

The Work of Deputy Sheriffs in British Columbia, 2008: Problems and Prospects

The following statements are taken from the comments of deputy sheriffs, surveyed in August of 2008; these summaries reflect their most commonly expressed concerns.

- The organization seems unwilling to accept that the sheriffs are in crisis at this time. Only three things can bring morale back. 1) wages 2) job description – an expanded mandate, 3) managerial behaviours – there is poor middle management, reluctant to change from a 'direct control' approach to an 'inclusive and supportive ' approach.
- Jobs must inspire your pride in what you do. Fundamentally sitting like a statue in court is boring -- rotate and train employees.
- Alberta Sheriffs have a much wider range of duties and a starting wage that is at least \$10,000 more a year than us -- yet we all provide the same duties. (There is)a lack of money and interest, which has helped me in making my decision to move on to other employment.
- One of the reasons many of us leave is out of boredom. We see what Alberta is doing and can't understand why we're not doing even some of that. Traffic, for example, would give us expanded duties while bringing in money. Second, the wage. It's a catch 22. Why pay us more if we're not doing anything? Yet also not allow us to do more?
- We are the most under-utilized law enforcement agency. We actually cost the government money, instead of being a contributing agency. If given more enforcement duties, we could keep some of the new recruits -- giving them more opportunities to expand their career path.
- Staff training is falling behind and taking a back seat because of staffing shortages. For example, I am entitled by policy to two firearms practice days at the pistol range and one re-qualification shoot every 12 months. I haven't been to the range in fourteen months. Staff simply can't be spared to have their training days and instructors don't have time to train staff.
- I am feeling very discontented with my job. It isn't just a monetary issue; sure, I would love to make more money, and who wouldn't? The hard thing for me is seeing this department (a valuable resource to this province) being under-utilized. If sheriffs in BC were paid accordingly and had a wider range of job duties, you would see a smaller turn over

and a larger application pool. There is no reason why this department cannot do warrant apprehension, Highway Patrol, Document Service (full time), CSO/Probation (curfew) checks etc...

- We are trained, skilled, educated people in a government organization, people who cannot purchase a home or maintain the cost of living in the community. We work in a violent, possibly abusive, high stress environment at most times, dealing with members of the community who most people avoid. We should be recognized for the work we do.
- I would like to see the Sheriffs systemtake into consideration use of force, risk assessment, communication skills under high stress situations, carrying firearms/body armour, constantly using the 'plan, assess, act" part of the national use of force model and the other areas of the framework under both low and high stress situations. I would also like to see a significant pay raise to bring high quality people to build our organization instead of losing some of them to other agencies.
- The sheriffs service is entering a crisis situation in regards to staffing and retention issues. The corrections service has 'wellness programs' and other programs that the sheriffs don't get to participate in. Everyday I try to psych myself up to come into work in an enthusiastic and positive manner, but it's starting to be really frustrating. We need to communicate and strive towards making a safer work atmosphere and higher ups have to take this issue seriously.

As noted above, this is a representative sample of recent commentaries from a survey of 225 deputy sheriffs in British Columbia, approximately half of all those working the province. There is a familiar refrain in these and other responses: a conviction that pay and recognition are inadequate, that recruitment and retention have become major concerns, that job responsibilities could be expanded, and that insufficient resources have been devoted to programs affecting workplace health and safety. If we look to Worksafe B.C. data regarding time loss claims from deputy sheriffs between 1997 and 2006, we see a clustering similar to that observed in claims received from correctional officers and police officers – the single largest grouping of claims arises from incidents of violence on the job (http://www.worksafebc.ca/publications/reports/statistics_reports/occupational_injuries/1997-2006/assets/pdf/Table%209G0-9G7.pdf/)

Some recent developments in B.C. – developments that took place after our survey in August of 2008 -- have likely had some positive impact on the working conditions of deputy sheriffs. Specifically, on September 16, 2008, the government of British Columbia announced market adjustments to the salaries of both deputy sheriffs and correctional officers; the adjustments amount, on average, to an increase of approximately 9.2 per cent in annual wages. As a result,

we recognize that at least some of the concerns documented in this survey will have been tempered by the government's action. At the same time, however, many issues remain, and it will likely be useful for both the BCGEU and the government to work together to consider further improvements to health, safety and morale in the workplace.

In June of 2008 a government survey of the sheriff services division of the Court Services Branch, Attorney General, revealed a rather grim portrait of the workplace environment for sheriffs, both in contrast to a portrait of the Court Services branch, and the B.C. public service more generally (Attorney General, B.C., Court Services Branch, Sheriff Services Division, "Exploring Employee Engagement in your Work Unit", June 2008). This June 2008 report noted that scores below 64 were to be taken as "needing improvement" and those below 55 were "challenges". The average score for the B.C. public service was 66; the average score for the Sheriff Services Division was 37, with significant weaknesses noted in virtually every category of concern: organizational satisfaction, pay and benefits, staffing practices, employee engagement, empowerment, vision, mission and goals, recognition, and professional development.

A short description of the work of deputy sheriffs is an important introduction to our own survey. In 2008 the deputy sheriffs of B.C. provide a variety of services; these services might best be summarized as falling into one of four areas: prisoner escort services, guarding and care of prisoners, courtroom security, and jury management. More specifically, those providing escort services transport accused and convicted individuals from police stations and correctional institutions to courthouses, and from courthouses to institutions. Those who guard and care for prisoners ensure appearance in court, conduct necessary searches of prisoners, and act in concert with those working in corrections and courthouses. Those who offer courtroom security services monitor the courtroom during trials, providing a measure of safety for the judge, jury and general public. Those involved in jury management assist with the movement of the jury pool during jury selection, and ensure the safety of the jury within the courtroom. It is important to note that some sheriffs may take on a range of these tasks, while others may specialize in one particular kind of work. There are clearly times when deputy sheriffs are vulnerable to prisoner violence, as time loss claims reveal.

The purpose of the report that follows is to examine the problems encountered by British Columbia's deputy sheriffs, as described by them in August of 2008.

A Survey of Deputy Sheriffs: August 2008

In August of 2008 we constructed a survey, in consultation with the correctional component of the British Columbia Government Employees Union (BCGEU). This survey was responded to by 225 deputy sheriffs working in the

Lower Mainland region, Vancouver Island region, and Prince George region. The following three charts provide a breakdown of the gender, age, and working regions of those who responded.

Gender

	Frequency	Per cent
Male	191	84.9
Female	34	15.1
Total	225	100.0

Age Range

	Frequency	Per cent
18-24 years	7	3.1
25-34 years	56	24.9
35-45 years	101	44.9
46 or Older	61	27.1
Total	225	100.0

Work Location

	Frequency	Per cent
Lower Mainland	152	67.6
Prince George and vicinity	17	7.6
Okanagan and vicinity	1	.4
Vancouver Island and vicinity	48	21.3
Other	7	3.1
Total	225	100.0

The kind of work undertaken by deputy sheriffs is mostly a mix of prisoner escort services, courtroom security, and the guarding and care of prisoners. As the following chart makes clear, while there are some deputy sheriffs who work exclusively in one area, most of those who responded to our survey appear to have overlapping responsibilities.

Area of Work

	Frequency	Per cent
Court Room Security	26	11.6
Prisoner Escort, Ground and Air	10	4.4
Holding Cell Security	26	11.6
Combination	158	70.2
other	5	2.2
Total	225	100.0

Increases in Staffing/ Wages/ Recruitment and Retention:

The three most commonly expressed concerns of deputy sheriffs were, in order, staffing levels, rates of pay, and recruitment and retention within the provincial correctional service. Perhaps surprisingly, it was not wages, but staffing and workload issues that emerged as the most important to employees, cited by more than 80 per cent as one of their top three concerns. Wages, while important, were cited by a little less than 70 per cent of employees as one of their top three concerns. Staffing and wages were followed, at some distance, by retention and recruitment, and management/leadership issues. These two issues were cited as belonging to the top three concerns by about 27 and 20 per cent of employees, respectively.

Table 1: Major Concerns of Deputy Sheriffs: Workplace and Conditions of Employment

	Concern 1		Concern 2		Concern 3		Total
	N	%	N	%	N	%	%
Staffing/Increased workload	74	33.6	61	28.8	37	18.8	81.2%
Wages	70	31.8	39	18.4	36	18.3	68.5%
Staff retention/recruitment	24	10.9	19	9.0	15	7.6	27.5%
Management/leadership issues	9	4.1	14	6.6	20	8.9	19.6%
Total (N)	177		133		108		

In other words, while recruitment and retention are viewed as important, the more immediate needs are in the realms of staffing, workload, and wages. Although the market adjustment of September 2008 does respond to the issue of wages, it does not address the more critical issues of staffing and workload. The following chart reveals that more than 90 per cent of those polled view current levels of staffing as “unsafe”.

The current level of staffing makes my workplace unsafe

	Frequency	Per cent
strongly disagree	7	3.1
disagree	9	4.0
agree	57	25.6
strongly agree	149	66.8
not applicable	1	.4
Total	223	100.0

Further, when asked if B.C. court services policies regarding staffing have improved during the past three years, more than 80 per cent indicate that they “have not changed for the better”.

Court services BC policies on staffing levels for sheriffs have changed for better over the past 3 years

	Frequency	Per cent
strongly disagree	115	52.3
disagree	65	29.5
agree	14	6.4
strongly agree	7	3.2
not applicable	19	8.6
Total	220	100.0

Linked to the issue of staffing is that of recruitment and retention. In order to improve our understanding of this issue we looked at the desire of employees to remain with the sheriffs service, but also at the age distribution of those currently employed as deputy sheriffs and the relationship between this age distribution and expressed interest in either staying with the organization or looking for work elsewhere. The chart below sets out the intentions of those responding to our survey; almost 50 per cent indicated that they planned to serve as deputy sheriffs for less than five years.

How long do you intend to work as a deputy sheriff

	Frequency	Per cent
less than 1 year	29	13.9
1-5 years	70	33.7
6-10 years	14	6.7
Until I retire	95	45.7
Total	208	100.0

When we correlated the age of respondents with these intentions, we found that those over the age of 45 were most likely to say that they would work as sheriffs until retirement -- along with those who had less than one year of experience on the job. With both those having between one and five years experience, and in the younger age categories (18 to 24, 25 to 34, and 35 to 45) a majority of those responding indicated that they planned to leave the service within the next five years. As more than 70 per cent of deputy sheriffs are under the age of 45, this finding raises concerns about the need for programs designed to retain these young but experienced staff.

One of the stresses placed on deputy sheriffs, particularly those working in the Lower Mainland, is the need to hold more than one job in order to meet basic expenses. The following chart indicates that almost half of deputy sheriffs hold other jobs, in addition to their work as sheriffs. When we looked in greater detail at the additional time worked in these other jobs, we found a range of between 3 and 40 hours per week, with an average of approximately 14 hours.

Jobs worked in addition to employment as a sheriff

	Frequency	Per cent
Not working any other jobs	111	52.9
working other job(s)	99	47.1
Total	210	100.0

Violence in the Workplace: Prevalence and Responses

Our survey revealed that about 90 per cent of those responding believe that the possibility of violence in the workplace has increased during the past three years; more than 70 per cent of all responding also believe that prisoner on prisoner violence has increased during the past three years.

The threat of violence in my workplace has not risen over the past 3 years

	Frequency	Per cent
strongly disagree	111	53.9
disagree	75	36.4
agree	14	6.8
strongly agree	6	2.9
Total	206	100.0

The level of prisoner to prisoner violence in my workplace has not risen over the past 3 years

	Frequency	Per cent
strongly disagree	63	32.0
disagree	82	41.6
agree	48	24.4
strongly agree	4	2.0
Total	197	100.0

When we asked deputy sheriffs about their personal sense of safety on the job, we found that a majority (53.6 per cent) do not feel safe in their workplace. Further, when we asked sheriffs about their own experiences in the past year, we found that most had witnessed acts of workplace violence, or threats of workplace violence, as the charts below demonstrate.

I do not feel safe doing my job

	Frequency	Valid Percent
strongly disagree	3	1.4
disagree	97	43.7
agree	90	40.5
strongly agree	29	13.1
not applicable	3	1.4
Total	222	100.0

In the past year, have you witnessed an act if workplace violence - verbal threats?

	Frequency	Per cent
No	43	19.2
Yes	181	80.8
Total	224	100.0

In the past year, have you witnessed an act if workplace violence - physical assaults?

	Frequency	Per cent
No	67	30.0
Yes	156	70.0
Total	223	100.0

These results raise significant concerns about workplace safety for deputy sheriffs in British Columbia, and point to the logic of the deputy sheriffs citing staffing and workload as greater concerns than wages. A significant literature has developed during the past two decades regarding job stresses, job risks and job satisfaction among correctional officers. Although this research did not focus on deputy sheriffs, there are sufficient similarities in the nature of the work to justify consideration of such findings to date from Canada and other jurisdictions.

It seems clear that the greatest risks for deputy sheriffs arise from the escort, guarding and care of prisoners; courtroom security and jury management are typically less contentious kinds of work, at least in relation to perceived risks of harm and threats to personal safety. Dowden and Tellier (2004) found in a Canadian study that work attitudes (participation in decision-making, job satisfaction, organizational commitment and intention to leave the workplace) were highly correlated with job stress. Greater commitment, participation and job satisfaction were correlated with lower rates of job stress; intention to leave was correlated with higher rates of job stress. Additionally, some specific problems in the workplace (perceived dangerousness and role conflicts) generated job stress.

This research points to the importance of increasing participation in decision-making, increasing individual commitment to the organization and addressing specific perceptions of dangerousness among the employee population. In the context of deputy sheriffs, this would appear to imply a more systematic attempt to address safety issues connected with the escorting, guarding and care of prisoners; a number of these safety issues may be strongly linked to issues of staff deployment. Current responses to questions regarding job stress indicate that these kinds of concerns are pervasive. The following chart demonstrates that more than 75 per cent of deputy sheriffs strongly agree or agree that job stress has increased during the past three years. A further chart indicates that improvements to job satisfaction will require more than adjustments to rates of pay; almost half of those responding point to problems with job satisfaction, independent of the issue of wages.

My level of on-the-job stress has gone up over the past 3 years

	Frequency	Per cent
strongly disagree	3	1.4
disagree	20	9.0
agree	70	31.7
strongly agree	99	44.8
not applicable	29	13.1
Total	221	100.0

My job provides me with a significant amount of job satisfaction, apart from the issue of rate of pay

	Frequency	Per cent
strongly disagree	38	17.0
disagree	62	27.8
agree	93	41.7
strongly agree	28	12.6
not applicable	2	.9
Total	223	100.0

With respect to decision-making, while a significant number of deputy sheriffs point to regular meetings of occupational health and safety committees, they also point to concerns about the effectiveness of these meetings over time, and the extent to which the value of these meetings might be improved upon. The two charts that follow note that while a clear majority indicates that occupational health and safety committees are meeting regularly, only 40 per cent agree that the committees are working well and addressing critical issues within the workplace.

My occupational safety and health committee meets regularly to consider concerns about workplace health and safety

	Frequency	Per cent
strongly disagree	15	7.1
disagree	56	26.7
agree	104	49.5
strongly agree	9	4.3
not applicable	26	12.4
Total	210	100.0

My occupational safety and health committee is working well and tries to address critical issues in my workplace

	Frequency	Per cent
strongly disagree	34	16.3
disagree	66	31.6
agree	80	38.3
strongly agree	6	2.9
not applicable	23	11.0
Total	209	100.0

Discussion:

There is no doubt that deputy sheriffs regard the 9.2 per cent market adjustments of September, 2008 as a positive first step. Many of the concerns expressed in this survey regarding the wages of deputy sheriffs will have been at least partially offset by this increase. On the other hand, it is clear that a number of key issues remain, and we cannot be confident that the recent market adjustment will fully address issues of recruitment and retention. The issues that are now of greatest concern to deputy sheriffs might be effectively summarized as workplace safety (particularly in relation to the transporting, care and guarding of prisoners), workplace stress, the potential for improvement in the functioning and output of occupational health and safety committees, and the potential for improvement in job responsibilities (notably, increasing the role of the deputy sheriff, in a manner congruent with deputy sheriffs in the province of Alberta).

The June, 2008 document of the Attorney General's Ministry, "Exploring Employee Engagement in Your Work Unit", noted significant deficiencies within the Sheriff Services Division in organizational satisfaction, pay and benefits, staffing practices, employee engagement, recognition, and professional development. If we are to put aside, for the moment, the issue of pay and benefits, we must recognize that a number of significant issues remain. It is hoped that this report might provide an impetus for improved collaboration between the union and the government with respect to amelioration of these difficulties. Issues of staffing, specific to the escort, care and guarding of prisoners, improvements in the functioning of occupational health and safety committees, potential increases in the scope of responsibilities for deputy sheriffs, effective means of addressing issues of workplace stress: these are all concerns that must be met if the deputy sheriffs service of British Columbia is to be able to continue to serve the citizens of British Columbia with a high level of professional commitment.

References

Attorney General of British Columbia, Court Services Branch, Sheriff Services Division, "Exploring Employee Engagement in your Work Unit", B.C. Public Sector, June 2008, 23pp.

Castle, Tammy, "Satisfied in the Jail? Exploring the Predictors of Job Satisfaction Among Jail Officers", 33 Criminal Justice Review 48-63, March 2008.

Dowden, Craig, and Tellier, Claude, "Predicting work-related stress in correctional officers: A meta-analysis", 32 Journal of Criminal Justice 31-47, 2004.

Worksafe B.C.

http://www.worksafebc.ca/publications/reports/statistics_reports/occupational_injuries/1997-2006/assets/pdf/Table%209G0-9G7.pdf/

The Work of Deputy Sheriffs in British Columbia, 2008: A Membership Survey

This survey is part of a research project that is looking at how work practices and conditions of employment are affecting the safety and job security of Deputy Sheriffs, and the public interest. In addition to this survey, we will carry out in-depth interviews and analysis of available documents. Specific issues that will be examined include, but are not limited to, the following:

- Recruitment and retention
- Training
- Transporting prisoners/working alone
- Guarding and care of prisoners
- Courtroom security
- Incidents of violence
- Biohazards
- WCB claims
- Operation of Occupational Safety and Health Committees

The principal researcher commissioned by the BCGEU is a professor at Simon Fraser University's School of Criminology, and has no ties to the BCGEU. The results of this survey will be submitted to the Correctional and Sheriff Services, Component 1 of the BCGEU. Participants may obtain electronic copies of the results from Neil Boyd, nboyd@sfu.ca. There are no known risks attached to responding to this questionnaire; the benefits are: increased knowledge and understanding regarding the issues noted above. This study is supported by your union, but permission has not been sought from your employer.

Your **VOLUNTARY** participation marks an important step in the successful completion of this project. Please be assured that everything collected in the course of this research project is **COMPLETELY CONFIDENTIAL AND YOUR IDENTITY WILL REMAIN ANONYMOUS**. Please do not identify yourself in your answers. This survey is in compliance with the research ethics guidelines as established by Simon Fraser University. All research materials, data, survey data, communications, interview notes or any other data will be held in confidence by the researchers, Neil Boyd and Isabel Otter.

If you have any questions, or comments, we may be reached by email at: nboyd@sfu.ca or Isabelotter@shaw.ca or by phone/voice mail (778-782-3324). If you have any concerns or complaints about this survey you can address these to Hal Weinberg, hal.Weinberg@sfu.ca or 778-782-3447.

Please send your completed survey or any written correspondence to the person who gave it to you. Alternatively, you may also mail your survey directly to Professor Neil Boyd, School of Criminology, ASSC 1, Simon Fraser University, Burnaby, B.C. V5A 1S6

Thank you for your time and consideration in completing this survey.

The Work of Deputy Sheriffs in British Columbia, 2008: A Membership Survey

Part 1: Background

In order to understand a little bit about your service background, we need to ask a few basic questions. Please tick appropriate answer.

Q01. What is your gender?

- Male Female

Q02. What was your age in years, as of May 1, 2008?

- 18-24 25-34 35-45 46 or Older

Q03. Please indicate where you work.

- Lower Mainland
 Prince George and vicinity
 Okanagan and vicinity
 Vancouver Island and vicinity
 Other, please specify: _____

Q03A. I work primarily in

- Courtroom Security
 Prisoner Escort, Ground and Air
 Holding Cell security
 A combination, please
specify: _____

Q04. Please indicate approximately how long you have worked as a Deputy Sheriff.

- Less than one year
 One to two years
 Three to five years
 Six to nine years
 Ten to fifteen years
 Sixteen or more years

Q05. What is *the highest* level of formal education that you have completed?

- Less than High School Diploma
- High School Diploma
- One-Year Certificate
- Two-Year Diploma
- Four-Year Degree
- Graduate Degree

Q06. Please list any other career training you may have:

Q07. Do you work at more than one job – at another job, in addition to your work as a deputy sheriff? If yes, please specify, indicating the number of hours per week committed to a second job.

Q08. How long do you intend on working as a deputy sheriff?

- less than 1 year 1-5 years 6-10 years Until I retire

Q08A. If 5 years or less, please indicate why you would leave your job as a deputy sheriff.

Q09. How many times in the past year have you been exposed to chemical or bio-hazardous substances in your workplace within the past three years?

Type	Number of occurrences
Q09a. Blood	_____
Q09b. Feces	_____
Q09c. Saliva	_____
Q09d. Urine	_____
Q09e. Vomit	_____
Q09f. Other, please specify: _____	_____
Q09g. Chemicals, please specify: _____	_____

Q10. Have you ever taken time off from work due to chemical or bio-hazardous substance exposure in the workplace?

- Yes No

If you answered no to **question 10**, please go on to **question 13** of this survey. If you answered yes, complete **questions 11** and **12** below:

Q11. How much time have you taken off from work due to chemical or bio-hazardous substance exposure in the workplace in the past year?

- None
 1 – 2 days
 3 – 5 days
 6 – 10 days
 11 – 15 days
 Over 15 days

Q12. Through what means did you take time off from work due to chemical or bio-hazardous substance exposure in the workplace?

- WCB claim sick leave another form of absence, specify

Q13. How many times in the past year have you feared for your safety? If once, or more than once, provide details below.

Type	Number of occurrences
Q13a. Written threat	_____
Q13b. Verbal threat	_____
Q13c. Threatening gesture	_____
Q13d. Physical assault	_____
Q13e. Assault with weapon	_____
Q13f. Other, please specify: _____	_____

Q14. How many times in the past year have you witnessed an act of workplace violence? (i.e. witnessed prisoner on prisoner violence or other violence in your workplace). If once or more than once, provide details below.

Type	Number of occurrences
Q14a. Written threat	_____
Q14b. Verbal threat	_____
Q14c. Threatening gesture	_____
Q14d. Physical assault	_____
Q14e. Assault with weapon	_____
Q14f. Other, please specify: _____	_____

Q15. Have you ever taken time off from work due to an act of violence in the workplace?

Yes No

If you answered no to **question 15**, please go on to **question 18** of this survey. If you answered yes, complete **questions 16** and **17** below:

Q16. How much time have you taken off from work due to an act of violence in the workplace within the past year?

- None
- 1 – 2 days
- 3 – 5 days
- 6 – 10 days
- 11 – 15 days
- Over 15 days

Q17. Through what means did you take time off from work due to an act of violence in the workplace?

WCB claim sick leave another form of absence, specify

Q18. Have you ever taken time off from work due to work-related stress?

- Yes No

If you answered no to **question 18**, please go on to **question 21**. If you answered yes, complete **questions 19** and **20** below:

Q19. How much time have you taken off from work due to work-related stress in the past year?

- None
 1 – 2 days
 3 – 5 days
 6 – 10 days
 11 – 15 days
 Over 15 days

Q20. Through what means did you take time off from work due to work-related stress? Describe the nature of the stress.

- WCB claim sick leave another form of absence, specify _____
-

Part 2: Perceptions

This section asks you to comment on a number of work related issues. If a question is inappropriate, or you are unsure how to fit your experience into the confines of the question at hand, please tick “not applicable”, or provide a short written comment at the appropriate question.

Q22. Please indicate your degree of agreement (Strongly Agree to Strongly Disagree) with the following statements.

	Not Applicable	Strongly Agree	Agree	Disagree	Strongly Disagree
Q22a. The current level of staffing makes my workplace unsafe.	•	•	•	•	•
Q22b. Court Services BC policies on staffing levels for Sheriffs have changed for the better over the past year.	•	•	•	•	•
Q22c. Court Services BC policies on staffing levels for Sheriffs have changed for the better over the past 3 years.	•	•	•	•	•
Q22d. The possibility of violence in my workplace has not risen over the past year.	•	•	•	•	•
Q22e. The threat of violence in my workplace has not risen over the past 3 years.	•	•	•	•	•
Q22f. The level of prisoner to prisoner violence in my workplace has not risen over the past year.	•	•	•	•	•
Q22g. The level of prisoner to prisoner violence in my workplace has not risen over the past 3 years.	•	•	•	•	•
Q22h. My occupational safety and health committee meets regularly to consider concerns about workplace health and safety.	•	•	•	•	•
Q22i. My occupational safety and health committee is working well and tries to address critical issues in my workplace.	•	•	•	•	•
Q22j. The new recruits in my workplace (those hired in the last two years) will, in time, become accomplished as deputy sheriffs.	•	•	•	•	•
Q22k. I feel that I have received adequate training for my job.	•	•	•	•	•
Q22l. My job provides me with a significant amount of job satisfaction, apart from the issue of rate of pay.	•	•	•	•	•
Q22m. I do not feel safe doing my job.	•	•	•	•	•

	Not Applicable	Strongly Agree	Agree	Disagree	Strongly Disagree
Q22n. My level of on-the-job stress has gone up over the past year.	•	•	•	•	•
Q22o. My level of on-the-job stress has gone up over the past 3 years.	•	•	•	•	•
Q22p. Problems relating to staffing levels for escorts have not increased over the past year.	•	•	•	•	•
Q22q. Problems relating to staffing levels for escorts have not increased over the past three years.	•	•	•	•	•
Q22r. I am actively looking for alternative employment at the present time.	•	•	•	•	•

Q23. What are the three most important concerns that you currently have regarding work practices and conditions of employment for deputy sheriffs?

1. _____
2. _____
3. _____

Q24. Please include any comments you wish to make below.

Thank-you for your participation in this survey