector.	May 3, 2011 8:48 AM
3	Basic law enforcement mentalities are of a problem solving nature to begin with. We adapt and overcome naturally.	May 3, 2011 7:43 AM
4	they are used to going with the flow	Apr 29, 2011 5:27 PM
5	We have always made adjustments. Second jobs, no recreational events, no vacations, doing more with less.	Apr 29, 2011 8:18 AM
6	LEOs and COs adapt to changing environments on a daily basis and have learned to cope.	Apr 28, 2011 12:00 AM
7	This profession offers job stability.	Apr 27, 2011 11:13 AM
8	Since they deal with adversity on a routine basis, they would be more adept at handling the challenges.	Apr 26, 2011 4:05 PM
9	No, I believe that many people in l.e. and corrections live like the vast majority by living beyond their means and getting by paycheck to paycheck.	Apr 26, 2011 12:19 PM
10	Law enforcement and correctional personnel handle changing conditions very well and most are able to quickly adapt. That said, training supervisors on how to deal with those staff that do not would be beneficial.	Apr 26, 2011 12:18 PM
11	I say this beause we work under stress and pressure everyday. Although financial problems occur, I believe the stress we work under better prepares us for stress we will encounter in our personal lives.	Apr 26, 2011 9:44 AM
12	I believe those that have chosen the criminal justice field as their career path, have a tendency to be a bit more conservative in their political and fiscal beliefs and have in factan ability to quickly adapt to changes. I believe because changes occur daily in the criminal justice field many have the tendency/capability to quickly adapt to change and this lends to change in private lives and in the organization.	Apr 26, 2011 8:23 AM

Q7. Do you believe law enforcement and correctional personnel would handle the current financial challenges with fewer problems than workers in the private sector and quickly adapt to whatever changes occur within their organization and in their private lives?

13	Leos and COs adapt well because of the nature of the job.	Apr 22, 2011 10:07 AM
14	I believe leo's/correctional ofers' personalities are such that we identify an issue/problem and seek ways to overcome and adapt.	Apr 21, 2011 11:11 AM
15	I think those of us in law enforcement come to expect the unexpected. Having 23 years experience, Ive seen they cycle once before and then we had a significant rebound. Additionally, we are in a somewhat secure career field and have the stability thus reducing the fears that the private sectors may face.	Apr 20, 2011 10:20 PM
16	Law Enforcement is a para-military type organization. Personnel tend to adapt over come and improvise.	Apr 20, 2011 6:16 PM
17	we adapt and overcome everyday	Apr 20, 2011 4:54 PM
18	It is all pending on how big their financial challenges are.	Apr 20, 2011 3:02 PM
19	After not receiving raises during previous years, law enforcement personnel have adapted to life modifying changes. Some personnel have taken off-duty jobs while other have simply learned how to do the same with less.	Apr 20, 2011 2:30 PM
20	I would expect it would be close or the same.	Apr 20, 2011 2:04 PM
21	Police officers and correctional personnel are accustomed to changes in policy, leadership, government and usually adapt quickly and well.	Apr 20, 2011 11:11 AM
22	I believe we do handle things better we are para military organizations and we adapt to changes a lot though they can be difficult	Apr 20, 2011 9:02 AM
23	If administration keeps them in the loop and abreast of changes...they don't let the rumor mill take over	Apr 20, 2011 8:37 AM
24	Because we've dealt with this situation for so long it has become the way we routinely do business.	Apr 19, 2011 7:02 PM
25	Law enforcement and correctional personnel are better adapted to a changing work environment and the stressors that go along with it.	Apr 19, 2011 4:25 PM
26	Generally speaking, we have always believed we are untouchable. Let the private sector suffer, we are doing Gods work.	Apr 19, 2011 2:59 PM