Evans Dela Kwashie

July 10, 2013

<div align="center">

POLICE OFFICERS STRESS PROGRAM

</div>

<div align="center">

Good Stress, Bad Stress

"Stress is everyone's inferno, bedeviling our minds,

igniting our nights, and appending our equilibrium. But

it has not always being so. It purposes was to save us but

everything has change. What once helps us survive has now

become the scourge of our lives."

--Robert Sapolsky.

</div>

It is one of the most important things for the human body to protect us, but Robert Sapolsky indicates that we have evolved to be smart enough to make ourselves sick. Why do humans get more stress-related diseases than any other member of the animal kingdom? The answer, says Stanford neuroscientist Robert Sapolsky, is that people are highly intelligent, social creatures with far too much spare time on their hands. "Primates are super smart and organized just enough to devote their free time to being miserable to each other and stressing each other out," he said. "But if you get chronically, psychosocially stressed, you're going to compromise your health. So, essentially, we've evolved to be smart enough to make ourselves sick" (Stanford Report, 2007).

Over the past years, Stanford University Neurobiologist Robert Sapolsky has been advancing our understanding of stress, how it impacts our bodies and how our social standing can make us more or less susceptible. In some of the most unexpected places, scientists are revealing just how we feel stress can be. Scientific discoveries in the field and in the lab would seem to prove that stress is not a state of mind, but something measurable and dangerous. Robert Sapolsky has revealed that, chronic stress can do something as unsettling and kill some of the brain cells. The impact of stress can be found deep within us, shrinking our brains, and even unraveling our chromosomes. All of us have a personal relationship with stress, but few of us know how it operates within us or understand how the modern world can stress us to the point of death.

What evidence is there to support the view that, the incidence of stress increased dramatically during the 1990s and early 2000s? Should people be made responsible for dealing with the negative effects of stress? If so how could they do this? Stress is a term used by many, is somewhat misunderstood, and often used to describe a negative condition or emotional state. People experience various forms of stress at home, work, in social settings, and when engaged in activities to simply have fun.

Today, police officers, doctors, professors and other occupations are faced with increased levels of stress induced by many factors. The pace of change, a rapidly integrating global business scenario, and instant and intrusive connectivity, among other factors, is fuelling an explosion of stress with serious consequences on health and personal happiness. It is also clear that this trend is unlikely to be reversed. On the other hand, it is most likely to intensify as time progresses. To maintain one's balance, it thus becomes important for everyone to *seek islands of calm in turbulent seas.*The screen draws open and I am looking at a typical household and the scene that unfolds before us. The husband comes home from work looking tired and stressed out. The lady of the house, a working mother who carries a huge work burden on her shoulders, looks equally frazzled. For extra spice, you can add children and their own concerns. The dialogue is almost predictable:

Husband: "Hi! Don't even ask. Today was another stressful day at work.

The place is full of egoistic bosses and incompetent colleagues. How long

can I carry on like this? Guess you must have had an easier day."

Wife: "You think so? Why don't you try working and managing a household

with two children and an adult who insists on behaving childishly most of

the time," and the battle is truly joined. This is a scene that we are all familiar with and is something that I am sure worries all of us. Work-related events largely underpin our mood, and stress at work immediately impacts our personal sphere as well. It takes a great effort to maintain domestic harmony and even minor incidents have the potential to spark off incendiary consequences. The net result is the happiness of one's loved ones and the prime purpose for which we all toil so hard, is at increasing risk (Chandrasekaran, 2011).

For the purposes of this research, it may be a good idea if we have a common understanding of stress. I plan to highlight the differences between good stress and bad stress, thoroughly explaining stress at the workplace or organization, with a special focus on the issues affecting Police Officers. I have interviewed senior rank and lower rank police officers,

who are located in Bronx, NY. Unfortunately due to privacy reasons, I cannot use their real names. I will propose specific solutions for improvement and outline the steps that each responsible party must take in order to effectively manage or deal with stress. Figure 1 prepared by the American Institute of Stress presents the conceptual model of the main causes of stress for American adults.
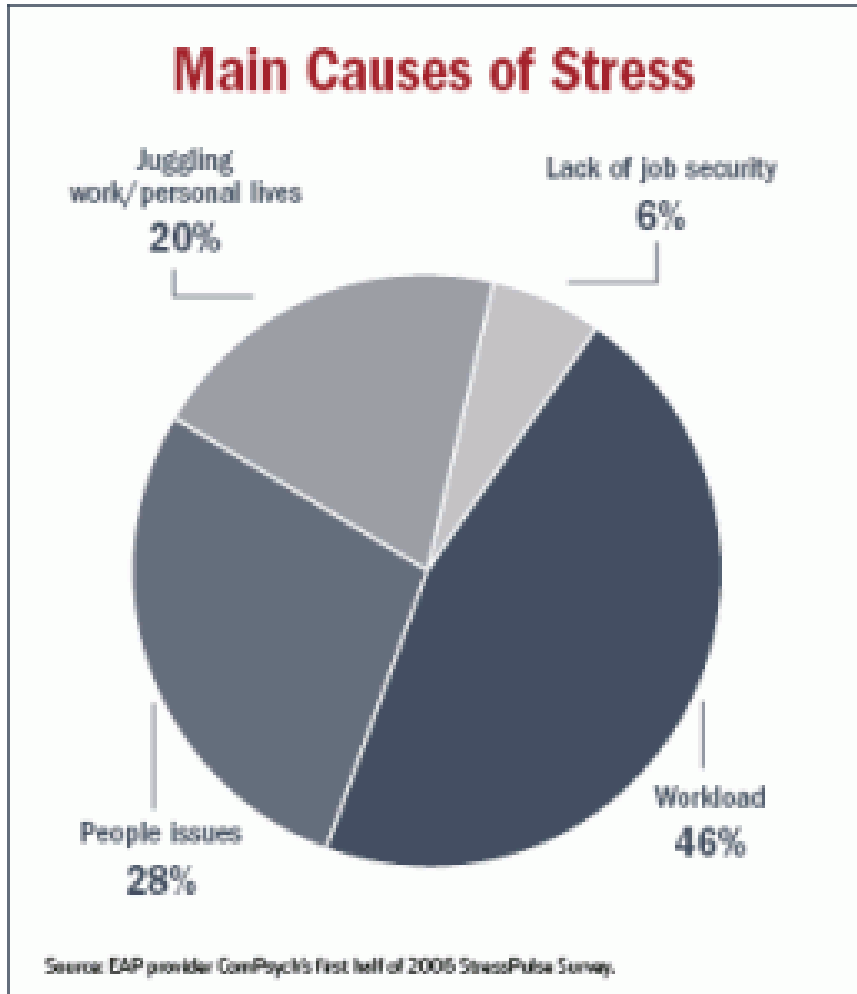
Main Causes of Stress

Juggling work/personal lives
20%

Lack of job security
6%

People issues
28%

Workload
46%

Source: EAP provider ComPsych's First half of 2006 StressPulse Survey.

Figure 1. Conceptual model of the causes of stress for American adults (American Institutes of Stress).

As indicated by American Institutes of stress in the above data, numerous studies show that job stress is far and away the major source of stress for American adults and that it has escalated progressively over the past few years. Increased levels of job stress as assessed by the perception of having little control but lots of demands have been demonstrated to be associated with increased rates of heart attack, hypertension and other disorders. In New York, and other states, the relationship between job stress and diseases is so well acknowledged, that any police officer who suffers a coronary event on or off the job is assumed to have a work related injury

and is compensated accordingly. The stresses that a police officers or EMS personnel is subjected to are quite different than those experienced by other occupations. Stress levels can vary widely even in identical situations for different reasons.

Overview of Stress

"The mind can go either direction under stress—toward positive or toward negative: on or off. Think of it as a spectrum whose extremes are unconsciousness at the negative end and hyperconsciousness at the positive end. The way the mind will lean under stress is strongly influenced by training."

— *Frank Herbert, Dune*

What is stress? Because stress can be defined in a number of different ways, it has become a universal "buzz word" for all kinds and levels of emotional and mental problems. Stress is not a new phenomenon; it has been experienced throughout history. It is one of those terms that mean so many things to different people. It occurs when pressure exceeds your perceived ability to cope. So it is not just external pressure, such as reaching deadlines, that leads to stress, but whether you believe that you can cope with a situation that you perceive as important or threatening. Obviously, the more experienced or skilled you are at a particular activity, such as giving presentations or completing projects on time, the less likely you are to become stressed. But in many jobs positions such as police officers and health care professionals, there is constantly high pressure to perform and no breathing space at all. They start working longer hours, taking work home and in extreme cases work in their holidays to achieve work targets and deadlines. We often hear the phrase, *"the straw that breaks the camel's back",* but this is very relevant to the field of stress.

Stress is a biological response to some stimulus. Fear, panic, anger, tragedy and especially pressure can cause it. Stress can result in the competitiveness needed to succeed in business, relationships, sports, and education. "Health Psychologist have determined that demanding event or situation that trigger coping adjustment in a person is called the stressors, and stress is the process by which a person both perceives and responds to event that are judged to be challenging or treating" (Straub, 2011). Stress such as Organizational stress is a major news item, which has captured numerous headlines across the industrialized world and rightly so. "Stress is reported to cost employers US$120 Billion p.a. in North America and Europe, 200 million lost production days in the US and the European Union spends approximately 4% of

GNP on mental health problems" (Warr, 2002).

Good Stress, Bad Stress

"To understand the difference between good stress and bad stress, consider the fact that's a roller coaster ride lasts for three minutes, not three days. There is a reason that we all pay money to go on a roller coaster and be terrified" for a period. This kind of stressful episode can be invigorating and empowering. Blood circulates better, senses are heightened, memory sharpens, energy peaks and chemicals producing pleasure increase in the brain. But if that same stress continues for an extended period the body continues straight downhill."

-- Professor Robert Sapolsky.

Is stress bad or good? It is both. Stress is unavoidable. "What is critical, is knowing when one is moving from good stress to bad stress and people often are not aware of the difference" (Center for Creative Leadership (CCL(R)). When one's resources meet or exceed the demands put on a person, stress can show its positive side. Although some researchers have pointed out that stress can have a positive influence, the term generally carries a negative connotation. "Good kind of stress -eustress – acts as a stimulating factor that contributes to success. Eustress is the energy people feel when tackling a challenging assignment and feeling confident in their abilities. However, when demands exceed resources, people experience the type of stress associated with health problems and deteriorating relationships: distress" (Lord, 2002).

Good stress is manageable stress and can actually heighten your performance in certain situations. As I see it, good stress is what usually comes with the territory of the work that we do and as such must be treated as a normal part of our work life. "The human body is uniquely designed to cope with short-term stress, from the release of hormones such as cortisol which has an anti-inflammatory function and helps maintain blood pressure and muscle strength to the rapid beating of the heart that increases the flow of blood." said Dr. Osama El- Shafie, associate professor of psychiatry and pediatrics for Loyola University Health System. Stress does not have to be a negative thing. Lenson (coauthor, Simple Steps: Ten Things You Can Do To Create an Exceptional Life) posits that "stress is a constant and misunderstood force in everyone's life and that certain good stresses challenge us in positive ways" (Lenson, 2002). "Without good stress," Lenson writes, "you and I could never move to a higher plane of accomplishment and joy that can make us and our lives exceptional."

Although stress leads to causing many problems and affect the health of an individual, it can motivate you to finish something you start or motivate change. "This makes people ask the question "Is Stress bad?" Stress isn't always bad. In small doses, it can help you perform under pressure and motivate you to do your best. But when you are constantly running in emergency mode, your mind and body pay the price" (Knowlton, 2012). You can protect yourself by recognizing the signs and symptoms of stress and taking steps to reduce its harmful effects. People who are not in some way stressed will generally be stagnant and not do what they need to be doing. "Stress is not as scary as you think. Whoever you are, the stress, pressure from work or from a relationship is not so bad" (Knowlton, 2012). Hub journal argues that "Stress helps you create. We usually have more stress when we move onto a new path because it was new to you and you do not know how other people deal with it. If you have the opportunity to ask a writer or an artist on the creative process of their art, you'll hear that they achieve best results when under stress and suffering" (Hub, 2012). This shows that even though stress might be bad, it can enhance on improving creativity of an individual if it is well managed. Dr psychologist Larina Kase, says that, "stress is often accompanied by a breakthrough in creativity. If your mind is completely normal and comfortable, you will not have any reason to see things differently." In the study of "positive consequences of stress management," Susan Kwolton observed that "stress is positive in that it can be a great motivating force and this is why we developed stress in the first place. In fact it is often easy to see how stress can be a useful motivating factor by looking at every day examples. If you are stressed then you go about trying to rectify the problem, and you go about trying to prepare/plan/fix." Again she argues that "stress is actually a cognitive enhancer which can boost several aspects of our mental prowess and so help us in professional and academic capacities" (Kwolton, 2011). This indicates that as well as stress improves the brain function, it can also increase your physical performance and endurance at all time.

Bad Stress and Diseases

"Stress level: extreme. It's like she was a jar with the lid screwed on too tight, and inside the jar were pickles, angry pickles, and they were fermenting, and about to explode."

— *Fiona Wood, Six Impossible Things*

Bad stress is unmanageable stress and lessens your performance because it is too much to bare and contribute to chronic illness. Bad stress can result in feelings of distrust, rejection,

anger and depression and it can also lead to health conditions like headaches, upset stomach, rashes, insomnia, ulcers, high blood pressure, heart disease and stroke. Emotion stress that stays around for weeks or months can weaken the immune system and cause high blood pressure, fatigue, depression, anxiety and even heart disease. In particular, too much epinephrine can be harmful to your heart. It can change the arteries and how their cells are able to regenerate. "Bad stress is dangerous when it is cumulative and constant, forcing the cortisol to stay at high levels. When the body is stressed, it stimulates the breakdown of tissue in muscles, the immune system and even brain cells. Bad stress also inspires the fat cells to store fat," said University of Utah nutrition professor Shawn Talbott (Talbott, 2012). Stress becomes bad if it is a bad situation or if it is just a minor stress which goes on long enough to take its toll on the person's mind and emotions. Not all people experience stress in the same way, and not all people will experience the same amount of stress over the same things. If a stimulus we react to is negative, we are actually feeling distress though we label it as stress.

" The storm before the calm."
— *Cameron Conaway, Caged: Memoirs of a Cage-Fighting Poet*

In a relationship between stress and disease, stress is a contributing factor in human disease, and in particular depression, cardiovascular disease and more especially chronic illness. "In today's world, many are victims of oppressive stress factors such as increasing poverty, homelessness, racism, sexism, and homophobia. In the past, the subject of stress was surrounded with mystery and fear. Today, we have made tremendous progress in our understanding and, especially in our ability to offer effective treatments" (Mancharella, 2012). However, questions about stress often go unanswered and stand in the way of people receiving help. Stress-related chronic illness is common today and the conditions are very common. The exact causes of stress are unknown, but an explosive growth of research has brought us closer to the answers. "According to surveys, forty percent of U.S. workers admit to experiencing office stress, and one-quarter say work is the biggest source of stress in their lives" (Schafer 1992). Causes of work stress which include, being unhappy in your job, having a heavy workload or too much responsibility, working long hours contributes to stress-related chronic illness. Also life stresses which include, the death of a loved one, moving to a new home, chronic illness or injury, emotional problems, traumatic event, such as a natural disaster, theft, rape, or violence against you or a loved one have a big impact contributing to stress-related

chronic illness. Katie Allen (2012), reports that "Stress has overtaken other reasons for long-term absence such as repetitive strain injury and medical conditions such as cancer…" she said, "Stress is a particular challenge in the public sector where the sheer amount of major change and restructuring would appear to be the root cause," According to Allen stress has become the most common cause of long term sickness today.

"Work-related stress is not all bad -- the distinction has to be made to enjoy a better quality of life."

– Chandrasekaran, M. Businessline

Sure, stress can be bad for you, especially if you react to it with anger or depression or by downing five glasses of Scotch. But what is often overlooked is a common-sense counterpoint. In some circumstances, it can be good for you, too. As Spencer Rathus puts it in "Psychology: Concepts and Connections," "some stress is healthy and necessary to keep us alert and occupied." Yet that is not the theme that is been coming out of science for the past few years. "The public has gotten such a uniform message that stress is always harmful," says Janet DiPietro, a developmental psychologist at Johns Hopkins University. "And that is too bad, because most people do their best under mild to moderate stress."

The stress response that is the body's hormonal reaction to danger, uncertainty or change-evolved to help us survive, and if we learn how to keep it from overrunning our lives, it still can. In the short term, it can energize us, "racing up our systems to handle what we have to handle," says Judith Orloff, a psychiatrist at UCLA. In the long term, stress can motivate us to do better at jobs we care about. A little of it can prepare us for a lot later on, making us more resilient. Even when it is extreme, stress may have some positive effects which are why, in addition to posttraumatic stress disorder, some psychologists are starting to define a phenomenon called posttraumatic growth. "There is really a biochemical and scientific bias that stress is bad, but anecdotally and clinically, it is quite evident that it can work for some people," says Orloff. "We need a new wave of research with a more balanced approach to how stress can serve us." Otherwise, we are all going to spend far more time than we should be stressing ourselves out about the fact that we are stressed out.

Police Stress and Emergency Personnel Stress.

"The body's reaction in stress can become chronic and pernicious. This doesn't happen because a physical threat to safety continues for a long time, but because humans – endowed with imagination, memory and language – have the ability to create psychological stress, even when no physical or emotional threat is present".

--Robert Sapolsky.

When I started asking people about good stress, many of them said it essentially did not exist. "We never tell people stress is good for them," one said. Another said that it might be, but only in small ways, in the short term. What about people who thrive on stress such as police officers and ER doctors? I asked the question about people to who are police officers or ER doctors using stress to their advantage? No, one said, those people are unhealthy. While the vast majority of ER doctors and police officers report normal levels of stress, a disproportionate number report high levels of stress and depression and plan on leaving their work. The number of police officers and ER doctors planning to leave appeared to be greater than the number that will be replaced because of the impact of stress.

In addressing these issues by comparing stress reported by police officers with stress reported by ER personnel, Emergency personnel and other healthcare professionals are subject to all kinds of stressful situations like police officers. Emergency Medicine Journal (2010) reveals a national survey that "emergency medical physician also come top of the stress league, with around double the reported stress levels of other professionals, nearly causing one in 10 reported suicidal thoughts." According to the American College of Emergency Physicians (2009), the definition of an emergency services are, "those health care services provided to evaluate and treat medical conditions of recent onset and severity that would lead a prudent layperson, possessing an average knowledge of medicine and health, to believe that urgent or unscheduled medical care is required." ER personnel are subjected to similar considerable levels of stress such as work overload, excessive working hours, sleep deprivation, repeated exposure to emotionally charged situations, and dealings with difficult people and conflicts with other staff. Dr. Anil Kakunje states that "ER service is a stressful profession and takes its toll at physical, emotional, and mental levels." People working as ER doctors face a wide range of hazards on their jobs including stress which affect them mentally and physically. ER personnel, like police officers, demonstrate higher incidence of issues associated with stress, such as physical incapacity and some forms of cancer. Thus, ER personnel would appear to be an appropriate comparison group for estimating the relative levels of organizational stress

experienced by police officers.

Like ER personnel, police officers experience confliction expectations for job performance. Police officers, higher levels of job stress are associated with higher levels on measures of perceived job stressors. Police officers experience stress and that this stress does reduce job performance. Police work involves a number of activities and situations which are by their nature stress producing (Kroes). 'The fact that they have a great deal of authority, and are empowered to use deadly force, and must anticipate personal harm can induce stress (Ellison and Genz). The police are expected to exercise discretion effectively. They must make decisions with little time for deliberation.

Police officers continuously must anticipate personal physical harm. While most police officers will complete their careers and retire without experiencing a life-threatening crisis, beginning with initial training, officers are prepared to anticipate crises and personal harm (Bayley). Police officers must confront personal violence and its consequences as they investigate crime scenes, traffic accidents and domestic disturbances. These encounters have been identified as stressors in the law enforcement environment (Alkus and Padcsky).

Police officers must deal with a negative public image. Ordinary citizens frequently avoid association with them and some individuals verbally assault police officers because of the widespread negative perceptions of the police. At times police officers feel that they are accepted only by offenders. It is possible that the high degree of group identity and association observed among police officers can be attributed to rejection by others rather than to the personal preferences of police officers. The administration and structure of police organizations themselves have been found to be a primary source of stress for police officers. The stress-producing characteristics of police organizations include:

1. Leaders who are products of closed promotional systems
2. Limited mobility and promotional opportunity
3. Traditionally conservative administrative structures.
4. Limited training, equipment, financial resources, and salaries
5. Unclear policies for rewards, promotions and carter development (Kroes).

Support for the claim that these factors produce stress in police officers can be found in a series of studies indicating that police officers experience higher levels of stress (symptoms)

than ER personnel and other occupational groups or the general public. When compared with other groups, police officers have relatively high rates of suicide, alcoholism, and divorce (Terry). A study by Healthcare Stress management Organization concluded that both stress at work and outside of work contribute to the anxiety and depressive disorders experienced by police officers and ER personnel. The findings suggest that the best way to decrease the prevalence of these disorders is individual treatment, which may focus on personal difficulties outside of work, combined with organizational attempts to reduce work stress. The latter may involve more assistance for staff that has a conflict between their managerial role in the police department and clinical role in the emergency services.

Gender differences in stress among police officers.

The occurrence of stressful events is nearly universal— be it a threat to physical safety or the end of a relationship, One potential explanation for gender differences in stress is that females experience more stressful events than males."
--Hankin and Abramson.

Stress that results from a negative workplace environment and interactions at work has been recognized as a major problem for police men and women. While some stress can be a positive motivator, it is generally regarded as destructive and even life threatening. Police Officers who experience high levels of stress commonly have poor health, are frequently absent from work, experience burnout, are dissatisfied with their jobs and "suffer from increased chronic stress, depression, heart disease, stomach disorders, and alcohol and drug use and abuse." (Anshel, 2000). It is, therefore, essential to understand the influences on stress, and to understand whether these influences vary between policemen and policewomen. By understanding group specific differences in the influences on stress, it is possible to propose solutions that would reduce the workplace problems that are most related to job-related stress experienced by particular groups of officers.

There are several reasons to expect that stress will be unique for policewomen in comparison to policemen. Policewomen in various police department in New York City are small group of members, and they are, therefore, likely to have different experiences in the workplace than do policemen. Woman police officer stress, therefore, may be demonstrated by a set of problems in the workplace that are not account of men's stress. Workplace problems that policewomen encounter include those related to how the organization functions, for example, the promotion process, and climate issues like isolation of workers. White and Marino

(2008) found from their research on police men and police women that "workplace problems were the only types of factors that seemed to be causally related to police officers' stress." Workplace problems account for a substantial amount of police officer's stress regardless of social support from family and work group and community or organizational conditions. Other studies have documented that workplace problems are the strongest if not the only cause of occupational stress for women police officers.

Many of the stresses such as shift work, excessive overtime, heavy workload, poor working conditions and strong interaction with the public observed within this police department environment are common to other workplaces. However, women police officers encounter traumatic events like physical or life threatening danger and are exposed to more disturbing events in general. These events impact upon male and female officers in different ways and to varying degrees. From previous interviews I conducted with some male police officers at the Bronx New York Police Department, they normally stated that, the way police work gets done and organizational hierarchy is an important account of their stress. It is not clear why this is the case just for the males. Perhaps, policewomen do report higher levels of this workplace problem than do men. It is possible that women are stressed by other concerns, including those in and outside of the police organization.

Another place to look for women's stress that are not included in the workplace problems is their heavier load in nurturing and monitoring children and as caretakers of the household. It is very well stated that "working-women carry a heavier load than working men in these areas" (US Department of Labor, 2005). Such pressures from outside of the workplace are also keys to examine about women's stress in the police departments. Interestingly, I observed from a discussion with my Health Psychology professor that women police officers report a higher level of physical stress and health issues than male's police officers. Based on this discussion, one would expect males to report little to none of any minor health complaints, leading to long term major health problems. I observed that females however, would be expected to report all minor health issues, both physical and psychological creating large stress effects in female officers.

Stress among Police Officers

"The number of things that are portrayed as being good or bad for our health is mind-boggling. What is fascinating is also the fact that many things that are considered good for a while suddenly turn into sinister villains lurking in the shadows."

-- *Chandrasekaran, M. Businessline*

Police officer's experiences stress the same as others, but also in ways much different than the average citizen. Police officers face stress, which can negatively impact their physical and mental health. The high demands, danger and exposure to human misery and death that police officers experience on the job contribute to an increased risk of cardiovascular disease and other chronic health outcomes. A survey from the police officers department reports some key study finding that "40 percent of the officers were obese, compared with 32 percent of the general population. More than 25 percent of the officers had metabolic syndrome, a cluster of symptoms believed to increase the risk of heart disease, stroke and diabetes, versus 18.7 percent of the general population. Officers who worked night shifts had a higher risk of metabolic syndrome than those who work day shifts. Nearly half (46.9 percent) of officers in the study worked a non-day shift compared to just 9 percent of U.S. workers." Suicide rates have being reported to be more than eight times higher in working officers than in officers who had retired or left the police force. John M. Violanti, Ph.D. at the University of Buffalo states "the biggest reason for police officer suicide is because police officers think they have nowhere to go for confidential help when stressors such as personal problems or the job become overwhelming." Police officers are more hesitant than the average citizen to get help for emotional problems. Because of their roles, they mistrust many things, and they especially mistrust mental health professionals.

Police work is unlike any other job in the world. Environmentally, the work is exciting and boring, challenging and tedious, rewarding and frustrating, unpredictable and routine. With a job description such as this, it is understandable that police officers often experience a great deal of related stress. Some researchers consider police work to be one of the most stressful occupations (Finn, 1997). While there are numerous ways in which individual officers may deal with job related stress, many turn to bad coping mechanism. This practice can often lead to both short and long-term problematic behaviors. " It is hypothesized that the highest levels of stress will be experienced during the earlier stages of an officer's career and that organizational sources of stress will be the dominant source of stress during later career stages." (Finn, 1997).

I looked at data from a survey of officers in the Bronx Police Department. As a follow up to this part of the research, I also interviewed some officers from this police department. After the interview, I found that police officers have different sources of stress and different ways of

dealing with it. John Aikins who is a police officer stated in the interview that "the exposure to critical incidents such as attending a police funeral and being the subject of an internal affairs investigation causes stress." Ranking positions, Job dissatisfaction, perceived organizational unfairness, discrimination, and lack of cooperation and trust was the stressors the police officers said they find ways and means to manage. Of these, lack of organizational fairness and job dissatisfaction were most strongly connected with self-reported work stress for most of the police officer`s in the Department. Ranking positions was also connected with adverse psychological, physical, and behavioral outcomes. Science Daily reports latest research news on stress impacting Police Office stated that "Individuals who reported experiencing depression were nearly 10 times more likely to report perceived work stress, and individuals reporting anxiety were six times more likely to report work stress. Individuals who reported aggression or interpersonal conflict were two times more likely to also report work stress."

Psychological stresses among these police officers tend to be underestimated or go unnoticed. Psychological stress can lead to a variety of other long-lasting and sometimes fatal health problems. Policing is a psychologically stressful work environment filled with danger, high demands, and ambiguity in work encounters, human misery and exposure to death. The Buffalo Cardio-Metabolic Occupational Police Stress (BCOPS) study was conducted over a 5-year period to examine the effects of stress on 464 members of the Buffalo Police Department. The findings reveal that "police officers experience daily psychological stress that puts them at an increased risk of various long-term health effects that may include cardiovascular disease, obesity, suicide, sleeplessness and cancer." There has being measures of cortisol, known as the "stress hormone," used to determine if stress is associated with physiological risk factors that can lead to serious health problems such as diabetes and cardiovascular disease. "When cortisol becomes deregulated due to chronic stress, it opens a person to disease," said Violanti. "The body becomes physiologically unbalanced, organs are attacked, and the immune system is compromised as well." It is unfortunate, but that is what stress does to us.

Organizationally, officers may have to contend with rigid command structures, unreasonable policies and procedures, and inequitable treatment by superiors. Hierarchy structure and job positions are major stressors the Police Officers in the Department sections in New York City talked a lot about. Whereas job related stress is certainly not unique to Police Officers, the intensity and variety of stressors officers' encounter are different from other professions. While researchers report the existence of numerous causes of police stress,

external and organizational sources of stress are usually identified as the two main types (Asen and Colon,1995).

On July 5, 2013, I decided to continue my research at New York Police Department to track the health of some police officers. I noticed on my first visit that every job section at the police department is ranked in a précised hierarchy. This research was to determine whether there might be a link between rank and stress among these police officers. One of my early admissions was identifying the link between stress and hierarchy in the organization. I interviewed one of the officers Alec who is a lower rank police officer in the department. Alec has little seniority in the department because of his position. During the meeting with Alec, I asked Alec if he has any concerns about stress and how it is affecting him:

Alec: The thing about stress is that you have to look at it in both acute terms and chronic terms. I have being under chronic stress in the police organization simply because of my lower rank position which means I have little decision making in the department. I live the life of a subordinate and I am not included in contributing ideas in the organization. I have most of my cases of stress under control in the organization but I have being under chronic stress in the organization because of this position.

Evans: Have you been having any health problems because of stress at work?

Alec: In my situation, I think that my career is pretty much arrested. For the past few years I have being sick for some time.

Evans: Do you use any weekly journal of diet and exercise to effectively manage or deal with stress?

Alec: Since I know exercise influence my eating habit, I always want to

maintain regular exercise. I have been provided with tips for healthy eating habit in the organization. For example, eating breakfast, eating healthy pack of snacks, getting enough sleep and exercising regularly but I do not do enough of these because I am always on duty protecting working late at night. I am always on duty even though I try not to work extra hours a week. I do some jogging with my wife.

Police Officer Alec fits the description of what I describe to be a subordinate under stress. He is very worried about his health and doing well to be able to manage and have control.

Abram also work at the same police department. Unlike Alec, he is a Senior Police Officer. When I asked the Senior Police Officer Abram how she felt about stress and his concerns about it, he responded:

> Abram: There are a lot of people reporting to me ultimately one way or another in the organization. I do really enjoy my job working as a Senior Police Officer. It is quite a dynamic environment and can be quite exciting. I like working with lots of people.

> Evans: Have you been having any problems with your health as a Senior Police Officer?

> Abram: I have being very lucky. I have not been experiencing any stress problems with my health. Since I have being in the senior position, I have not had a day off because of any stress related problem. I have being very fortunate.

> Evans: Do you use any weekly diet and exercise journal to effectively manage or deal with stress?

Abram: I enjoy the benefits of control. I do not suffer from stress. I do not
work hundred hours a week. I control the amount of work I do and I
make sure that I can continue to live along. Because my work does
not require me to work extra hours, I get the chance to engage in
healthy habit and routine. I have the habit of exercising every
morning and during weekends. I eat healthy breakfast, healthy packs
of snacks and I get enough sleep. I do not have work pressure and I
get enough time to take care of myself.

Such dramatically different reflections of Alec and Abram at the Police Department dramatize an outstanding finding of job related stress. First, it shows that, the lower you are in the Police organizational hierarchy, the higher your risk of heart disease and other diseases. People second from the top have high risk than those at the top. People third from the top have high risk than those second from the top and it run all the way from top to button. We are dealing with people in stable Police Officer jobs with no industrial explosion and yet the position in hierarchy intimately relate to your risk of diseases and length of life.

People think that stress is something that keeps them up at night. Stress hormones can trigger an intense negative cardiovascular response, a pounding heart and increase blood pressure. So if stress follows rank, would the cardiovascular system of a high ranking or senior position officer be different from a subordinate? According to Dr. Carol Shively of Wake Forest University research study on stress and hierarchy, "the arteries of a high rank person with little history of stress are clean but a subordinate person artery has lots more atherosclerosis built up inside it than a high rank artery is. Stress and a flood of hormones in the subordinate arteries have increase blood pressure, damaging arteries walls" (Shively, 2008). So now when a subordinate police officer feel threatened, the arteries do not expand and the heart muscles does not get more blood which can lead to a heart attack.

In an attempt to further understand the aspect of the link between stress and hierarchy, I researched the living standard of people located in the Bronx. By looking around neighborhood

in the Bronx, you can learn a lot about stress and health outcomes. In a nice neighborhood in the Bronx, such as Crotona Parkway, the life expectancy is quite good and most of the people are healthy. But as I visit some neighborhood in South Bronx, Gunhill, it get to be a little less privileged because the social status begins to drop and correspondingly in those areas the health outcome is quite less. The people in South Bronx, Gunhill are not going to have the same life expectancy as the people in the middle class area in the Bronx. I realized that people in the lower class areas are on guard. Perhaps they are living more stressful life. It is communities that produces high stress hormones in people and overtime it affect the people living in the community.

Preventing Stress and Stress-Related Problems

"The key is to know which stress is which, how to judge reactions to various stressful situations and how best to manage the negative stress,"

--CCL senior enterprise associate Vidula Bal.

What Is a Stress Programs?

A law enforcement stress program can take many forms, including an employee assistance or psychological services program set up within the agency, a group of officers trained to provide support and referrals to other officers, a private mental health practice or independent practitioner who serves one or more law enforcement agencies, or a combination of these arrangements. The common characteristics among these arrangements are that they have some kind of formal structure and are set up with the express purpose of preventing and reducing stress among law enforcement officers (Organizational structures of stress programs).

Reasons for Police Stress management Program

"My body needs laughter as much as it needs tears. Both are cleansers of a bad stress."

– Mohogany Silver, Ebony Encounters: A Trilogy of Erotic Tales.

While a certain degree of stress is present in some jobs in New York, it is much more pronounced in the field of the police organization. Excessive stress on individual officers may impair his or her ability to carry out his or her responsibilities. For example, police officers are often exposed to danger or the threat of danger, inadequate feedback to influence decision-making policies, uncertainty about the officer's prescribed roles and duties, threats to the officer's positive self-image, interdepartmental problems caused by internal politics and organizational hierarchy, promotions and favoritism, low pay, low workplace morale, the officer's fear of doing something wrong and of being criticized or investigated and lengthy or rotating shift schedules can, perhaps, prevent the Police Officer from spending time with family and friends. The police organization itself can also place enormous stress on the officer's family that can affect shift-work, constant fear of injury or death, and other factors often as much, if not more, than the officer. Without a healthy program for dealing with these stress-related issues, an officer may become impatient, violent toward others as well as him or herself, unhealthy, and even suicidal.

There are numerous reasons why police departments should maintain or have access to Stress management programs. For example, they provide confidential and specialized treatment, raise morale, increase the department's efficiency and effectiveness, reduce early retirement or quitting, and improve the general well-being of officers' families (Finn & Tomz,1997). By providing stress management programs, the Police departments will have more program requirements resulting in additional staff in the police department. The need for a stress management program is very important and it should be tailored to the police department in New York. The Police Department can rely on stress management programs to help reduce stress among police officers and promote efficiency.

The Programs for Prevention

"Stop your mind from putting a stress in your heart. Tremble as it is, please hold it not apart. Reminisce all the good things that had happened even though your under stress; simply live a

life that pleases you, not a life that Stresses yourself to be not so you."

– Kim Kimberly Derla

I had the opportunity to meet with Fidelis Larbi, who is a Deputy Inspector in the New York City Police Department. Fidelis Larbi said that "in my past law enforcement position as a police officer, I found the stress levels to be extremely negative on myself and coworkers. Our hours were long, the calls we took from our 911 line were oftentimes life threatening and the high turnover rate that we experienced added overtime, which was often mandatory which only increased the stress we were already trying to combat." A final area that police officers deal with is the stress within their agencies, "Many researchers have cited the inadequacy of two-way communications between the administration, supervisors, and line officers, in law enforcement, as a compelling internal stressor " (Brandi Rivera, 2006). If police officers cannot turn to their superiors within their agency, a lack of teamwork may occur. Most police stress programs and consulting mental health practitioners focus primarily, if not exclusively, on preventing and treating stress among individual officers and their family members. However, law enforcement agencies themselves may be the single largest source of stress for many even most police officers. With respect to stress, as with many illnesses, prevention is the best treatment. There are outside alternate counseling programs and outside training programs such as the National Strength and Conditioning Association (NSCA) program that agencies could pay for in order to allow law enforcement employees to use without having to go through or only focusing on EAP programs (Employee Assistance Programs).

The National Strength and Conditioning (NSCA) Program

Stress is not what happens to us. It's our response to what happens and response is something we can choose.

– Maureen Killoran

National Strength and Conditioning Association (NSCA) program provides the highest level of physical training possible to those who serve and protect our local communities as well

as our country. The National Strength and Conditioning (NSCA) Program is an educational program designed specifically to optimize job performance for police officers and other law enforcement. The program has been achieving that goal through a combination of cutting-edge research, proven training methods and field experience, leading to reduced injury risks and increased strength, power, speed, agility, and aerobic and anaerobic fitness to manage stress among police officers.

The National Strength and Conditioning (NSCA) stress management programs also provide police officers to use nutrition to improve wellness, athletic performance, and body composition. The nutrition program provided by the NSCA is a healthy and well balanced nutrition program combined with an appropriate exercise and training regimen for police officer and firefighters. A healthy and well balanced nutrition program combined with an appropriate exercise and training regimen is the foundation for developing optimal health, fitness and success in sports. However, sports nutrition is a complex, and often times confusing, area of study and with the vast amount of information and misinformation available in the popular press, there is a desperate need for a credible resource that individuals can rely on to provide research based information regarding basic and advanced nutritional concept. As a result of this dilemma, NSCA and the EAS have joined forces to address a common objective: "educate strength and conditioning professionals, coaches, and athletes on the importance of proper nutrition when striving to attain optimal performance results. According to NSCA, "EAS is the only science-based sports nutrition brand that is certified as safe and free of banned substances by the National Football League and National Football League Players Association; the comprehensive supplement certification program. More than 1200 professional football players in the NFL have been using EAS sports supplements since 1990 to help achieve their nutrition and performance goals." In the NSCA Sports Nutrition Education Program, you will learn the latest scientific research and arm yourself with critical knowledge to educate your athletes and clients with the vital information required to fuel performance, improve fitness levels, and maintain health (NSCA, 2013).

In further support of NSCA`s program, conference representative and trainer Chris Dee indicated that, "the NSCA is a tactical strength and condition program designed for tactical operators and tactical facilitators, The Tactical Strength and Conditioning (TSAC) program optimizes mission/job performance by combining cutting edge research, proven training methods and field experience to reduce injury risks while increasing strength, power, speed, agility, and aerobic and anaerobic fitness." The Tactical Strength and Conditioning (TSAC) Program is an educational program designed specifically to optimize mission/job performance for tactical athletes and tactical facilitators. Dee stated that "Since 2005, the program has been achieving that goal through a combination of cutting-edge research, proven training methods and field experience, leading to reduced injury risks and increased strength, power, speed, agility, and aerobic and anaerobic fitness." The NSCA together with leaders in SWAT, special operations forces, conventional military, law enforcement, and fire and rescue developed this program with one goal in mind – provide the highest level of physical training possible to those who serve and protect our country and local communities. Figure 1 prepared by the NSCA Tactical strength and conditioning presents the model of the importance of the program.

The NSCA train and educate officers about how to reduce and cope with stress, but does not provide needed counseling services at critical moments. No single example of stress programming or training will be suitable for all types of police officers department in the police organization. The NSCA can be better if it also focuses more attention on counseling police officers and providing available resources for officers' to meets their particular needs. The NSCA can also be better as a stress management program by generating awareness. One of the most important tasks faced by law enforcement stress programs, who consult to police agencies, is promoting the program among potential police officers. Even if a program is exceptionally providing good service, it cannot be effective if officers and their family members are ignorant, skeptical, or critical of the program. In addition to proving awareness and training, it will be useful if the NSCA program provide training not only for line or subordinate officers but also for middle level or top level police officers. Training by the NSCA should also be on general stress related issues or can include more specialized classes tailored to specific units, such as the SWAT team.

Employee Assistance Programs (EAPs)

No matter how much you stress or obsess about the past or future, you can't change either one.

In the present is where your power lies."

— Mandy Hale, The Single Woman: Life, Love, and a Dash of Sass

Police officers also have access to EAP programs (Employee Assistance Programs). In the police department are benefit programs offered by the organization. EAPs are intended to help police officers deal with personal problems that might adversely impact their work performance, health, and well-being. EAPs generally include short-term counseling and referral services for police officers and their family members. Police officers and their household members may use EAPs to help manage issues in their personal lives. EAP counselors typically provide assessment, support, and referrals to additional resources such as counselors for a limited number of program-paid counseling sessions. According US department of labor , the issues for which EAPs provide support vary, but examples include; substance abuse, emotional distress, major life events, including births, accidents and deaths, health care concerns, financial or non-work-related legal concerns, family/personal relationship issues, work relationship issues, concerns about aging parents. Some studies indicate that offering EAPs may result in various benefits for police officers, including lower medical costs, reduced turnover and absenteeism, and higher productivity. EAPs also provide other services to police officers, such as supervisory consultations, support to troubled work teams, training and education programs, and critical incident services. The Police Department EAP is specialized component of the regular EAP, designed around the unique needs of the law enforcement professional. In the New York Police Organization, police officers have the option of requesting a referral to a counselor who is familiar with both the nature of the job, and the law enforcement culture. This understanding enables counselors to better appreciate the occupational circumstances of law enforcement professionals and facilitates development of solutions that are effective. Counselors in the regular EAP do not necessarily have comparable understanding of the law enforcement profession and culture (EAP, 2013).

Internal Service (EAPs) Program and External Service (NSCA) Program

"The things we don't stress tend to turn out best. Trust and let go."

— Mandy Hale, The Single Woman: Life, Love, and a Dash of Sass

In further support of the EAP and the NSCA, EAP and NSCA are most successful if police officers seek assistance during the early stages of their problems. With early intervention and

treatment, they can maintain productive employment and personal relationships can be salvaged. The EAP and NSCA program can enhance morale, and foster good departmental relations among the police officers. Other police officers will also benefit by being part of a safer, more productive workforce. Ultimately, EAP and NSCA are a productivity program as well as a police officer benefit. While the EAP and the NSCA program has been showing improvements in stress management among police officers, I do not feel that the services these programs offer are extensive enough for the field of law enforcement. Although outside programs such as the National Strength and Conditioning Association (NSCA) program may sometimes be an important stress management program for police officers on an external basis, a department's internal stress management program are generally set and used due to their close proximity and better understanding of police officers. To quote a police officer, "Outsiders haven't a clue about what the department does."

Establishing and Expanding Stress Program

" Your mind will answer most questions if you learn to relax and wait for the answer"

--Williams S. Burroughs

"When we unable to find tranquility within ourselves, it is useless to seek it elsewhere"

--La Rochefoucauld

There are outside resources, such as alternate counseling or outside programs that organization could pay for in order to allow police officers to use without having to go through the EAP. Some law enforcement individuals feel awkward going through their own agencies programs due to confidentiality and the possibility of other officers or employees knowing that they are attending counseling through a job offered program. A survey conducted by Abt associates confirmed that, stress with police officers show the need for more stress programs that could be available to law enforcement and family members (Finn, 1996). The proposed plan that I would recommend for police organization would be to implement more stress management programs. I would also recommend that families of police officers and police officers get involved in some of the stress management programs as I believe that the stress is brought home by the officers. This can only cause broken families and divorces.

Expanding Program Service in the organization

"Take a minute, right where you are. Relax you head and spine like a dog shaking of cold water. Tell that impaperios voice in your head to be still."

--Barbara Kings love

At a time when resources are scarce at most law enforcement agencies, why should time, space, and money be spent on a law enforcement stress program, particularly when many agencies have access to employee assistance programs (EAPs)? There are several reasons that are important for the expansion of stress program: "To provide a confidential, specialized approach to treating and reducing stress for officers and their families, and to improve their ability to cope with stress on their own; to increase officer morale and productivity; to increase the agency's overall efficiency and effectiveness; to reduce the number of early retirements and workers' compensation claims due to stress-related disabilities." Several police officers attest to the value of their agency's stress programs. I proposed that, new and expanded programs need to be established to help an officer overcome stress-related problems. The benefit will help the organization by retaining a valuable police officer and also by inspiring the officer to be more motivated, compassionate, and loyal to the department. Furthermore, as Samuel C. McQuade, a former police officer and current Social Science Program Manager at the National Institute of Justice, notes; "to the extent that individual officers have less stress, agencies will have less stress, and this in turn will afford greater ability for police and their agencies to act in efficient ways, producing more effective results" (The Counseling Team, 2012). Administrators in the police organization may be concerned that a stress program will be abused by some officers who will see the program as a way to escape discipline for substandard job performance. With clear program policies and procedures, however, this should not be a problem. Furthermore, none of the individuals I interviewed for this research suggested that programs were being abused in this manner. A stress program in and of itself cannot ensure that all officers will cope more effectively with stress. (Counseling team)

Extending Program Services to Family Members

"There are times when we stop. We sit still ….We listen and breeze from a whole other world begin to whisper"

–James Carroll

As discussed below, law enforcement work can take a tremendous toll on an officer's family. By training, counseling, and otherwise supporting family members, programs can do much to ensure that these individuals not only receive the help they need but also remain or become sources of support rather than additional stress for officers. As one researcher said, "Police families do not wear the badge or carry the weapon but are very much affected by those who do. Their support role clearly contributes to maintaining law enforcement services in the community." Furthermore, because family members are often the first to recognize when an officer needs help, they can play a crucial role by encouraging that officer to seek assistance before the problem becomes severe. This recognition and referral is more likely to occur if families have been properly trained regarding the signs of stress-related problems and the availability of services to treat these difficulties. Although an increasing number of police officers organizations provide stress service, comprehensive stress programs are still the exception. Most departments that do offer stress services do not extend them adequately or at all to officers' family members.

Prevention on Both the Individual and Organizational Level

"When individuals are unaware of the nature of threats to their well-being, they are less able to escape, avoid, or directly confront them. Thus, in order to successfully cope with stress on an individual or organizational level, officers need to be made aware of the nature of job stress and its consequences."

The most common method I will propose for preventing stress is to train officers to recognize its sources and signs and to develop individual strategies for coping with stress. I think police organizations should emphasize the importance of helping officers to prevent stress-related difficulties and to develop effective ways of coping with unavoidable problems before they require clinical intervention. In fact, stress program practitioners in the EAPs and NSCA programs need to consider prevention efforts, through training and education and make it their single most important activity. According to officer Abram, "the New York Police Department stress management unit, for example, was developed as a prevention program, with training as its primary mission." Of course, individual and organizational stresses are inextricably linked. As a result, programs that expect to make a serious dent in reducing stress among law enforcement officers and their families need to address both sources of stress,

through both prevention and treatment. Of course, there are many strategies that individuals can use to prevent or reduce stress. However, I propose that stress problems among police officers need to be prevented in two ways; by eliminating the sources of stress themselves, and by learning how to deal with stressful conditions before they lead to problems.

Individual Approaches for Managing Police Stress

> *"Nothing can bring you peace but yourself"*
>
> *-- Williams James*

Police officers must be educated on how to survive police work. They need to learn how to relax, how to think differently about things they experience as a cop. There is such a thing as post-traumatic growth. People can grow in a positive way and be better cops and persons after they survive the trauma of police work. One of the questions in the stress field is; what is the active ingredient that reduce stress and that promote longevity? Compassion and caring for others maybe one of the most important ingredients that reduce stresses and promotes longevity. These are the factors that can promote longevity and keep ourselves rejuvenating and regenerating. "So perhaps connecting with and helping others can help us to mend ourselves and maybe even live longer healthier lives," said Robert Sapolsky. Usually the principal goal of stress management training is to increase the officer's ability to prevent or cope with stress by using strategies. Some strategies I will propose have been developed by the counseling team interactive:

1. understanding human behavior and the psychological processes relevant to police work so that officers can recognize when their own reactions should be seen as normal--or as not normal;
2. maintaining physical health and well-being through diet and exercise (which may be facilitated through a department wellness program);
3. Increasing body awareness and relaxation through biofeedback, meditation, or yoga;
4. managing anger

5. Learning to communicate effectively with family members, peers, supervisors, and citizens. (The Counseling Team, 2012).

In addition to these individual coping and prevention strategies, I recommend that officers need to know how to help colleagues who have been involved in critical incidents or who are experiencing other stress related difficulties. Officers can learn, for instance, what to say and when to encourage troubled officers to seek assistance. As part of the strategies discussed, I am proposing that organization develop and deliver a stress training curriculum for police officers. Training can provide information on helpful resources in the community or within the officers own department that can be called on if stress program services such as the EPA and NSCA are not appropriate or are insufficient, or if officers prefer to seek help outside the department.

Organizational Approaches for Police Stress

"The greatest weapon against stress is the ability to choose one weapon over another"

--Williams James

Another area that could eliminate stress for officers is to reduce the stress within the department itself. Police organizations themselves can be a significant source of stress for officers. As a result, stress program staff and consulting mental health professionals can consider working with departments to implement organizational change. Some departments have documented substantial cost savings resulting from organizational changes. For example "The Mercedez, Texas, Police Department fields 25 sworn officers and serves a city of 14,000 residents. In 1986, the department reorganized to provide an employee development program that included establishing high professional standards, a reward system to promote superior performance, foot patrol assignments, and an increase in the annual in-service training requirement. In the 24 months following these changes, the department's turnover rate fell from 38 percent to 7 percent. Administrators estimate that the reduced turnover has saved the department at least $53,000.7" (Finn, 1997).

Most police stress programs and consulting mental health practitioners focus

primarily, if not exclusively, on preventing and treating stress among individual officers and their family members. However, police organization themselves may be the single largest source of stress for many even most police officers. Organizational sources of stress range from rotating work shifts to inconsistent discipline to lack of opportunity for career advancement. One expert has suggested that " an organization centered approach that is, identifying the problems the officers have with their work, supervisors, and pay, and making appropriate changes in these areas may well have a greater influence on improving morale than seeking to prevent or treat stress among officers" (The Counseling Team, 2012). The police department needs to improve the department's morale and efficiency by increasing officers' abilities to reduce and cope with stress-related difficulties. The department need to reduce organizational sources of stress and should naturally lead to better morale among officers, improved productivity, and therefore enhanced overall department efficiency. The department should support for a stress program by demonstrating to officers concern about their well-being and induce some good will that can help an officer overcome stress-related problems. By doing this, the department might not only retain a valuable employee but also inspire the officer to be more motivated and more loyal to the department. The organization need to also reward police officers and develop internal programs to recognize good performance to reduce stress levels within the police department.

Another important audience for stress management training consists of officers who will soon retire. Retirement can be an exceptionally difficult experience for some officers. Often they need practical assistance with financial and other matters as well as help with stress related problems. Although most of the programs provide counseling to retired officers, few provide them with training.

As part of my proposal to improve and develop stress management program, I planned a fitness program called for Duty training which focuses on the extent to which an officer is able to perform his or her job. The fitness for Duty training will be very relevant to police officers because it will helps them make the decision as to their ability to function in the job. I encourage police officers to partake in this program in order to assess whether some injury,

illness, or other condition has impaired the ability to perform or retain his or her job. To a great extent, I believe coping with stress does not only depend on training and counseling but also depends on individual characteristics such as personality, physical condition, and spiritual and family support.

"Effective training program and a culture of spirituality help officer's manage stress, respond to trauma and lead a more satisfying life."

--Dr. Tovar

After conducting the various interviews among the police officers, I realized from that the amount of control is intimately related to where you are in the organizational hierarchy. What I found in general is people with poor choice have the amount of work stress gone up. Whiles people who have got more control and treated fairly at work have their amount of stress gone down. Although Abram has being very lucky and does not have any problem with his health, not everyone have being lucky in the police department like Abram. Is there a prescription for the vast majority of police officers who are not at the top? We must give Police Officers who are subordinates more involvement at work, give them more say in what they doing and give them more reward for the amount of effort they put out. This will not only bring about a healthy work place but a more productive workplace as well. Police officer organization should seek a greater understanding of the toll that work-related stress has on police officers. Department have begun to recognize that organizational stress pose serious hazards for their workers' mental health. The New York Police department needs to consider facilitating wellness programs in the workplace. These programs are positive, proactive ways to address the deeper impact of police work on officers' lives. Everything I learned in these past few month researching on stress has done more than build up my knowledge and understanding of stress among police officers. Stress is not only in theoretical concept but also in a practical nature. It is not something you should think about preventing someday. Every individual under pressure coming with stress should do something about it and need to attend to it today because it affects the way the body functions. Stress today will affect your health today and tomorrow to come. As I continue to develop my understanding of the most effective

ways to manage and deal with stress, I strive to also accept the good things that stress can do. This is an opportunity to encourage and motivates myself through new findings and encounters. So I guess this goes to prove that *"where there is light, we can be certain that shadows cannot be far behind; the good is faithfully accompanied by the bad. Good stress is a key for survival, but too much stress can be detrimental."* *Robert Spolsky.*

Reference:

Arther, Fedelis. "Impact Of Stress On Police Officers` Physical and Mental Health." Sciencedaily.com. Science Daily Network, 31 January 2013. Web. 05 July 2013.

Alkus. S. and Padesky. C. (1983). Special problems of police officers: Stress-related issues and intcrventiona. Couns Psych I l(2): 55 – 64.

Balch CM, Freischlag JA, Shanafelt TD. Stress and Burnout Among Surgeons. Arch Surgery. Apr 2009;144(4):371-376.

Bayley, D. H. (1976). ForCES of order . Berkeley: University of California Press.

Bradley, O. (2012). *Stress Management (3nd ed.)*. Dearborn, MI, US: Worth Publishers, Dearborn, MI.

Business Editors, a. H. (2001, Mar 14). LabVelocity posts interview on "the luxury of stress" with, robert M. sapolsky, ph.D.; scientist gives overview of stress from a sociological and physiological perspective. Business Wire.

Carmichael, M. (2009, Feb 23). "Who says stress is bad for you?" newsweek.com. *Newsweek, 153*. 09 August 2011. Web. 10 July 2012.

Chandrasekaran, M. (2011, Nov 20). "Good stress, bad stress." Busineesline.com. *Businessline*, 27 June 2008. Web. 09 November 2008.

DiPieto, Janet. "Who Says Stress Is Bad For You?" thedailybeast.com. The Daily Beast, 21 May 2013. Web. 18 June 2013.

Distinguishing between good and bad stress is key for leaders. (2008, Sep 18). *PR Newswire*. Retrieved from https://ezproxy.library.nyu.edu/login?url=http://search.proquest.com/docview/450689392?accountid=12768

Driscoll, Emily. "Stress in College: What Causes it and How to Combat it." foxbusiness.com. Fox New

Network, 31 March 2011. Web. 15 March 2013.

Elllson. K.. and Genr, J. (1983). Stress and police officer.. Springfield. IL: Charles Thomas. Grossnicklc. D. (1980). Teacher burnout: WIII

Elizabeth, Scott. "Stress Management ." stress.about.com. About Network, 14 March 2010. Web. 15 March 2011.

El-Shafie, Osama. "Stress Management Techniques." healthgrades.com. Health grades, Inc, 11 January 2012. Web. 02 March 2013.

EAP Treatment Impact on Presenteeism and Absenteeism: Implications for Return on Investment, Hargrave et Al.

EAP Effectiveness and ROI, Attridge et Al. ^

Employee Assistance Programs for a New Generation of Employees". US Dept. of Labor. 2009-01-01. Retrieved 2011-04-02.

Frazier, A. P.' & Schauben, J. L. (1994). Stressful life events and psychological adjustment among female college students. Measuremnt & Evaluation in Counseling and Development, 27(1), 1-12.

Finn, P., & Tomz, J. E. (1997, March). Developing a law enforcement stress program for offi cers and their families (NCJ 163175). National Institute of Justice.

Garret, J. B. (2001). Gender differences in college related stress. Undergraduate Journal of Psychology,14

Goldbaum, Ellen. "Police Stress Management." Buffalo.edu. Buffalo News Center, 09 June 2013. Web. 15 March 2013.

Kate Hornsby, Demand. " How to Deal With Stress as a Police Officer." Chron.com. Chron, 10 June 2013. Web. 03 May 2013.

Lenson, Barry (1999). *Simple Steps: Ten Things You Can Do to Create an Exception Life.* San Diego, CA, McGraw-Hill Companies, San Diego, CA.

Lord, D. C. (2002). Good stress, bad stress: An indispensable guide to identifying and managing your stress. *Library Journal, 127*(13), 122-123. Retrieved from https://ezproxy.library.nyu.edu/login?url=http://search.proquest.com/docview/196827794?accountid=12768

Orloff, Judith."5 Ways to Eliminate & Calm Down." Life.gaiam.com. Gaiam, 03 March 2010. Web. 18 June 2006.

Queensland, Government . "Occupational Stress." Deir.gov. THE STATE OF QUEENSLAND, 10 June 2013. Web. 11 July 2012.

Rathus, Spencer (2011). *Psychology: Concept and Connections.* San Diego, CA, McGraw-Hill Companies, San Diego, CA.

Reynolds, A. (2005). A good introduction to many elements of occupational stress. *Training Journal, ,* 58. Retrieved from https://ezproxy.library.nyu.edu/login?url=http://search.proquest.com/docview/202954113?accountid=12768

Ross, S. E. Neibling, B. C. & Heckert, T. M. (1999). Sources of stress among college students. College Student Journal, 33(2), 312- 317.

Rubel, Roy. "Stress Management Techniques." wordpress.com. RUBEL BLOG, 5 October 2012. Web. 22 November 2012.

Scheele, Adele. "It Time to Transform your Career and Change Your Live." dradele.com. Adele Coaching Network, 06 January 2008. Web. 02 January 2013.

Scott W, Allen. " Law Enforcement Stress Program ." thecounselingteam.com. Interactive Articles/Law, 06 January 2013. Web. 02 August 2012.

Shively, Carol. "Is Stress Making You Fat ." de-stressyourlife.com. De-Stress, 21 May 2009. Web. 05 September 2007.

Stephanie, Berger. " The impact of Stress and Fatigue on Police Officers." statefundca.com. Safety News, 06 May 2013. Web. 02 June 2013.

Sykes, K (2008). *Workforce Stress Management.* San Diego, CA, US: Harcourt Brace Jovanovich, San Diego, CA. 544-544.

Talbott, Shawn. "Brainy Berries." Shawntalbott.com. Wordpress, 21 February 2012. Web. 18 September 2013.

University at Buffalo (2008, September 29). Impact Of Stress On Police Officers' Physical And Mental Health. ScienceDaily.

Vidula Bal (2008). *Managing Leadership Stress.* Colorado, CO, Woodburn st, Colorado, CO.

Walter, Laura. "On-the-Job Stress Negatively Impact Police Officer Health Study Suggest." ehstoday.com. EHSToday, 04 March 2013. Web. 14 June 2013.

White, Jacquelyn. " Factors of Stress Among Police Officers." Criminaljusticeandbehavior.com, Sage Journals, 09 June 2013. Web. 21 August 2011.