



Oregon

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March 17, 2015

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RE: Responses to questions asked during Ways and Means presentation on March 16, 2015

Dear Ways & Means Public Safety Subcommittee Members,

Thank you for the opportunity to provide information related to the Oregon Department of Corrections (DOC). Below are responses to the questions asked during the our presentation to the Ways and Means Public Safety Subcommittee presentation on Monday, March 16, 2015.

1. Can DOC provide a copy of the Portland State University (PSU) study on staff wellness?

Please see the attached technical report from PSU.

2. What types of work does Oregon Corrections Enterprises (OCE) provide to adults in custody, and is OCE's makeup constitutional or statutory?

OCE was born out of the constitution with the passage of Ballot Measure 68, but its structure is codified in ORS 421.344. We have provided an Issue Brief on OCE (attached), which explains its history in more detail, and outlines the types of work assignments it provides to adults in custody.

3. What are the crime type, race, mental health, and substance abuse breakdowns between men and women?

We have broken out these four demographics charts into two each – one for males and one for females. Please see the attached “demographics” document.

4. What is the breakdown by county (and by gender) of prison bed usage?

The Criminal Justice Commission is tracking prison bed usage by county to help measure efforts by the counties to decrease the prison population following the passage of HB 3194. Please see the attached Excel document that shows this data.

5. What is considered a mental health diagnosis?

DOC Behavioral Health Services (BHS) assigns a mental health code to inmates who either self-report that they have a mental illness, or who are diagnosed with a mental illness by a mental health professional per the Diagnostic & Statistical Manual of Mental Disorders (DSM-5).

For the sake of internal organization, those mental health codes are:

- No need reported or diagnosed.
- MH-0: May have self-reported, but does not meet the criteria for mental health diagnosis.
- MH-1: Minimal/moderate need. Does not meet criteria for mental health services, despite a diagnosis.
- MH-R: Meets criteria for services and would benefit from treatment. Restricted to institutions where BHS services are available.
- MH-2: Severe need. Restricted to institutions where BHS services are available.
- MH-3: Highest need. Restricted to institutions where BHS services are available.

6. What is the breakdown of DOC’s alcohol and drug treatment programs?

The table below outlines the alcohol and drug treatment programs that DOC currently offers. All of DOC’s treatment programs incorporate evidence-based practices for cognitive-behavioral models of intervention, and focus on drug-free community living and pro-social thinking. We also include relapse prevention in our treatment programs.

All in-prison treatment programs are licensed by the Oregon Department of Human Services, Division of Addictions and Mental Health as either residential treatment or intensive outpatient treatment; DOC offers both.

All alcohol and drug treatment programs within DOC are voluntary and require a six-to-nine month commitment to complete, as well as engagement in structured activities for a minimum of 14 hours per day.

Upon entry into a treatment program, inmates receive a comprehensive assessment that is designed to determine the existence and degree of their chemical dependency, ancillary or causal factors, and the appropriate treatment modality and rehabilitation services that are likely to mitigate their risk factors.

Table 1: DOC Alcohol and Drug Treatment Programs

Program Location	Program Name	# of Beds / Slots	Weekly Therapeutic Hours	Contract Partner
RESIDENTIAL TREATMENT				
CRCI	Turning Point	50	20	Cascadia
CCCF (female)	Turning Point	54	20	Cascadia
DRCI	Phoenix Program	106	20	Community Education Centers
PRCF	New Directions Northwest	128	20	New Directions Northwest
INTENSIVE OUTPATIENT TREATMENT				
OSCI	Freedom in Recovery	25	10	Multi-Cultural Consultants
CCCF (female)	Living in Freedom Today	48	10	Pathfinders
CRCI	Recovery in Progress	61	10	West Care
SCI	Turning Point	25	10	Cascadia

7. How many adults in custody are signed up for benefits prior to release?

Through an interagency agreement with the Oregon Health Authority (OHA) as part of the Affordable Care Act expansion, DOC submits Medicaid applications for newly-eligible adults in custody, ages 19 to 64, just prior to their release from prison. We now have a Re-entry Benefits Coordinator who is a staff member authorized to submit the applications (completed while meeting with the individual) to OHA for processing.

For persons ages 65 and older at release, the Re-entry Benefits Coordinator completes and submits a Medicaid application to the Department of Human Services (DHS), Adults and People with Disabilities office, approximately 60 days prior to release.

The following statistics relate to Medicaid applications at release:

- Between March 1, 2014 and February 28, 2015, DOC released 4,973 individuals between the ages of 16 and 84 years, including 88 individuals (ages 16 to 24) housed at the Oregon Youth Authority.
- During this time, Medicaid applications were submitted for more than 82 percent of releasing individuals ages 19 to 64 years. It is important to note that approximately 8 percent of total DOC releases are not considered because they are not eligible for Medicaid under Medicaid rules if they release to a federal, state or county detainer (including the INS), or if they release out-of-state.
- Approximately 23 percent of releasing individuals ages 65 and older were pre-qualified and determined eligible for Medicaid.

8. From where do the targets for our Key Performance Measures come?

We are looking into this, and we will get back to the committee with further information once we determine how we originally set the KPM targets.

9. With what crime(s) was the escapee from Deer Ridge Correctional Institution (DRCI) charged?

Clinton Swearingen, who escaped from DRCI, was charged with escape in the second degree for that incident. We understand he was not charged for unauthorized use of a motor vehicle because there was not enough evidence to pursue that charge.

10. How do DOC's workers' compensation time loss statistics compare to the Oregon State Hospital (OSH)?

Per information from the OSH, Oregon Youth Authority (OYA), and the DOC Human Resources Division, the following data shows time loss days among the three agencies.

July 2012 – June 2013

- DOC had 3,165 time loss days and 4,383 FTE. This gives DOC a ratio of .722 days per employee.
- OYA had 1,980 time loss days and 1,011 FTE. This gives OYA a ratio of 1.96 days per employee.
- OSH had 4,185 time loss days and 1,852. This gives OSH a ratio of 2.26 days per employee.

July 2013 – June 2014

- DOC had 3,938 time loss days and 4,415 FTE. This gives DOC a ratio of .892 days per employee.

- OYA had 1,601 time loss days and 992 FTE. This gives OYA a ratio of 1.614 days per employee.
- OSH had 3,328 time loss days and 1,852. This gives OSH a ratio of 1.79 days per employee.

In addition to the responses to your questions, I wanted to correct two things I said on the record yesterday. First, when I spoke about the gender breakdown of the prison population, I said that, since July 1, 2011, our female population has grown by 14 percent compared to 13 percent of growth in the male population. I misspoke; the growth in the male population is 3 percent, not 13 percent.

Second, regarding DOC's 10 percent reduction options, I mentioned that none of those options was included in the Governor's Balanced Budget. In actuality, the Governor did decrease funding to Community Corrections by \$15 million. However, this \$15 million was restored in the Co-Chairs' Budget.

Thank you, again, for the opportunity to respond to your questions. I look forward to our continued testimony.

Sincerely,

A handwritten signature in cursive script, appearing to read "Colette S. Peters". The signature is written in black ink and is positioned above the typed name.

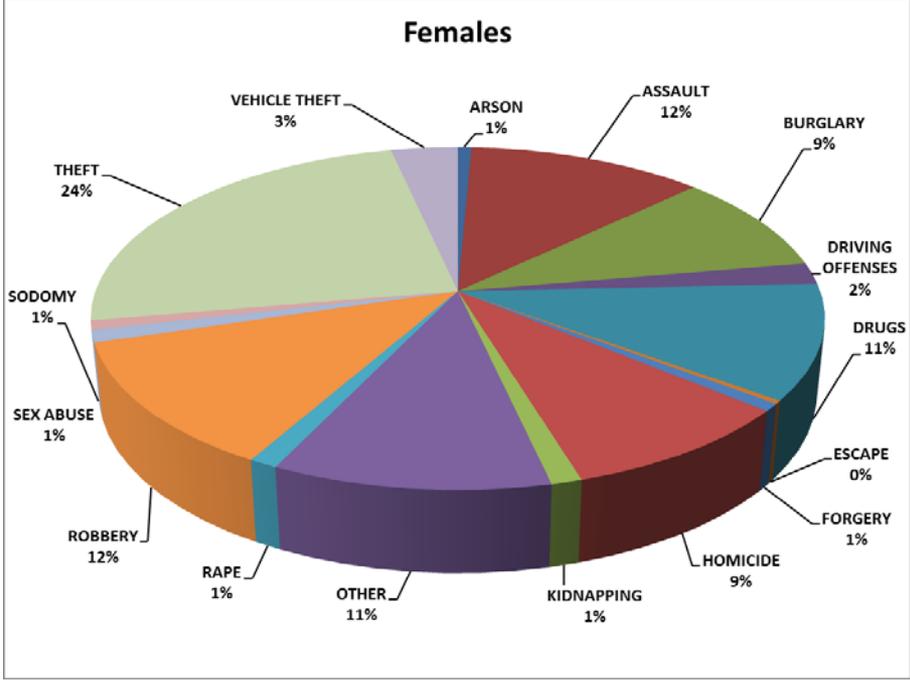
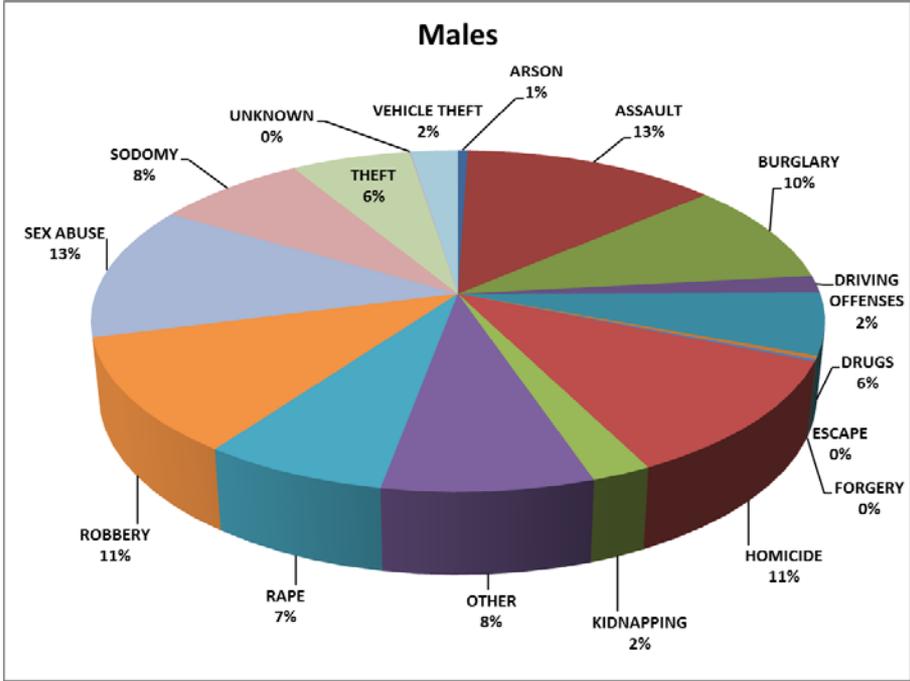
Colette S. Peters
Director

	Total Intakes		
	Jan 2013 - Dec 2013	Jan 2014 - Dec 2014	Difference
DESC	176	218	42
YAMH	79	110	31
WASH	489	514	25
COOS	71	90	19
JEFF	27	45	18
KLAM	117	134	17
MARI	656	669	13
CLAC	359	365	6
WASC	32	37	5
LANE	512	516	4
HARN	6	8	2
HOOD	11	11	0
LINN	214	214	0
GILL	1	0	-1
MORR	11	10	-1
WHEE	1	0	-1
BAKR	19	17	-2
CLAT	75	73	-2
LAKE	11	9	-2
SHER	5	2	-3
TILL	23	20	-3
WALL	6	3	-3
LINC	81	77	-4
CURR	25	20	-5
GRAN	8	2	-6
BENT	63	56	-7
MALH	46	37	-9
POLK	57	48	-9
UNIO	37	27	-10
JACK	207	196	-11
UMAT	104	90	-14
CROO	36	17	-19
DOUG	150	127	-23
COLU	50	24	-26
JOSE	179	127	-52
MULT	1028	871	-157

	Total Female Intakes		
	Jan 2013 - Dec 2013	Jan 2014 - Dec 2014	Difference
LANE	60	67	7
CLAT	8	14	6
UMAT	9	15	6
DESC	22	27	5
CURR	1	4	3
JEFF	3	6	3
KLAM	17	20	3
HOOD	0	2	2
TILL	1	3	2
WASC	2	4	2
COOS	9	10	1
HARN	0	1	1
LAKE	0	1	1
SHER	1	2	1
UNIO	4	5	1
BAKR	2	2	0
MALH	7	7	0
MARI	100	100	0
POLK	4	4	0
CROO	3	2	-1
GRAN	1	0	-1
LINC	11	10	-1
MORR	1	0	-1
BENT	8	6	-2
JACK	23	21	-2
YAMH	14	12	-2
COLU	3	0	-3
DOUG	21	17	-4
CLAC	59	52	-7
LINN	39	31	-8
WASH	77	67	-10
JOSE	24	12	-12
MULT	125	97	-28



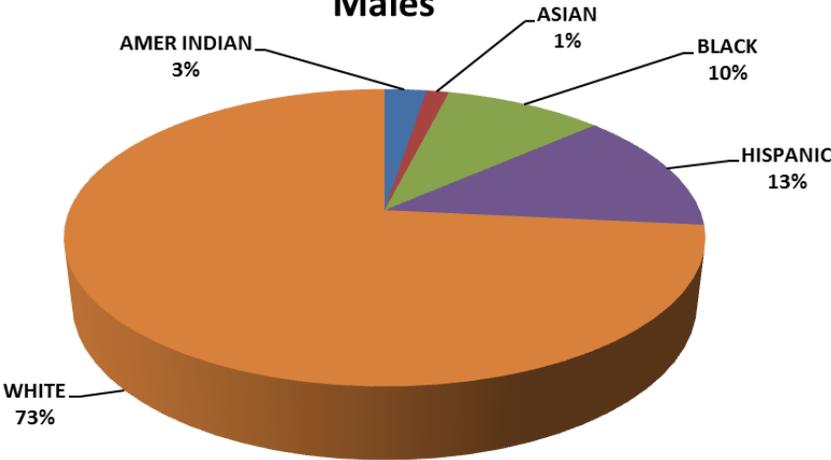
Crime Type



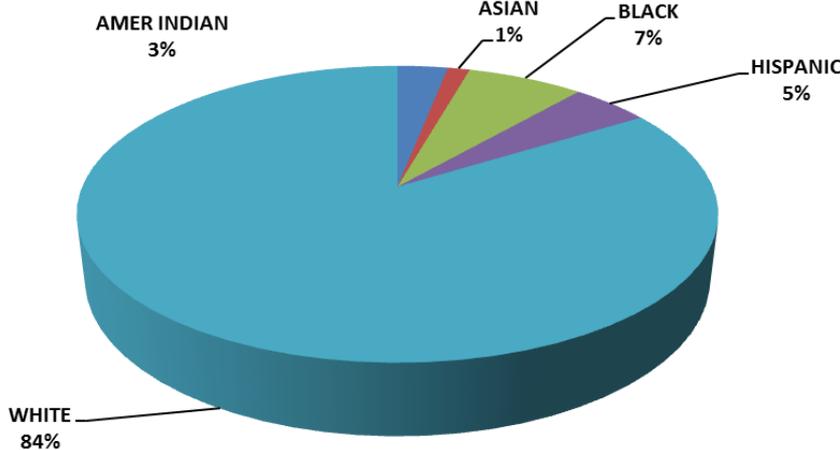


Race

Males

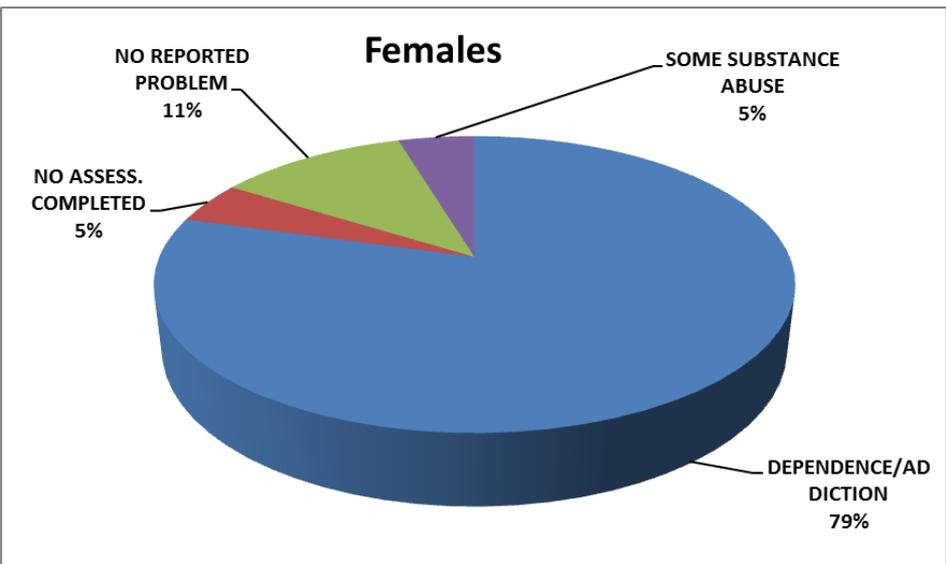
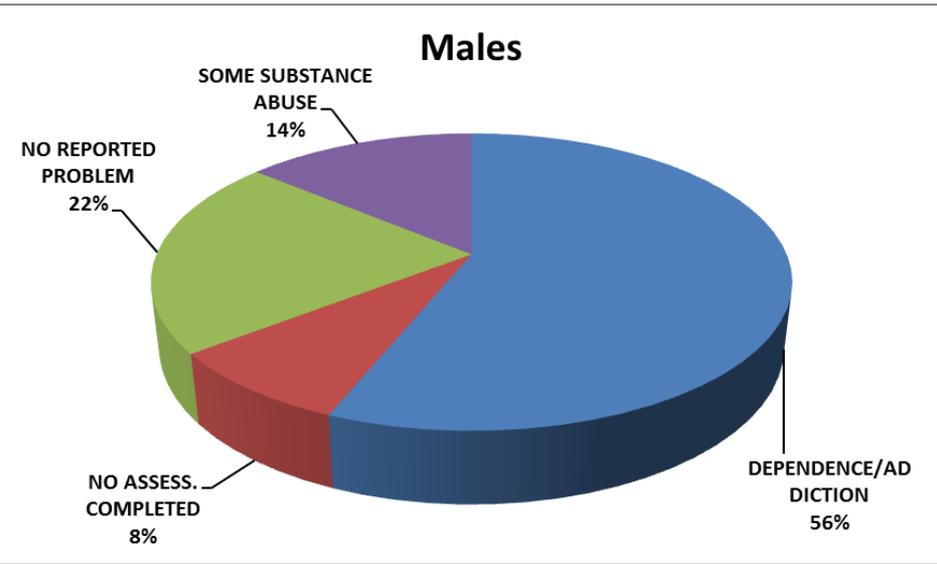


Females



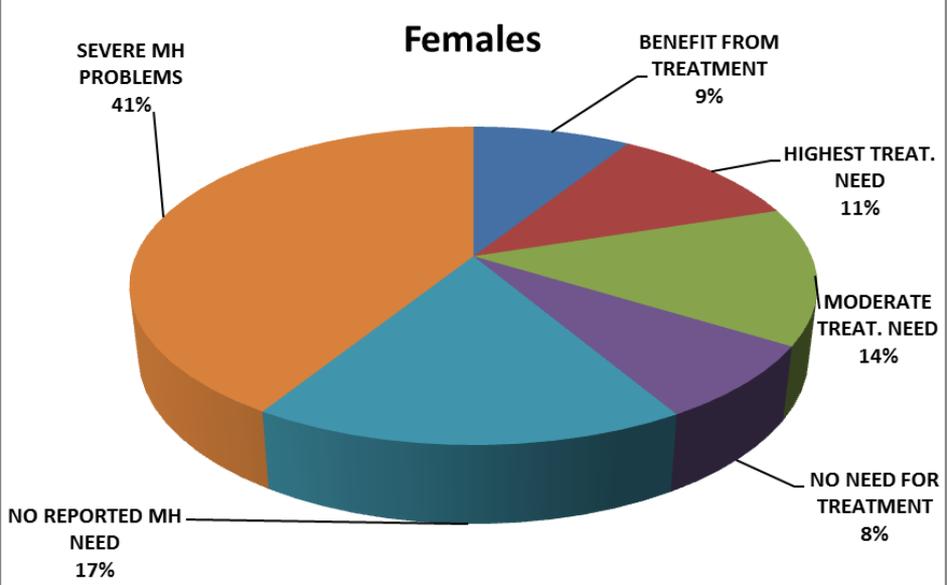
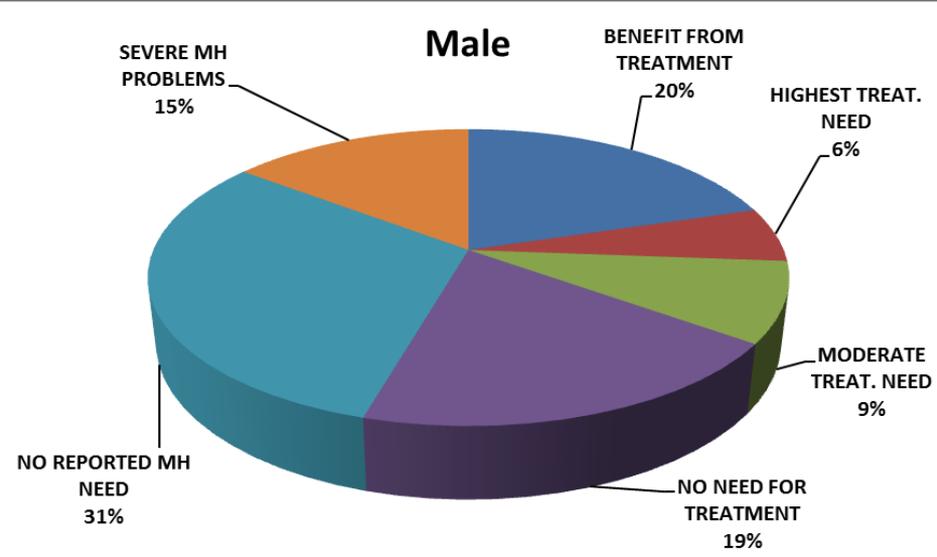


Substance Abuse





Mental Health



Survey of Oregon Correctional Officers:
Work Stress, Well-Being, and Work-Life Balance

Technical Report for the Oregon Department of Corrections

November 2013

Data Collected October 2012 – April 2013

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Survey of Oregon Correctional Officers:
Work Stress, Well-Being, and Work-Life Balance

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Survey of Oregon Correctional Officers:
Work Stress, Well-Being, and Work-Life Balance

Executive Summary

This report presents data based on a study that was designed and conducted by researchers from Portland State University and the Oregon Department of Corrections (ODOC), in partnership with the two unions represented within the ODOC (AFSCME and AOCE). The goal was to examine potential factors related to correctional officer (CO) stress, well-being, and work-life balance in all 14 Oregon state correctional institutions.

Corrections officers are tasked with the responsibility to oversee a population of prison inmates on a day-to-day basis. This unique assignment requires CO's to take special precautions to ensure the safety of the inmates, other CO's, and themselves. The unique attributes of the job, along with workplace issues typical of many jobs, are thought to contribute to work-related stress and health problems for CO's.

Research on CO work stress is still scarce, especially studies that use reliable research designs to assess phenomena that Occupational Health Psychologists have identified as being vital to employee health and well-being. Therefore, the goal of this study was to identify baseline levels of CO work stress, work-family conflict, well-being, and health behaviors in all Oregon correctional institutions. As a result, this report details findings based on surveys taken by 1,331 CO's.

Based on our findings, we have provided summary information on areas in which CO's overall gave positive reports and areas in which the CO's indicated may be opportunities for improvement. We have highlighted the following in the Executive Summary and body of the report: Terms used in the report, a description of the survey methodology, summary statistics on the participants, summary statistics on the variables we assessed, and correlation tables for the variables of interest. This information appears on pages 3-23.

We made recommendations based on our findings for next steps in further identifying factors that contribute to CO work stress. We also highlight a pilot intervention study – based on the results of this survey – that will be implemented in two Oregon correctional facilities beginning in January 2014. This information appears on pages 24-28.

The final section of the report contains graphs describing responses for each of the variables we assessed through the survey. It also includes a series of tables in which the mean levels of each variable are broken down by individual facilities. This information appears on pages 29-97. Lastly, a full copy of the survey we distributed can be found on pages 98-111.

Terms Used in Report

Brief definitions of statistical terms used in this report:

Mean: The average of a set of numbers. A mean is calculated by adding a set of values together, and then dividing by the number of values in the set.

Standard deviation (SD): A number that indicates how much deviation, or how ‘spread out’, a group of numbers are. The standard deviation measures how much on average individual values vary from the mean.

Correlation: The relationship between two variables. Correlation values range from 0 to 1. A correlation of 0 indicates no relationship between variables. A correlation of 1 indicates a perfect positive relationship between two variables, such that as one variable increases so does the other. A correlation of -1 indicates a perfect negative relationship, where one variable increases as the other variables decreases.

Response Scale: The set of choices provided to answer a survey question. Scales are often ordered, where a number corresponds to each answer.

Example: *Please respond on a scale of 1-5, where 1 indicates “Strongly Disagree” and 5 indicates “Strongly agree.”*

Variable: A variable is a characteristic or value that researchers have an interest in measuring. We used a question or several questions to form variables for some construct we want to assess. For instance, ‘*Insomnia*’ is a variable we assessed by asking four questions about participants’ sleep habits. We then took the average responses to the four questions and created a single score representing the variable *Insomnia*.

Survey Methodology

This study was a first step in quantifying the presence of workplace demands, job-related resources, indicators of overall health, and strategies for coping with stressors among CO’s in Oregon’s correctional facilities.

We distributed a 220-question online survey questionnaire (paper copies were available as well) to all CO’s in Oregon between October 2012 and April 2013. We collected information on demographics, psychosocial workplace factors, work-family conflict, well-being, and health behaviors. The results of the survey are summarized in this report.

The questions on the survey were selected based on past research in the areas of Occupational Health Psychology, criminal justice, and general stress and coping. Based on our own research in addition to site visits to a minimum, medium, and maximum security facility, we created a list of over 600 questions we believed would address relevant topics for the corrections officers. Our research team worked with the ODOC to narrow these questions down to 220 questions which we considered to be most relevant while also covering a wide range of topics. For one area, we developed our own measure (Hypervigilance) because at the time we designed the survey we found no existing scales that would accurately capture the construct we wanted to assess.

Study Participants

A total of 1331 CO's returned surveys for a response rate of 54%. Table 1 displays the responses separated by facility. The greatest percentage of participants came from Snake River Correctional Institution (124 participants; 16% of total responses) and Oregon State Penitentiary (116 participants; 15% of total responses). Table 2 displays a summary of the demographics of the participants. The average age of the CO's was about **44 years** and about **80%** were male. About **72%** indicated that they were currently married and **82%** held educational credentials beyond a high school diploma. The majority of participants were White (**82%**). The CO's worked largely in medium security facilities (**50%**), followed by minimum security facilities (**30%**) and maximum security facilities (**21%**). The average time spent working as a CO was about **12 years**, and the average time spent working at the facility the CO's currently worked at was about **9 years**. Additionally, about **31%** of the CO's were Veterans of the U.S. Armed Forces.

Table 1: Responses to Survey

Institution	Responses	% of Total Responses	Response Rate for facility
Coffee Creek Correctional Facility	76	10%	27%
Columbia River Correctional Institution	42	6%	62%
Deer Ridge Correctional Institution	47	6%	24%
Eastern Oregon Correctional Institution	98	13%	40%
Mill Creek Correctional Facility	15	2%	38%
Oregon State Correctional Institution	43	6%	43%
Oregon State Penitentiary	116	15%	43%
Powder River Correctional Facility	21	3%	55%
Santiam Correctional Institution	21	3%	39%
Shutter Creek Correctional Institution	24	3%	54%
South Fork Forest Camp	13	2%	76%
Snake River Correctional Institution	124	16%	22%
Transport	14	2%	25%
Two Rivers Correctional Institution	84	11%	30%
Warner Creek Correctional Facility	26	3%	48%
All Institutions	764	-	33%
<i>Did not indicate a institution/facility</i>	567		
Total Responses	1331	Total Response Rate: 54%	

*Note: The additional 567 surveys were returned to the researchers but the participant did not indicate at which facility they worked.

Table 2: Demographic Information

Demographic	Survey Respondents
Age	44.35 years (range: 22-72)
Gender	80% male
Marital Status	72% married
Ethnicity	82% White (non-Hispanic)
Education Level	82% education beyond high school
Facility Security Level	30% minimum; 50% medium; 21% maximum
Job Tenure	12.12 years (range: less than 1-39)
Tenure in Current Facility	9.20 years (range: less than 1-32)
Work Hours	42.74 hours (range: 5-80)
Veteran Status	31% Veterans of U.S. Armed Forces

Job-Related Demands

Job demands are requirements of the job that employees must adhere to. Examples of job demands include task-oriented demands such as time pressure (i.e., a need to complete work in a certain amount of time), or emotional demands (i.e., the need to be emotionally attentive to others).

We measured a variety job demands (displayed in Table 3) to identify the types and levels of demands relevant to the corrections occupation. These include:

CO Resource Insufficiency: This refers to the CO's perceptions of how much a lack of workplace resources contributed to their stress. For example, how much a lack of support from management, or understaffing and resource inadequacy, contributed to their stress.

CO Possibility of Conflict: This refers to the CO's perceptions of how much the possibility of conflict at work contributed to their stress. For example, how much the possibility of violence from offenders or involvement in major incidents contributed to their stress.

Perceived Dangerousness of the Job: This is a measure of whether the CO's perceived their job to be dangerous. For example, whether they perceived their job to be more dangerous than other jobs, or whether there was a good chance they would get hurt on their job.

Hypervigilance: This is a measure of whether the CO's felt that they were constantly attentive to their environment and assessing their surroundings for signs of danger. For example, whether they always kept an eye out for potential danger or felt that bad things would happen if they did not constantly look out for danger.

Incivility: This refers to perceptions of whether CO's experienced any incivility, or lack of civil regard for one another, from their coworkers while at work. For example, whether their coworkers addressed them in unprofessional terms or were condescending to them.

Emotional Workload: This refers to whether the CO's perceived their work to be emotionally demanding. For example, whether their work put them in emotionally upsetting situations.

Table 3: Job-Related Demands: Overview

Job-Related Demand	Example	# Items	Mean	SD	Response Scale
CO Resource Insufficiency	How much has the following contributed to stress you have experienced in the past month: "Lack of support from management."	5	3.13 (Overall)	1.03	1-5
Lack of guidelines			3.13	1.30	1-5
Lack of authority			2.68	1.26	1-5
Lack of support from management			3.15	1.38	1-5
Resource inadequacy			3.55	1.29	1-5
Lack of decision-making			3.15	1.26	1-5
CO Possibility of Conflict	How much has the following contributed to stress you have experienced in the past month: "Possibility of violence from offenders."	5	2.77 (Overall)	.97	1-5
Possibility of violence			3.05	1.29	1-5
Allegations from offenders			2.56	1.27	1-5
Controlling versus helping an offender			2.49	1.19	1-5
Major incidents			2.29	1.23	1-5
Being on-guard			3.47	1.26	1-5
Perceived Dangerousness of the Job	"In the past month, in my job, I stood a good chance of getting hurt."	4	4.07	.91	1-5
Hypervigilance	"In the past month, I always kept an eye out for potential danger."	9	4.00	.76	1-5
Incivility	"During the past month, how often have you been in a situation where any of your supervisors or coworkers put you down or was condescending to you?"	7	2.22	.94	1-5
Emotional Workload	"In the past month, did your work put you in emotionally upsetting situations?"	3	2.90	1.02	1-5

Job-Related Resources

Some aspects of the job may be helpful in protecting employees against stress they may experience from job demands. These aspects of the job may be functional in achieving work goals, reduce job demands or associated stress, or stimulate personal growth and development. These job-related resources may include support from coworkers (i.e., social support), or a sense of control or autonomy.

We measured job resources (displayed in Table 4) to identify the types and levels of job-related resources relevant to the corrections occupation. These include:

Leader-member exchange: This is a measure of the quality of the relationship between the CO and the OIC they had the most contact with in the past month. For example, whether they characterized their working relationship with their OIC as ‘extremely effective’, or whether their OIC understood their job problems and needs.

Family-supportive supervisor behaviors: This refers to CO’s perceptions of the behaviors by the OIC they had the most contact with in the past month that were supportive of the CO’s non-work life. For example, whether the OIC made the CO feel comfortable talking about their conflicts between work and non-work.

Control appraisal: This is a measure of whether a person felt in control of the events that occurred in their life. For example, whether they felt powerful to control the outcomes of their work or that they believed most of their problems were not worth telling anybody about because they thought nothing will change.

Table 4: Job-Related Resources: Overview

Job-Related Resource	Example	# Items	Mean	SD	Response Scale
Leader-member exchange	“I would characterize my working relationship with my OIC as extremely effective.”	8	3.00	1.07	1-5
Family-supportive supervisor behaviors	“My OIC makes me feel comfortable talking to him or her about my conflicts between work and nonwork.”	4	2.77	1.16	1-5
Control appraisal	“With many of the problems I experience, it is not worth telling anybody because nothing will change.”	4	2.61	1.02	1-5

CO Well-Being

The overall well-being of employees may be determined largely by workplace factors. Many indicators can be used when referring to well-being, such as feeling ‘burned out’, an employee’s work-life balance, the presence of physical symptoms that are related to stress, and subjective feelings that one is feeling stressed out or sad.

We measured well-being (displayed in Table 5) to identify the types and levels of well-being of the CO’s. These include:

Disengagement: This is one indicator of employee burnout. Disengagement refers to feeling uninterested in work or talking in a derogatory way about work.

Exhaustion: This is an indicator of employee burnout. Exhaustion refers to feeling mentally, physically, and emotionally exhausted from working. For example, whether CO’s felt worn out and weary after work or whether they felt tired before they went to work.

Work-to-family conflict: This refers to whether a CO’s work responsibilities interfered with their non-work or family responsibilities. For example, whether their job produced strain that made it difficult to fulfill their family duties.

Family-to-work conflict: This refers to whether a CO’s non-work or family responsibilities interfered with their work responsibilities. For example, whether family-related strain interfered with their ability to perform job-related duties.

Perceived stress: This is a measure of whether a CO felt stressed, in general. For example, whether they felt unable to handle personal problems or unable to control the important things in their life.

Depressive symptoms: This refers to the degree to which a CO is reporting that they may be feeling depressed. This is not a clinical diagnosis of depression, but rather an indicator that one may have felt depressed and may suggest they undergo a clinical evaluation. For example, the frequency in which they felt worthless or that everything was an effort.

Physical symptoms of stress: This is a tally of how often a CO experienced any of 12 physical discomforts that may be related to stress. For example, how often they experienced a headache or an upset stomach or nausea.

Post-traumatic stress disorder (PTSD) symptoms: This refers to the degree to which a CO reported that they experienced symptoms that may indicate the presence of PTSD. This is not a clinical diagnosis of PTSD, but rather an indicator that one may have experienced symptoms consistent with PTSD. For example, how often in the past month

they reported feeling physically upset by reminders of a past distressing event or were jumpy or easily startled.

Table 5: Well-being: Overview

Type of Well-Being	Example	# Items	Mean	SD	Response Scale
Disengagement	“In the past month, it happened more and more often that I talked about my work in a derogatory way.”	8	3.05	.71	1-5
Exhaustion	“In the past month, after my work, I usually felt worn out and weary.”	8	3.14	.77	1-5
Work-to-family conflict	“In the past month, my job produced strain that made it difficult to fulfill family duties.”	5	3.11	1.16	1-5
Family-to-work conflict	“In the past month, my home life interfered with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.”	5	1.79	.82	1-5
Perceived stress	“In the past month, how often have you felt difficulties were piling up so high that you could not overcome them?”	6	2.53	.72	1-5
Depressive symptoms	“In the past month, how often have you felt so sad nothing could cheer you up?”	6	11.43	4.50	6-30
Physical symptoms of stress	“Over the past month, how often have you experienced each of the following symptoms? (example: headache, loss of appetite, dizziness)”	12	25.67	7.67	12-60
Post-traumatic stress disorder symptoms	“In the past month, how often were you physically upset by reminders of a distressing event from your past?”	4	7.59	3.07	4-20

CO Health Behaviors & Coping

When individuals face stress they may address it or deal with it in different ways. Some of these behaviors or ways of dealing with stress are thought to be helpful, while others may increase stress and be detrimental to well-being. Several of these behaviors are classified as non-work recovery experiences, or restful or leisure non-work activities that provide a rejuvenating experience. We also assessed health behaviors – specifically, sleeping and alcohol use. Finally, we assessed CO coping behaviors, or how one usually copes with a stressful situation.

We measured health behaviors and coping (displayed in Table 6, Table 7, and Table 8) to identify the types and levels of health and coping behaviors of the CO’s. These include:

Psychological detachment: This is one type of non-work recovery experience. It refers to whether a CO was able to mentally let go of work while they were not working. For example, whether they did not think about work at all or generally forgot about work during non-work time.

Relaxation: This is one type of non-work recovery experience. It refers to whether a CO was able to have relaxing experiences while they were not working.

Positive work reflection: This is one type of non-work recovery experience. It refers to whether a CO had positive thoughts about their work during their non-work time. For example, whether they thought about or considered the positive aspects of their jobs.

Negative work reflection: This is one type of non-work recovery experience. It refers to whether a CO had negative thoughts about their work during their non-work time. For example, whether they thought about or considered the negative aspects of their jobs.

Hours of sleep: This was one question that asked how many hours of sleep per night a CO usually got in the past month.

Sleep sufficiency: This was one question that asked how often a CO felt rested upon waking up in the past month.

Insomnia: This is a measure of whether a CO experienced symptoms of insomnia during the past month. For example, how often they had trouble falling asleep or woke up several times during the night.

Days consumed alcohol in the past month: This one was question that asked how many days in the last month a CO consumed alcohol.

Average drinks per day: This was one question that asked how many drinks a CO had on average on the days they consumed alcohol.

Greatest number of drinks in one day: This one was question that asked what the greatest number of drinks a CO consumed in one day in the last month.

Focus on and venting of emotions: This is one type of coping strategy referring to what a CO normally does when they are stressed. It refers to whether a CO expressed their emotions and vented to someone. For example, whether they get upset and let their emotions out.

Instrumental social support: This is one type of coping strategy referring to what a CO normally does when they are stressed. It refers to whether a CO sought social support aimed at solving the problem at hand. For example, whether they talked to someone who could do something concrete about the problem.

Emotional social support: This is one type of coping strategy referring to what a CO normally does when they are stressed. It refers to whether a CO sought social support aimed at focusing on their feelings. For example, whether they got sympathy and understanding from someone.

Substance coping: This is one type of coping strategy referring to what a CO normally does when they are stressed. It refers to whether a CO relied on alcohol or drugs to feel better.

Table 6: Recovery Experiences: Overview

Type	Example	# Items	Mean	SD	Response Scale
Psychological detachment	“OUTSIDE OF WORK, in the past month, I didn’t think about work at all.”	4	3.13	.93	1-5
Relaxation	“OUTSIDE OF WORK, in the past month, I kicked back and relaxed.”	4	3.49	1.00	1-5
Positive work reflection	“OUTSIDE OF WORK, in the past month, I thought about the positive aspects of my job.”	4	2.65	1.11	1-5
Negative work reflection	“OUTSIDE OF WORK, in the past month, I considered the negative aspects of my work.”	4	3.46	1.05	1-5

Table 7: Health Behaviors: Overview

Health Behavior	Example	# Items	Mean	SD	Response Scale
Hours of sleep	“During the past month, on average, how many hours of actual sleep did you get at night? (This may be different than the number of hours you spend in bed.)”	1	5.91	1.21	
Sleep sufficiency	“How often during the past month did you get enough sleep to feel rested upon waking up?”	1	2.82	1.17	1-5
Insomnia	“To what extent did you experience the following symptoms last month: Woke up several times during the night?”	4	3.25	1.04	1-5
Days consumed alcohol in the last month	“In the past month, on how many days did you consume alcohol?”	1	5.03	7.74	
Average drinks per day	“In the past month, when you did drink, on average, how many drinks did you have in a day?”	1	2.05	2.38	
Greatest number of drinks in one day	“In the past month, what was the greatest number of drinks you consumed in one day?”	1	3.95	4.90	

Table 8: Coping With Stress: Overview

Coping Strategy	Example	# Items	Mean	SD	Response Scale
Focus on and Venting of Emotions	“When I am under stress, I get upset and let my emotions out.”	4	2.70	.66	1-5
Instrumental Social Support	“When I am under stress, I talk to someone who could do something concrete about the problem.”	4	2.89	.84	1-5
Emotional Social Support	“When I am under stress, I get sympathy and understanding from someone.”	4	2.64	.88	1-5
Substance coping	“When I am under stress, I use alcohol or drugs to help me get through it.”	4	1.53	.88	1-5

Questions Requested by ODOC Human Resources

In addition to the variables we assessed, we also included questions specifically requested by the ODOC’s Human Resources department (displayed in Table 9).

Table 9: Questions Requested by ODOC Human Resources

Question	% yes	% no	% n/a
In the past month, have you been involved in a physical confrontation with an inmate?	29%	72%	
In the past month, have you lost control and become physically aggressive, which could include grabbing, pushing, or shoving, with an intimate partner, spouse, or significant other?	3%	97%	
Do you know how to use your EAP benefit?	74%	18%	8%
Do you believe EAP is completely confidential?	38%	43%	20%
Do you know what programs EAP has?	58%	27%	15%
Do you know who your wellness committee members are?	50%	42%	8%
Is there a fitness center at your facility?	75%	24%	1%
Do you ever use the fitness center at your facility?	24%	63%	13%
Have you participated in at least one wellness activity at your facility over the last year?	25%	70%	5%
Have you ever volunteered to serve on your wellness committee?	8%	91%	1%

Relationships Between Study Variables

Table 10 through Table 17 displays the relationships between the four categories of variables (Job-Related Demands, Job-Related Resources, CO Well-being, CO Health Behaviors & Coping).

Table 10: Job Demands & Well-being¹

Demands	Well-being							
	Disengagement	Exhaustion	Work-to-family conflict	Family-to-work conflict	Perceived stress	Depressive Symptoms	Physical Symptoms of Stress	PTSD Symptoms
CO Resource Insufficiency	++	++	++	+	+	+	+	+
CO Possibility of Conflict	+	++	++	+	+	+	+	+
Perceived dangerousness		+	+				+	+
Hypervigilance		+	+			+	+	+
Incivility	+	+	+		+	+	+	+
Emotional Load	+	++	++	+	+	++	++	++

¹ + or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

Table 11: Job Demands & Health Behaviors & Coping Part A¹

Demands	Health Behaviors & Coping (Part A)						
	Psychological detachment	Relaxation	PWR	NWR	Hours slept	Sleep Sufficiency	Insomnia
CO Resource Insufficiency	-	-	-	+	-	-	+
CO Possibility of Conflict	-	-		+	-	-	+
Perceived dangerousness				+			
Hypervigilance	-	-		+		-	+
Incivility		-	-	+	-	-	+
Emotional Load	-	-		+	-	-	++

¹+ or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

PWR = Positive Work Reflection, NWR = Negative Work Reflection

Table 12: Job Demands & Health Behaviors & Coping Part B¹

Demands	Health Behaviors & Coping (Part B)						
	Focus/Venting Emotions	Instrumental Social Support	Emotional Social Support	Substance Use Coping	Days consumed in the last month	Average drinks per day	Greatest # of drinks per day
CO Resource Insufficiency						-	-
CO Possibility of Conflict				+		-	-
Perceived dangerousness							
Hypervigilance							-
Incivility						-	
Emotional Load				+			

¹+ or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

Table 13: Job Resources & Well-being¹

Resources	Well-being							
	Disengagement	Exhaustion	Work-to-family conflict	Family-to-work conflict	Perceived stress	Depression	Physical symptoms	PTSD Symptoms
LMX	--	--			--	--	--	-
FSSB	--	-	-		--	--	--	-
Control Appraisal	--	-	--	-	-	-	-	-

¹+ or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

Table 14: Job Resources and Health Behaviors & Coping Part A¹

Resources	Health Behaviors & Coping (Part A)							
	Psychological detachment	Relaxation	PWR	NWR	Hours slept	Sleep Sufficiency	Insomnia	Greatest # of drinks per day
LMX		+	+	-		+	-	
FSSB		+	+	-		+	-	
Control Appraisal	+	+	+	-	+	+	-	

¹+ or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

PWR = Positive Work Reflection, NWR = Negative Work Reflection

Table 15: Job Resources and Health Behaviors & Coping Part B¹

Resources	Health Behaviors & Coping (Part B)						
	Focus/Venting Emotions	Instrumental Social Support	Emotional Social Support	Substance coping	Days consumed in the last month	Average drinks per day	Greatest # of drinks per day
LMX		+					
FSSB		+	+				
Control Appraisal		+	+	-			

¹+ or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

Table 16: Health Behaviors & Coping & Well-being Part A¹

Health Behaviors & Coping	Well-being (Part A)							
	Disengagement	Exhaustion	Work-to-family conflict	Family-to-work conflict	Perceived stress	Depressive Symptoms	Physical symptoms of Stress	PTSD Symptoms
Psychological detachment		--	--	-	-	-	-	-
Relaxation	-	--	--	-	--	--	--	--
Positive work reflection	--	--	-		-	-	-	-
Negative work reflection	++	++	+		+	+	+	+
Hours of sleep	-	-	-	-	-	-	--	-
Sleep insufficiency	-	--	--	-	--	--	--	--
Insomnia	+	++	+	+	++	++	++	++

¹ + or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

Table 17: Health Behaviors & Coping & Well-being Part B¹

Health Behaviors & Coping	Well-being (Part B)							
	Disengagement	Exhaustion	Work-to-family conflict	Family-to-work conflict	Perceived stress	Depressive Symptoms	Physical symptoms of Stress	PTSD Symptoms
Focus on and Venting of Emotions								
Instrumental Social Support	-	-			-			-
Emotional Social Support	-	-	-		-			-
Substance coping	+	+	+	+	+	+	+	+
Days consumed in the last month								
Average drinks per day								
Greatest number of drinks in one day			+	+		+		+

¹ + or - indicates correlations of |.2| or greater. ++ or -- indicates correlations of |.4| or greater.

Interpretation & Next Steps

In the following sections we will highlight some of the study results. COs' responses indicated that they were relatively satisfied with certain areas of their job or life and that certain job demands did not seem to be a big concern to them. We have reported these findings under "Strengths." However, we found some areas in which CO's reported concerns or certain job demands that they indicated to be contributing to their stress. We have reported these findings under "Opportunities for Improvement."

To see the mean levels of these variables separated by the facility please see pages 76-97.

Highlighted Findings: Prevalence/Mean of Study Variables

Strengths

Job-related demands: As possible job-related demands, we assessed Resource Insufficiency, Possibility of Conflict, Perceived Dangerousness of Job, Hypervigilance, Incivility, and Emotional Workload. CO's reported a mean **Incivility** score of 2.22 on a scale of 1-5. This indicated that, on average, CO's reported a relatively low incidence of their coworkers or supervisors making condescending remarks towards them or conducting themselves in an unprofessional manner.

Job-resources: We assessed Leader-member Exchange, Family-Supportive Supervisor Behaviors, and Control Appraisal. The mean **Leader-member Exchange** score was 3.00, which indicated that the CO's reported having an average relationship with the officer in charge (OIC) that they had the most contact with over the past month.

Well-being: We assessed Disengagement, Exhaustion, Work-to-Family Conflict, Family-to-Work Conflict, Perceived Stress, Depressive Symptoms, Physical Symptoms of Stress, and PTSD Symptoms. CO's reported a mean **Family-to-Work Conflict** of 1.79. This mean suggested a low incidence of the CO's family life interfering with their ability to focus on their work role while on the job. They also reported a mean of 2.53 on the **Perceived Stress** scale, revealing that "a little of the time" to "some of the time" they felt unable to control important things in their life or were not confident to handle personal problems, overall.

Health Behaviors & Coping: We assessed Psychological Detachment, Relaxation, Positive Work Reflection, Negative Work Reflection, Hours of Sleep, Sleep Sufficiency, Insomnia, Days Consumed Alcohol in the Last Month, Average Drinks Per Day, Greatest Number of Drinks in One Day, Focus on and Venting of Emotions, Instrumental Social Support, Emotional Social Support, and Substance Coping. CO's reported a high mean for **Relaxation** (3.49) during non-work time, suggesting that CO's feel they can relax during non-work time. The CO's also reported a score of 2.89 for **Instrumental Social Support**, suggesting they are able to talk to someone about a concrete solution to a problem when they are faced with stress.

Opportunities for Improvement

Job-related demands: We assessed Resource Insufficiency, Possibility of Conflict, Perceived Dangerousness of Job, Hypervigilance, Incivility, and Emotional Workload. CO's reported feeling that **Perceived Dangerousness of Job** was high, with a mean score of 4.00. They also felt they needed to be on guard and alert at all times, reporting a mean score of 4.07 on the **Hypervigilance** scale. These would suggest that CO's feel as though their job is more dangerous than other jobs, and that they felt as though they could not turn their back without putting themselves or others in danger. These findings are not surprising given the normal demands of working as a CO in a correctional institution. Additionally, although the mean score for overall **Resource Insufficiency** was moderate (2.77), the mean score for the question pertaining to **Resource Insufficiency/Understaffing** was 3.13, suggesting the CO's felt that understaffing and a lack of resources was a problem.

Job Resources: We assessed Leader-member Exchange, Family-Supportive Supervisor Behaviors, and Control Appraisal. The mean score for **Control Appraisal** was 2.61, suggesting the CO's felt as though speaking up about a problem would not matter because nothing would change as a result.

Well-being: We assessed Disengagement, Exhaustion, Work-to-Family Conflict, Family-to-Work Conflict, Perceived Stress, Depressive Symptoms, Physical Symptoms of Stress, and PTSD Symptoms. The mean for **Depressive Symptoms** was **11.43** (on a scale from 6-30). About 50% of the CO's gave responses that may indicate the presence of moderate **Depressive Symptoms**, while about 8% indicate they may have serious depressive symptoms. The mean for **PTSD symptoms** was 7.59 (on a scale from 4-20). The responses to the **PTSD symptoms** scale indicated that 23% of CO's gave responses that may indicate a high likelihood of the presence of PTSD-like symptoms.

Health Behaviors & Coping: We assessed Psychological Detachment, Relaxation, Positive Work Reflection, Negative Work Reflection, Hours of Sleep, Sleep Sufficiency, Insomnia, Days Consumed Alcohol in the Last Month, Average Drinks Per Day, Greatest Number of Drinks in One Day, Focus on and Venting of Emotions, Instrumental Social Support, Emotional Social Support, and Substance Coping. The mean for **Negative Work Reflection** during non-work time was 3.45, suggesting CO'S have negative thoughts about their work when they are off the job. CO's reported a mean of 5.91 **Hours of Sleep Each Night**, and a score of 2.92 on the **Sleep Sufficiency** scale. Overall, these findings indicate the CO's are not getting sufficient sleep on a regular basis.

Highlighted Findings: Relationships Between Variables

Highlighted Findings: Relationships Between Variables

All findings reported in this section in parentheses refer to *correlations*.

(1) Family-Supportive Supervisor Behaviors

Family-Supportive Supervisors Behaviors (FSSBs) were associated with increased indicators of sleep quality, such as sleep sufficiency (.21), and were associated with reduced insomnia (-.21). FSSBs were also associated with increased non-work recovery experiences, such as psychological detachment (.17), and relaxation (.27). FSSBs were also associated with increased well-being, as indicated by reduced work-to-family conflict (-.28), physical symptoms of stress (-.23), and depressive symptoms (-.21).

In summary: These findings suggest that FSSB are positively associated with health behaviors, non-work recovery experiences, and well-being.

(2) Work-to-family Conflict

Work-to-family conflict (WFC) was associated with decreased well-being, as indicated by increased perceived stress (.46) and physical symptoms of stress (.52). WFC was also associated with reduced non-work recovery experiences, such as psychological detachment (-.43) and relaxation (-.52). Additionally, WFC was associated with decreased indicators of sleep quality, such as sleep sufficiency (-.45), and was associated with increased insomnia (.51).

In summary: These findings suggest that WFC was negatively associated with health behaviors, non-work recovery experiences, and well-being.

(3) Perceived Dangerousness & Hypervigilance

Perceived dangerousness of the job was associated with reduced well-being, as indicated by increased work-to-family conflict (.29), exhaustion (.26), physical symptoms of stress (.22), and PTSD symptoms (.21). Additionally, perceived dangerousness was associated with increased insomnia (.20) and increased non-work negative work reflection (.23).

Hypervigilance was associated with reduced well-being, as indicated by increased work-to-family conflict (.39), exhaustion (.36), perceived stress (.20), physical symptoms of stress (.34), depressive symptoms (.29), and PTSD symptoms (.34). Additionally, hypervigilance was associated with reduced non-work recovery experiences, such as psychological detachment (-.22) and relaxation (-.23). Hypervigilance was also associated with reduced sleep quality (-.24), and with increased insomnia (.32).

In summary: Perceived dangerousness and hypervigilance were negatively associated with health behaviors, non-work recovery experiences, and well-being.

(4) Sleep

Good sleep was associated with increased well-being, as indicated by reduced work-to-family conflict (-.48), family-to-work conflict (-.29), exhaustion (-.48), perceived stress (-.38), depressive symptoms (-.43), PTSD symptoms (-.36), and physical symptoms of stress (-.55).

Additionally, sleep was associated with increased recovery experiences, such as psychological detachment (.38) and relaxation (.43).

In summary: Good sleep was positively associated with well-being and non-work recovery experiences.

Additional Analyses: Tenure

As specifically requested by the ODOC, we examined relationships between job tenure and all of the variables included in this report. However, none of the correlations were greater than |.2|, and thus we did not report these findings in a table.

We also conducted a median split for job tenure to examine mean differences between CO's whose tenure was below the median number of years of tenure (12 years) and CO's whose tenure was above the median. There were significant differences between these two groups for several variables. CO's whose tenure was greater than 12 years reported higher levels of CO resource insufficiency, incivility, emotional workload, and disengagement. CO's whose tenure was fewer than 12 years reported higher levels of family-supportive supervisor behaviors, control appraisal, non-work relaxation experiences, seeking instrumental social support, and seeking emotional social support.

Next Steps

In this survey study we assessed a broad range of topics related to CO work stress, health behaviors, and well-being. Due to the wide spectrum of areas that we reported on, it is difficult to point to one or two areas that demand the greatest attention to reduce CO stress and improve well-being. Overall, the findings indicate that CO's experience work stress and exhibit some unhealthy behaviors, and that these are related to decreased well-being.

Based on our results there are many possible routes for potential next steps in this project. One such direction that we are already in the process of implementing is based on the reported relationships between **Family-Supportive Supervisor Behaviors (FSSBs)**, **Work-to-Family Conflict**, and employee well-being. Our results indicated that that higher supervisor support for family issues was associated with lower levels of work interfering with family life. Work-to-family conflict itself was associated with several well-being indicators (i.e., higher perceived stress, higher physical symptoms of stress), health behaviors (i.e., higher reported insomnia), and higher job demands (i.e., hypervigilance).

Therefore, based on our results and past research on the importance of FSSBs in the workplace, we submitted a grant in June to the Oregon Healthy Workforce Center (OHWC) to implement a

pilot FSSB intervention in two correctional facilities in Oregon. In August, our project was selected to be funded from September 2013 to August 2014. We are currently in the process of adapting the existing training materials to the corrections occupation and creating both pre-intervention and post-intervention surveys for the CO's in the chosen facilities. Our expectation is that the FSSB training will increase FSSBs in the treatment facility, indicated by supervisor's reports of FSSB and CO's perceptions of FSSBs. We additionally expect that an increase in FSSB after the training will be associated with increased well-being, health behaviors, and decreased work-family conflict. In addition, this pilot intervention will examine the relationships between supervisor support for safety and CO perceptions of safety and well-being.

However, based on the available budget and scientific knowledge so far, this intervention study can only act as a pilot study that helps adapt and implement the FSSB training in the correctional setting. Future projects, given sufficient funding, could then implement FSSB training in all Oregon correctional institutions.

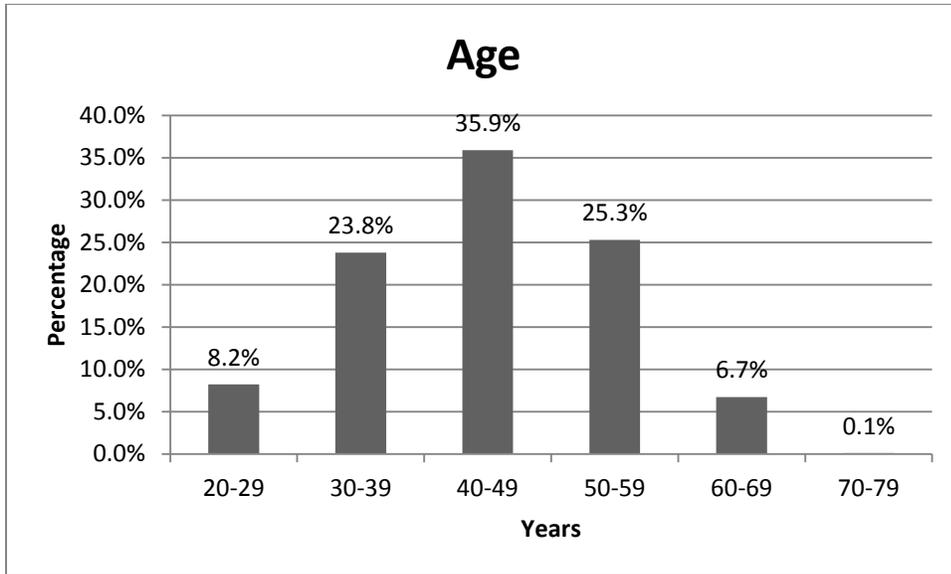
Based on our baseline survey study we further recommend implementing a longitudinal research design to examine how work stress, well-being, and work-life balance relate to each other and change over time. Rather than including all baseline assessments, such a project could focus on specific factors and outcomes that are of particular relevance to the ODOC.

These suggestions point to some paths that the ODOC can take to improve CO well-being and health behaviors. However, we acknowledge that there may be other avenues for improving work conditions of CO's in Oregon, and we believe these avenues should also be pursued via future workplace interventions. We are looking forward to continuing our work with the ODOC to explore ways in which CO work conditions, health, well-being, and work-life balance can be improved.

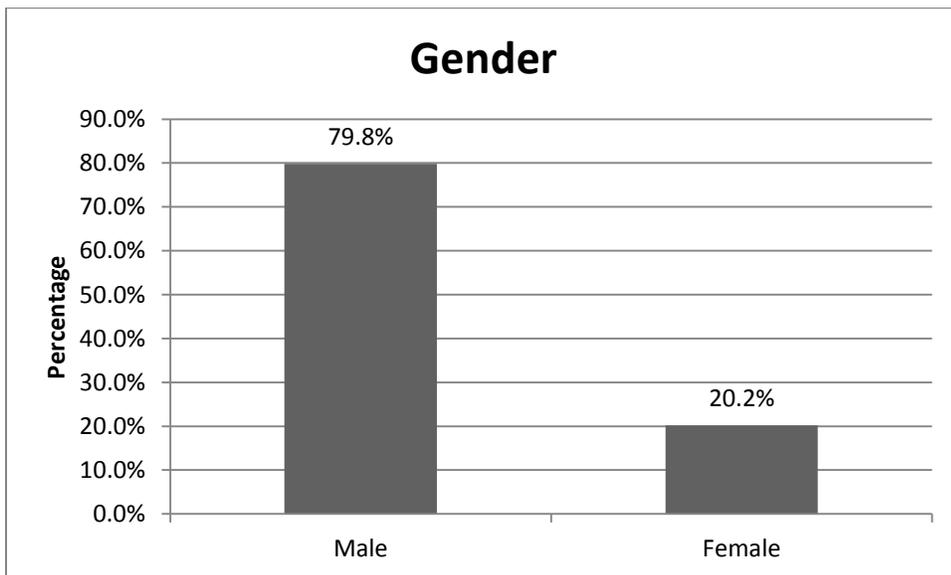
Appendices

Appendix A: Graphs of Variables Included in Study

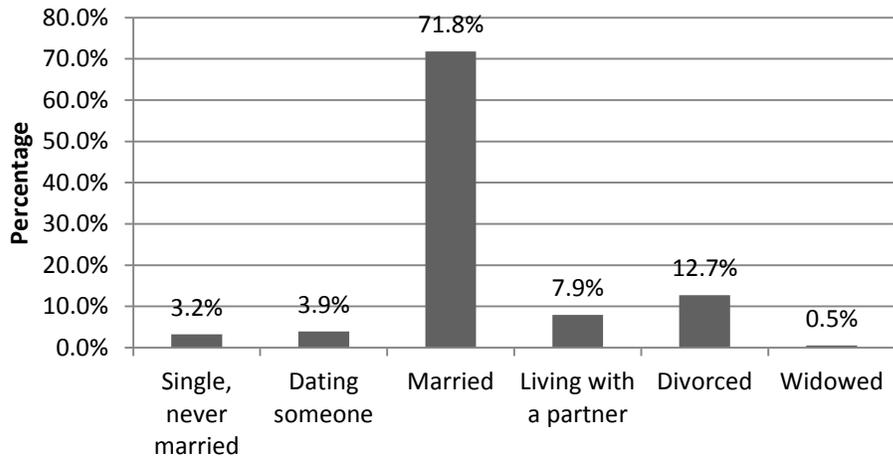
Demographic Information



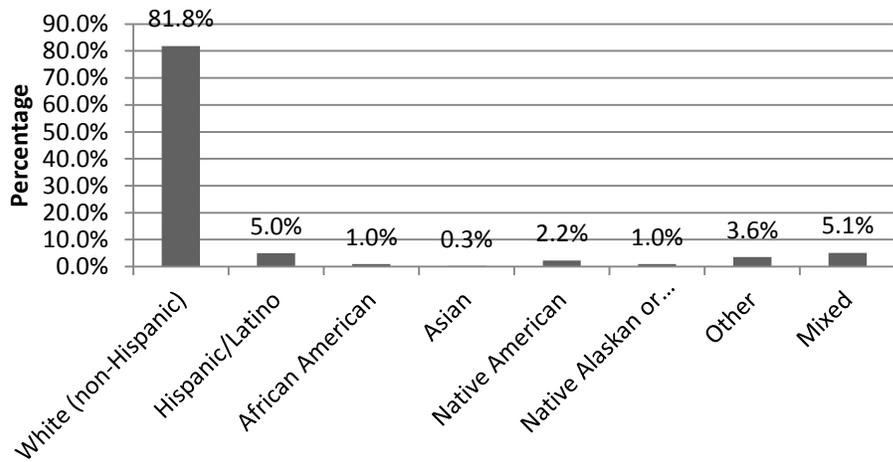
The **mean** age was **44.35** years.

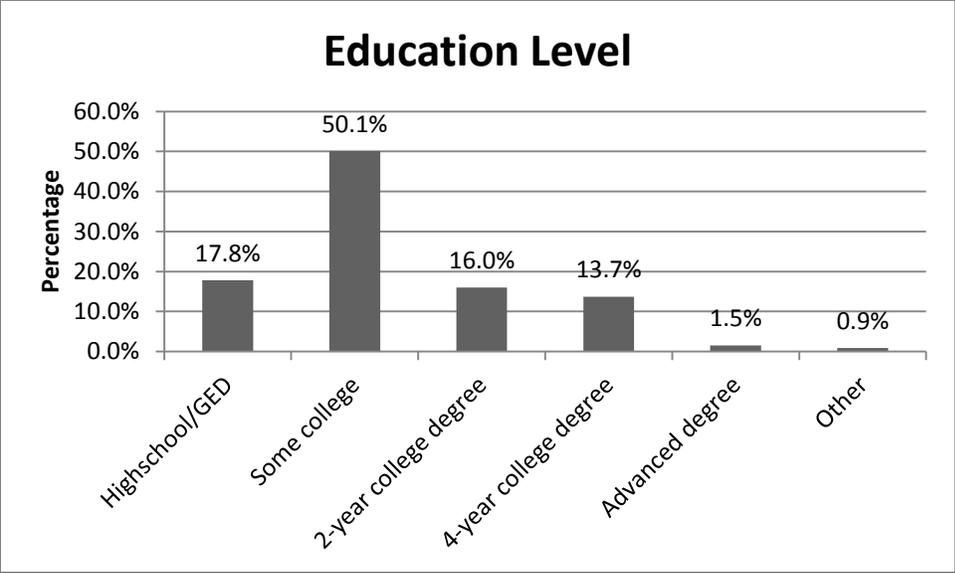


Marital Status

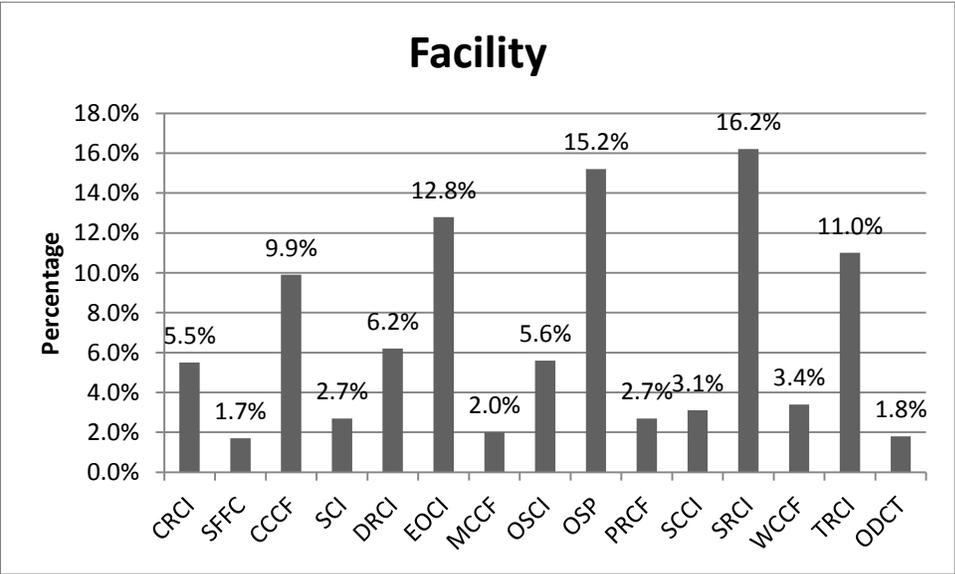


Ethnicity

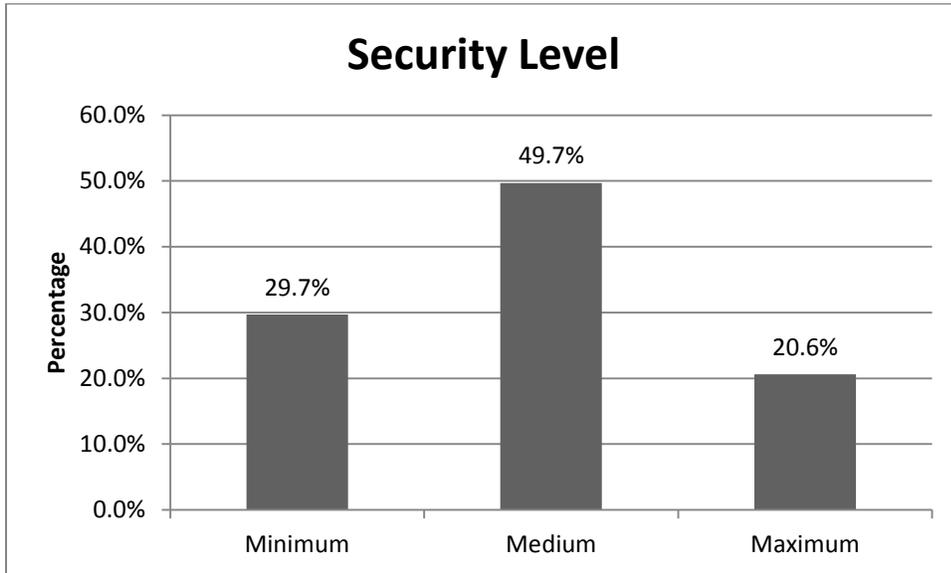




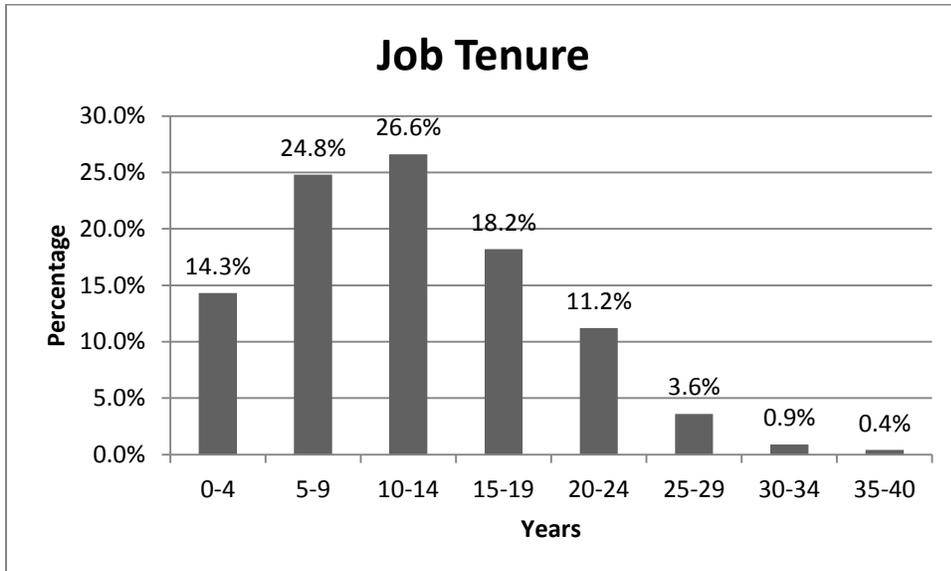
At which facility do you currently work?



Response to the following question: What is the security level of inmates you've worked with the most in the past month?

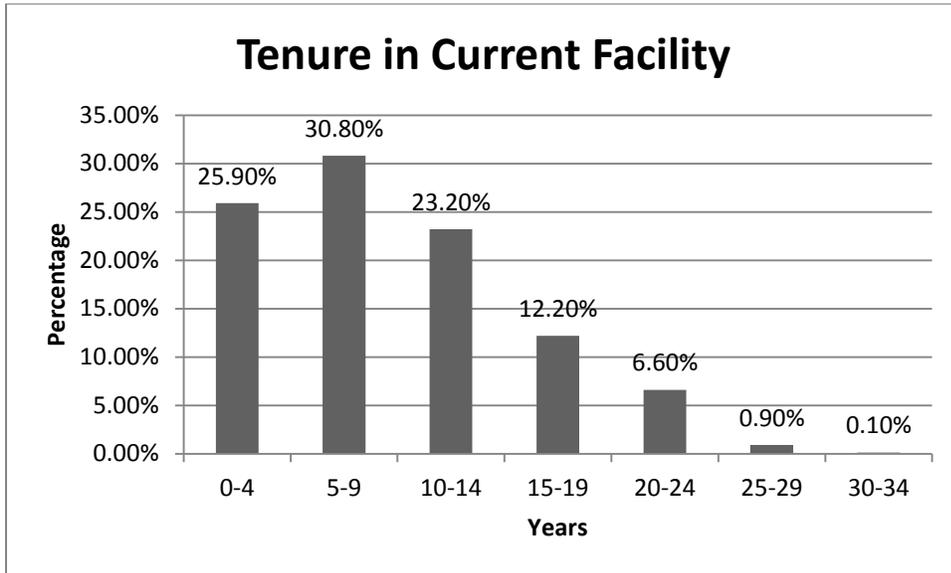


Response to the following question: How long have you been working as a correction officer?



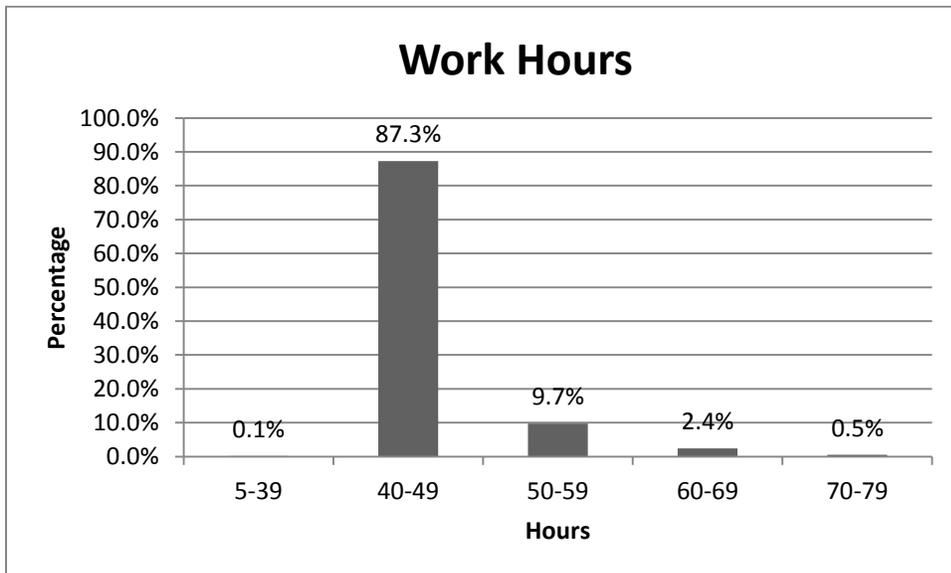
The mean was 12.12 years.

Response to the following question: How long have you been working at your current facility?



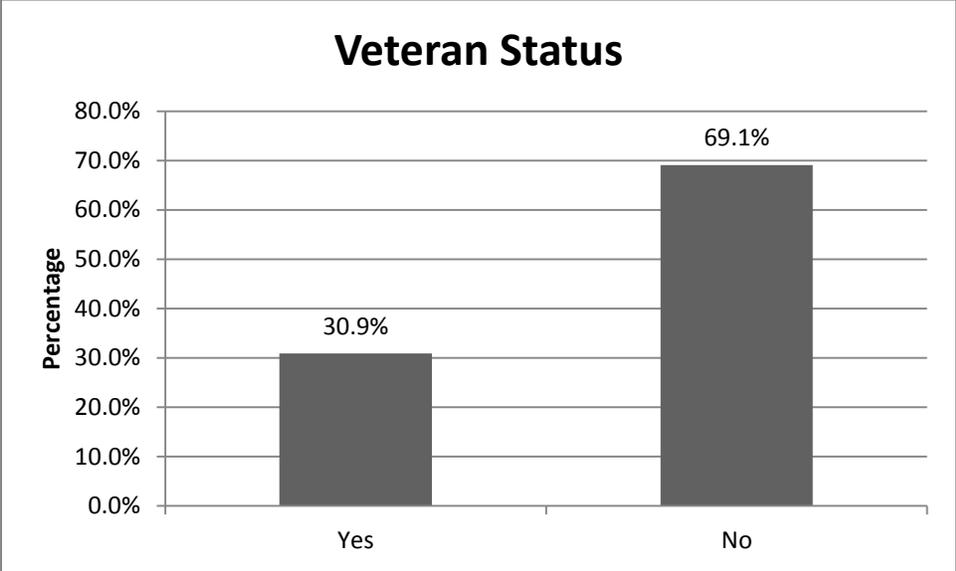
The mean was **9.20** years.

Response to the following question: On average in the past month, how many hours did you work per week?



The mean was **42.74** hours.

Response to the following question: Have you ever served on active duty in the U.S. Armed Forces?

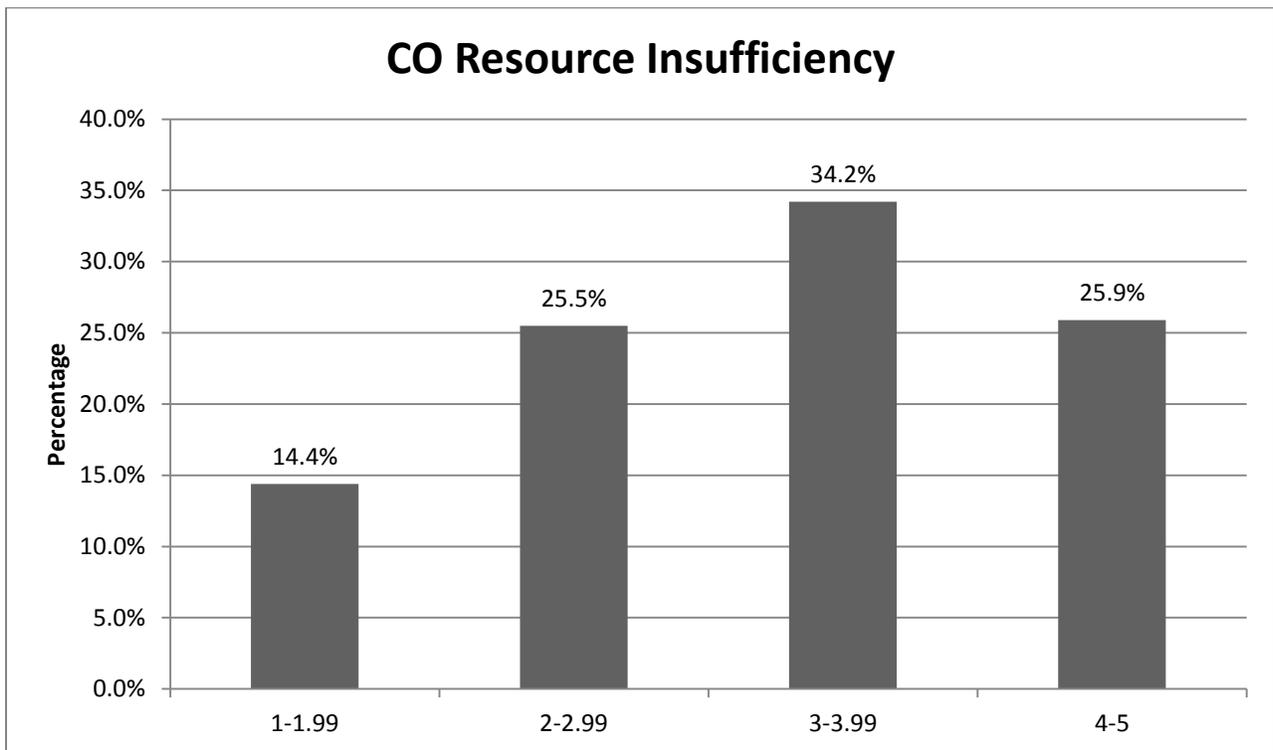


Job-Related Demands

CO Resource Insufficiency

Included 5 questions, such as “How much has lack of support from management contributed to stress you have experienced in the past month?”

Higher scores represent higher levels of reported CO Resource Insufficiency.



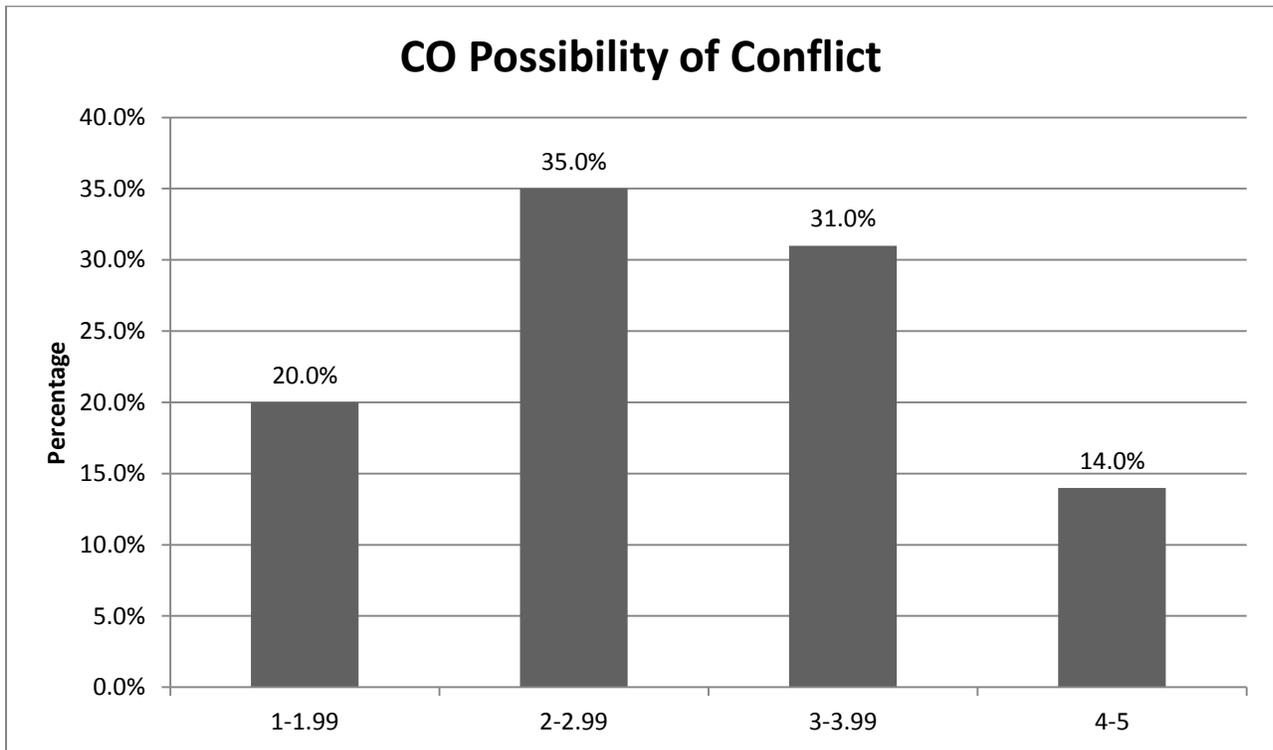
The **mean** overall was **3.13** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

CO Possibility of Conflict

Included 5 questions, such as “How much has the possibility of violence from offenders contributed to stress you have experienced in the past month?”

Higher scores represent higher levels of reported CO Possibility of Conflict.



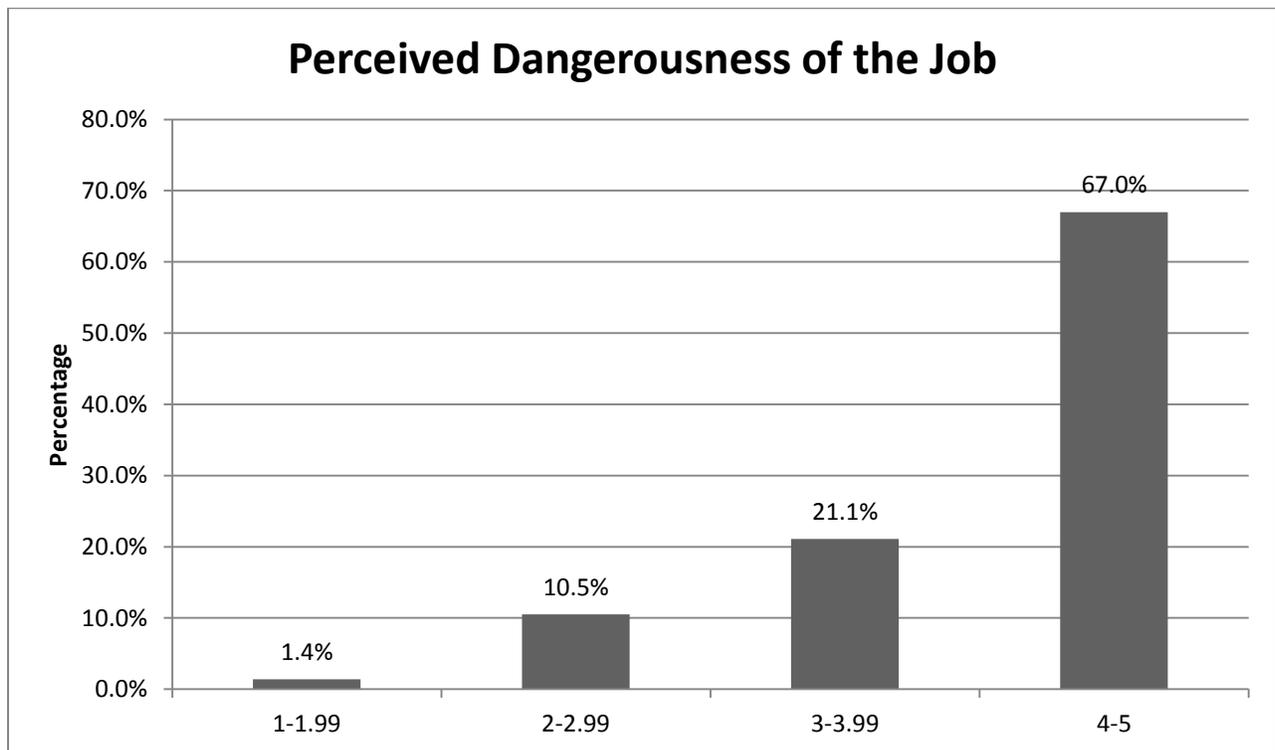
The **mean** overall was **2.77** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Perceived Dangerousness of the Job

Included 4 questions, such as “In the past month, in my job, I stood a good chance of getting hurt.”

Higher scores represent higher levels of reported Perceived Dangerousness.



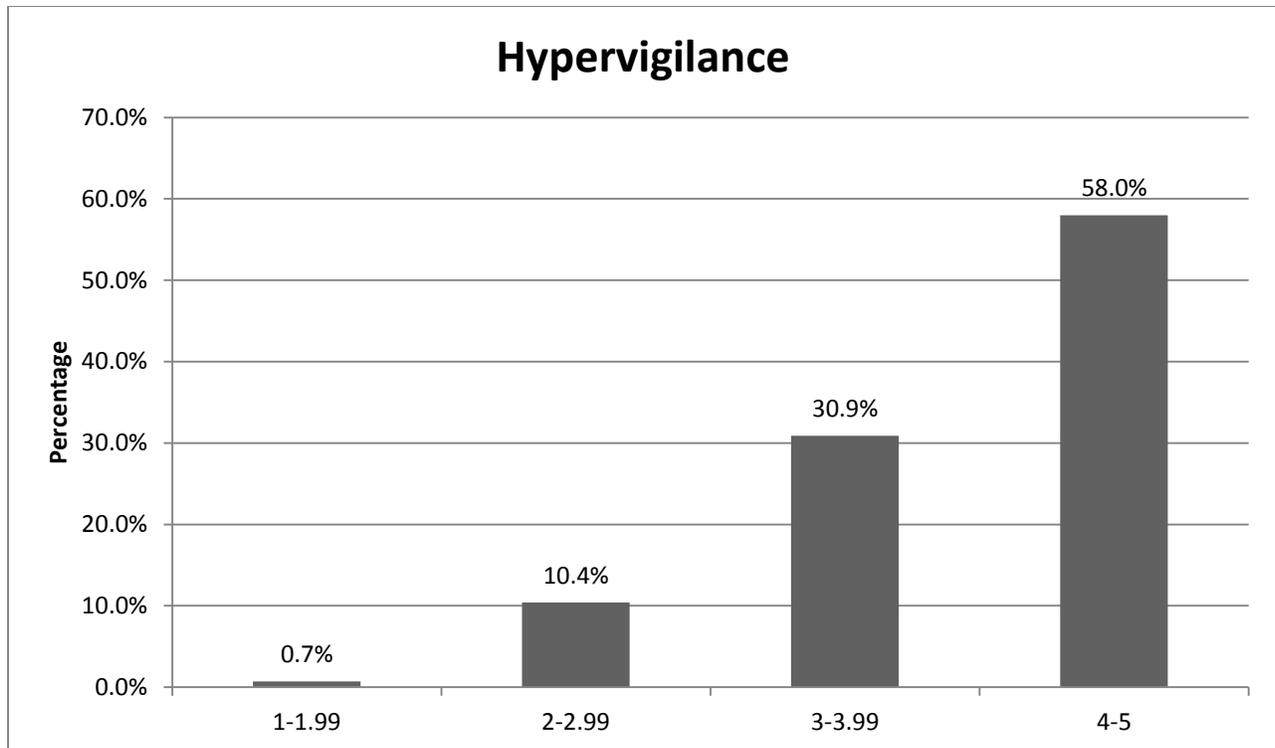
The **mean** overall was **4.07** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Hypervigilance

Included 9 questions, such as “In the past month, I always kept an eye out for potential danger.”

Higher scores represent higher levels of reported Hypervigilance.



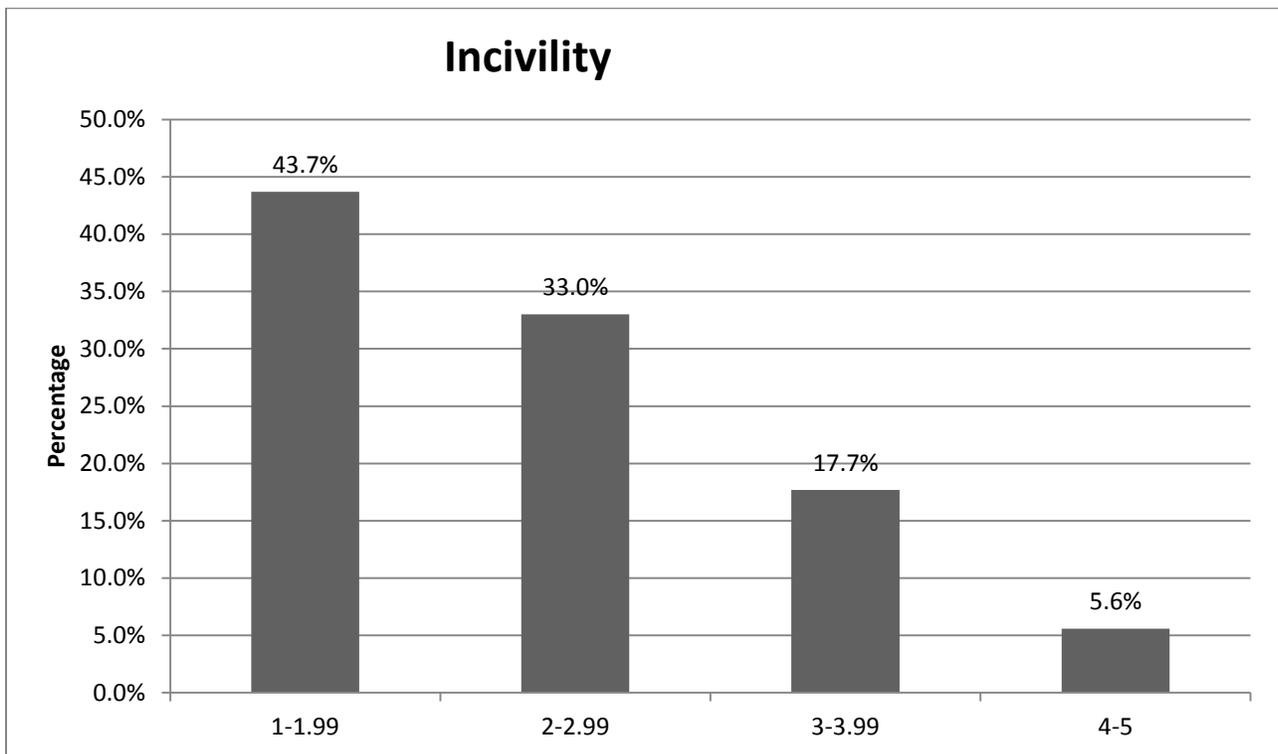
The **mean** overall was **4.00** on a **1-5 scale**.

Response scale: **1** (not at all) to **5** (very much).

Incivility

Included 7 questions, such as “During the past month, how often have you been in a situation where any of your supervisors or coworkers put you down or was condescending to you?”

Higher scores represent higher levels of reported Incivility.



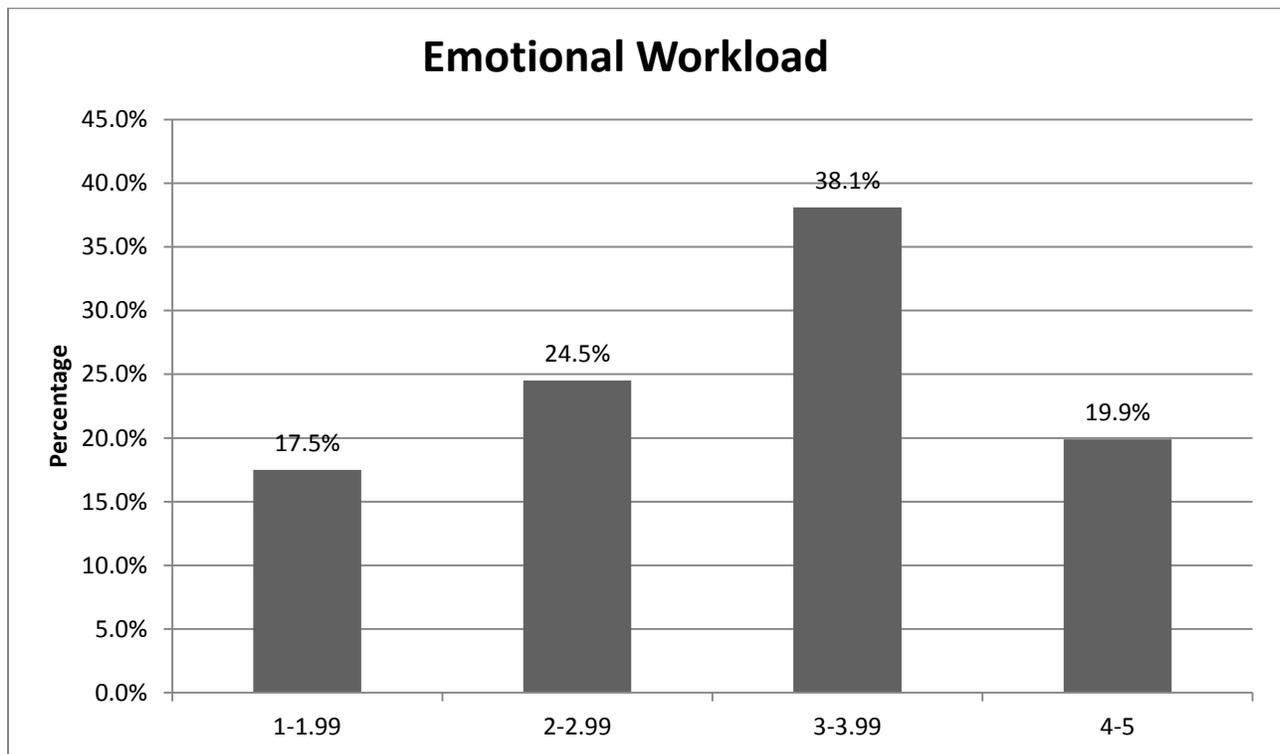
The **mean** overall was **2.22** on a **1-5** scale.

Response scale: **1** (never) to **5** (everyday).

Emotional Workload

Included 3 questions, such as “In the past month, did your work put you in emotionally upsetting situations?”

Higher scores represent higher levels of reported Emotional Workload.



The **mean** overall was **2.90** on a **1-5** scale.

Response scale: **1** (Very rarely or never) to **5** (Several times an hour).

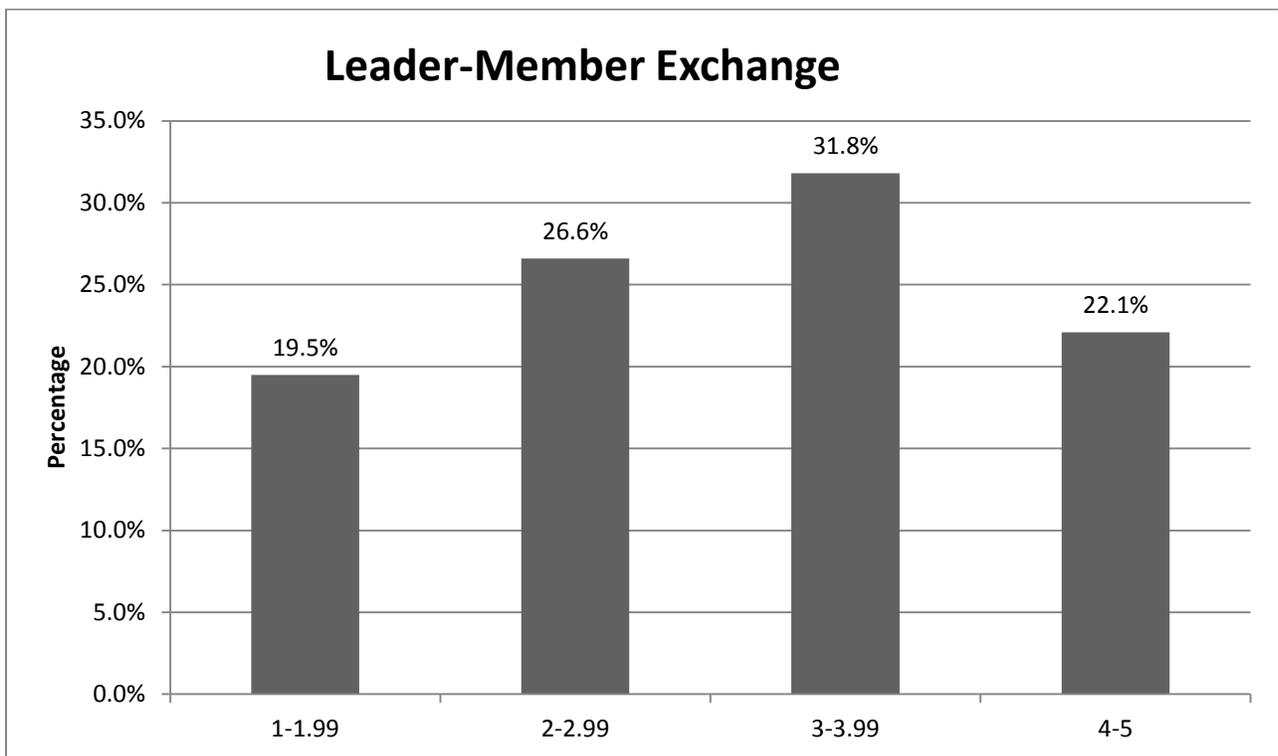
Job-Related Resources

Leader-Member Exchange

Included 8 questions, such as “I would characterize my working relationship with my OIC as extremely effective.”

Officers were instructed to think about the Officer in Charge (OIC) they had the most contact with in the last month while answering the questions.

Higher scores represent higher levels of reported Leader-Member Exchange.



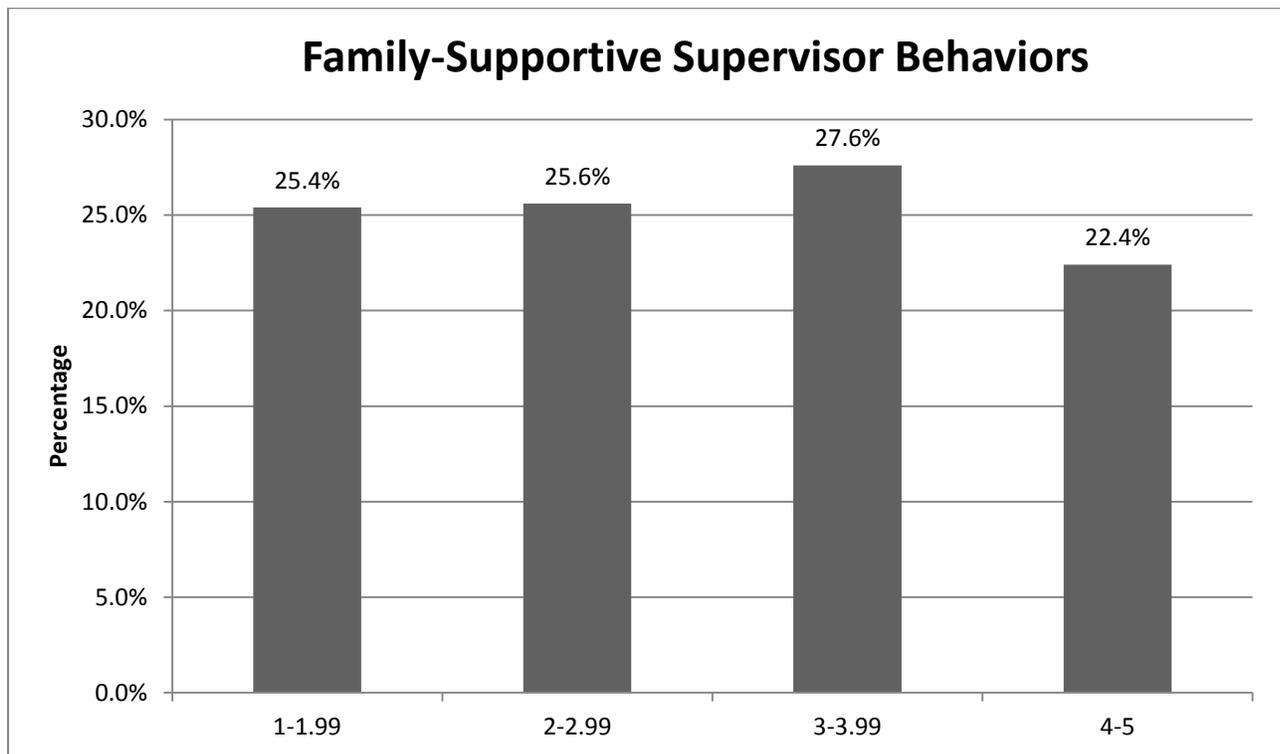
The **mean** overall was **3.00** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Family-Supportive Supervisor Behaviors

Included 4 questions, such as “My OIC makes me feel comfortable talking to him or her about my conflicts between work and nonwork.”

Higher scores represent higher levels of reported Family-Supportive Supervisor Behaviors.



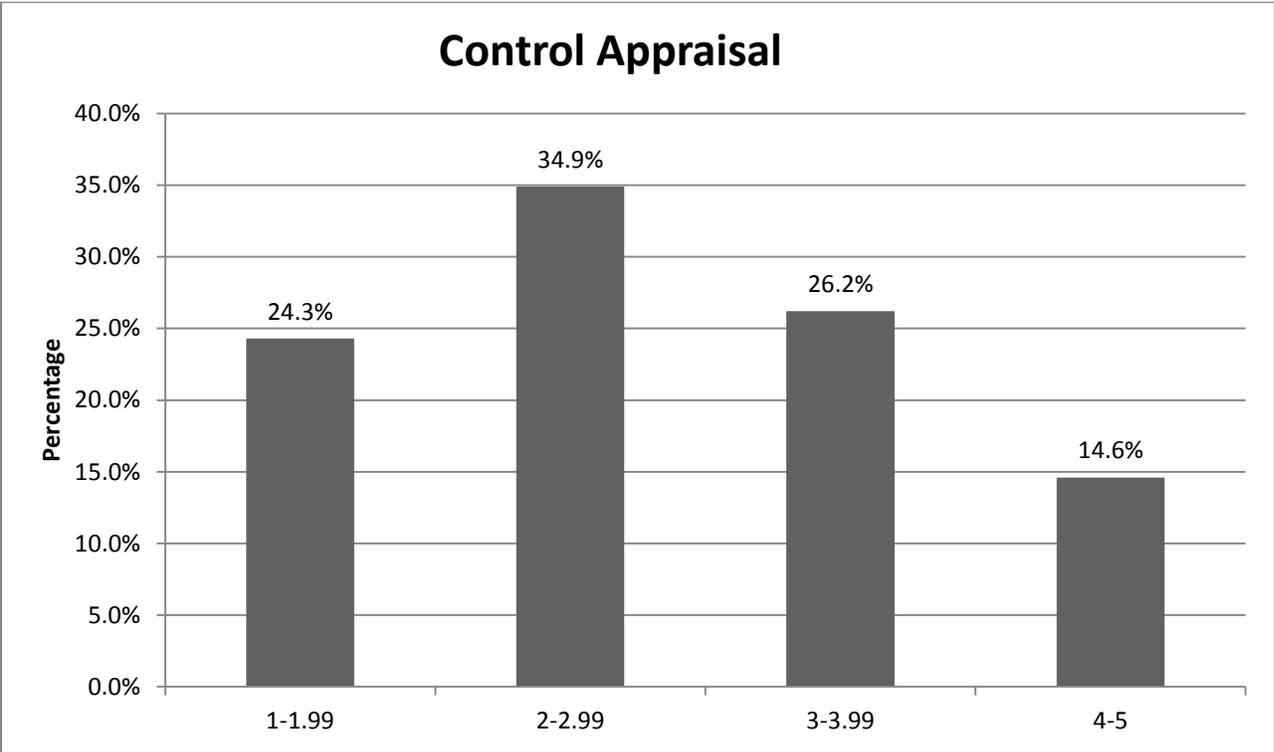
The **mean** overall was **2.77** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Control Appraisal

Included 4 questions, such as “In my job, most of the problems that I experience are completely “out of my hands.”

Higher scores represent lower levels of reported Control Appraisal.



The **mean** overall was **2.61** on a **1-5** scale.

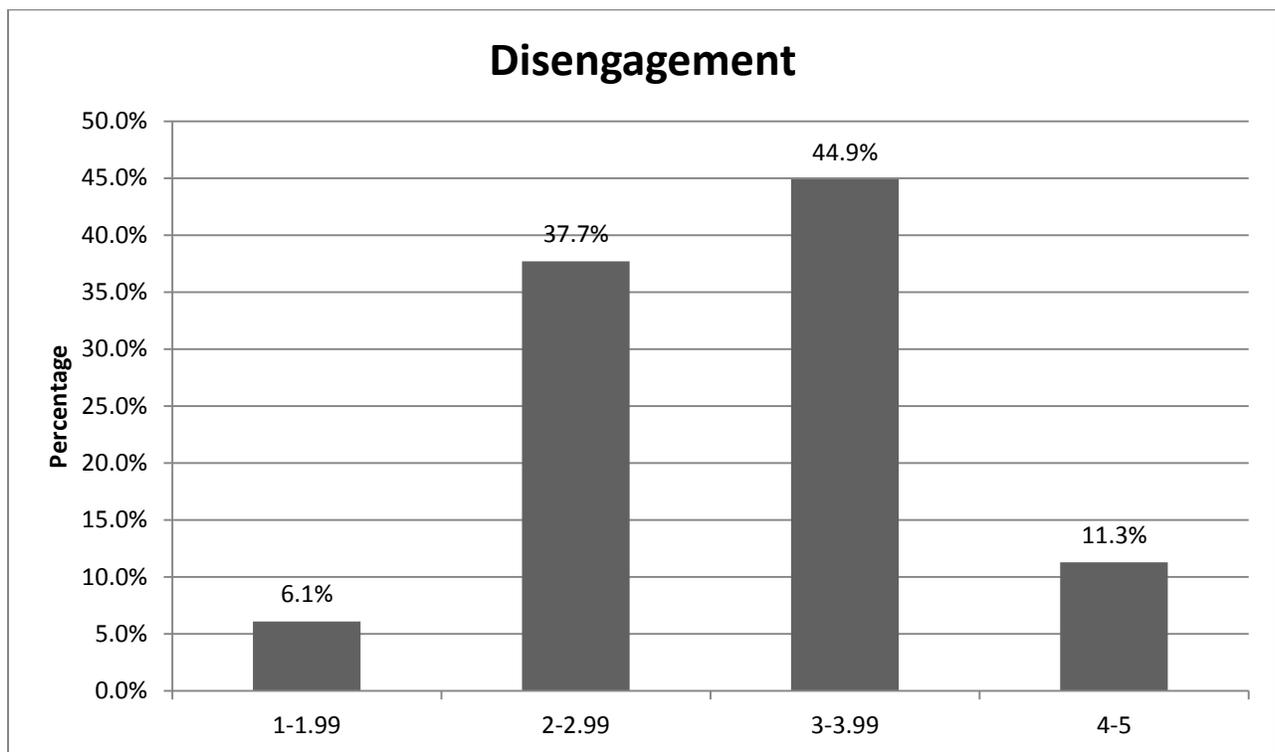
Response scale: **1** (do not agree at all) to **5** (fully agree).

CO Well-Being

Disengagement

Included 8 questions, such as “In the past month, it happened more and more often that I talked about my work in a derogatory way.”

Higher scores represent higher levels of reported Disengagement.



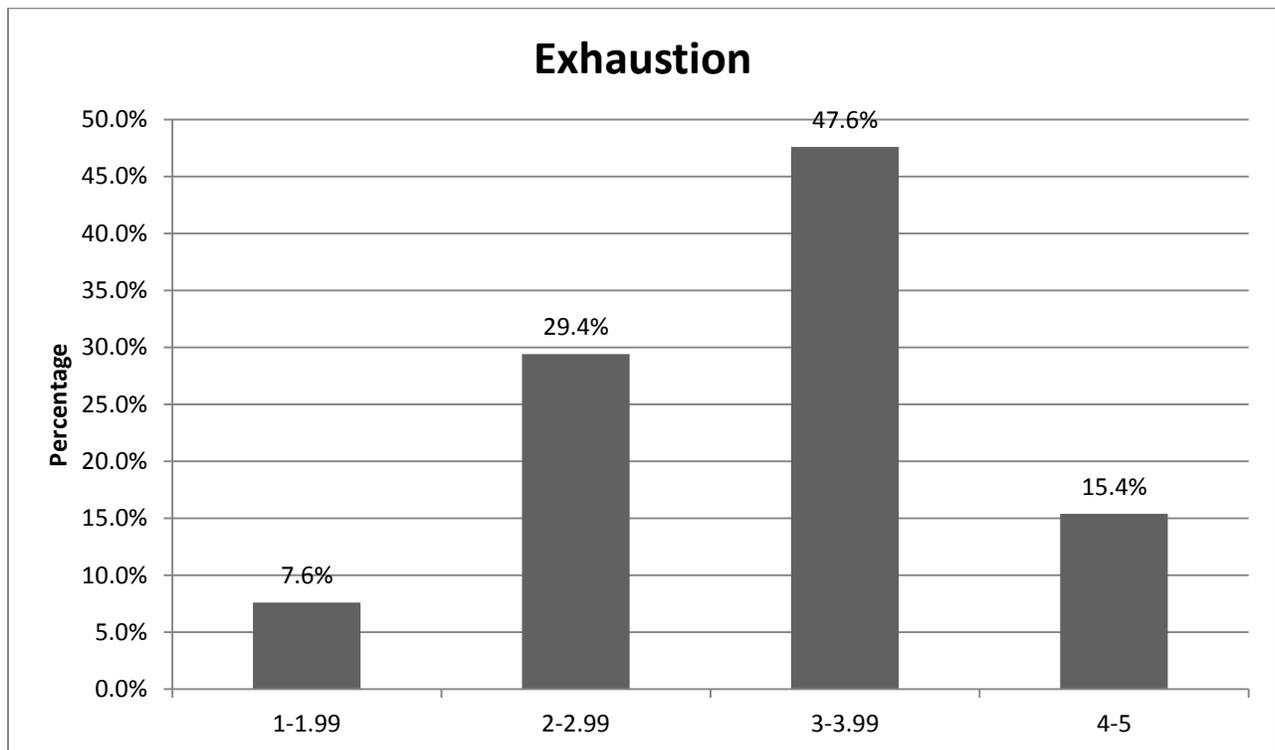
The **mean** overall was **3.05** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Exhaustion

Included 8 questions, such as “In the past month, after my work, I usually felt worn out and weary.”

Higher scores represent higher levels of reported Exhaustion.



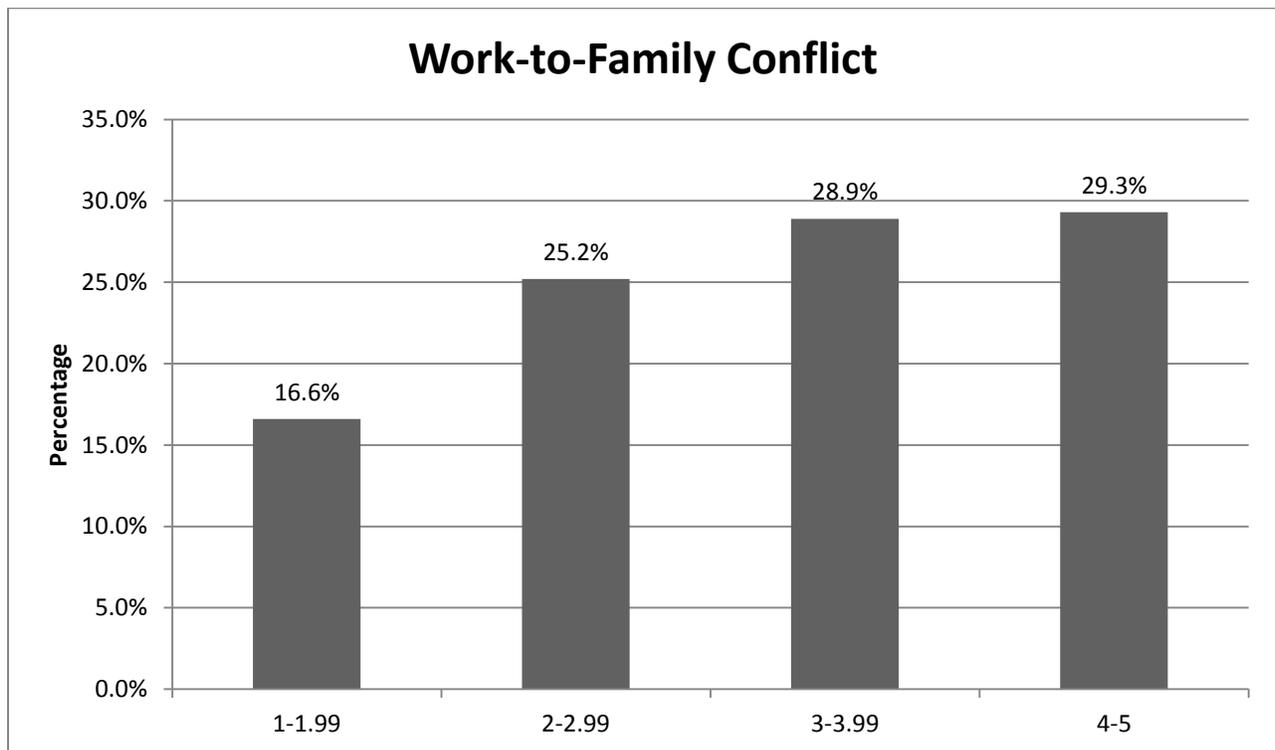
The **mean** overall was **3.14** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Work-to-Family Conflict

Included 5 questions, such as “In the past month, my job produced strain that made it difficult to fulfill family duties.”

Higher scores represent higher levels of reported Work-to-Family Conflict.



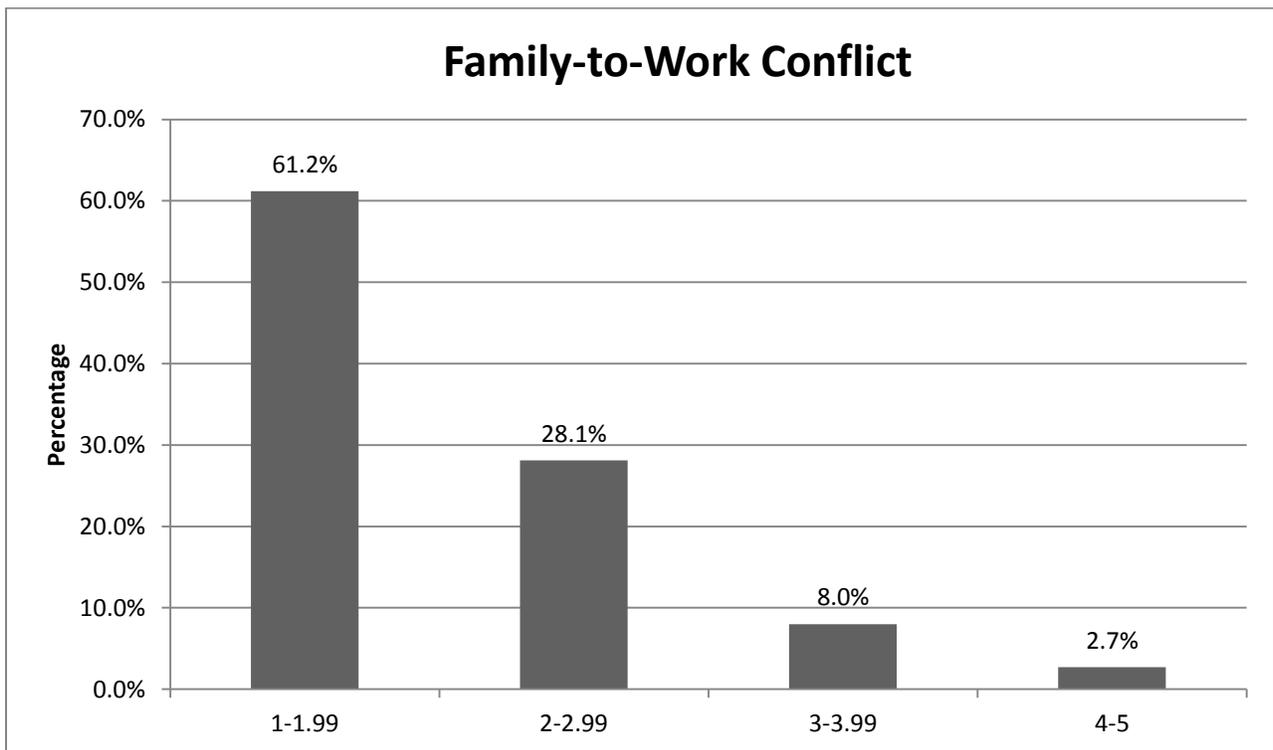
The **mean** overall was **3.11** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Family-to-Work Conflict

Included 5 questions, such as “In the past month, my home life interfered with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.”

Higher scores represent higher levels of reported Family-to-Work Conflict.



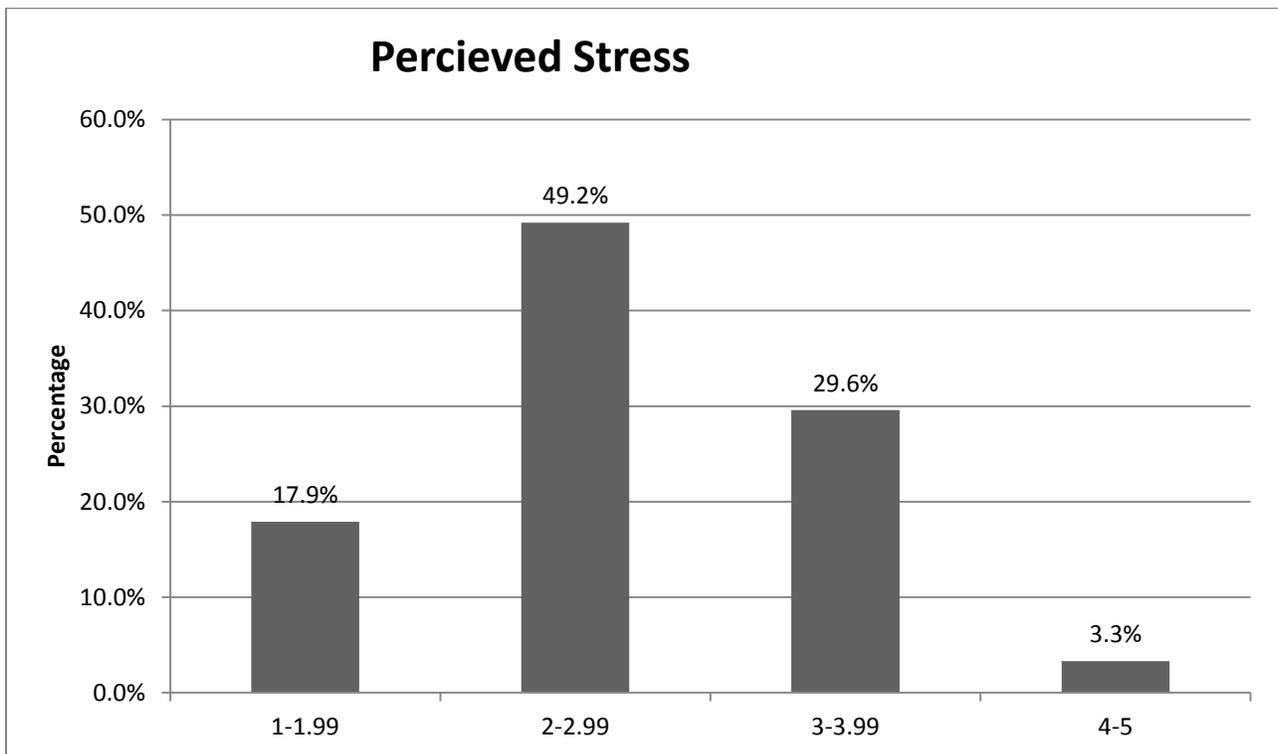
The **mean** overall was **1.79** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Perceived Stress

Included 6 questions, such as “In the past month, how often have you felt difficulties were piling up so high that you could not overcome them?”

Higher scores represent higher levels of reported Perceived Stress.



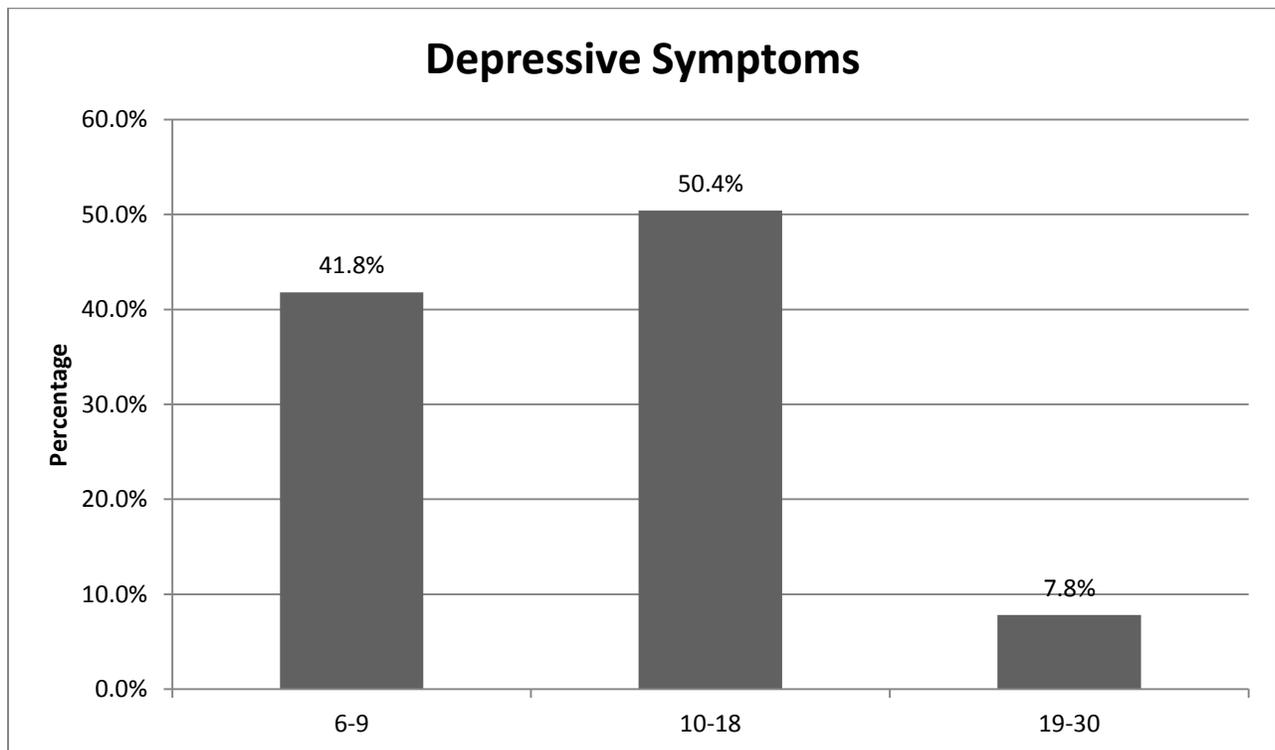
The **mean** overall was **2.53** on a **1-5** scale.

Response scale: **1** (none of the time) to **5** (all of the time).

Depressive Symptoms

Included 6 questions, such as “In the past month, how often have you felt so sad nothing could cheer you up?”

Higher scores represent higher levels of reported Depressive Symptoms.



*Note: A score below 10 indicates no signs of depressive symptoms; 10-18 may suggest moderate depressive symptoms; a score of 19 or above indicates signs of serious depressive symptoms.

*Note: This scale is not a certified clinical assessment; rather, scores on this scale may indicate that it may be beneficial for the participant to seek clinical testing for signs of depression.

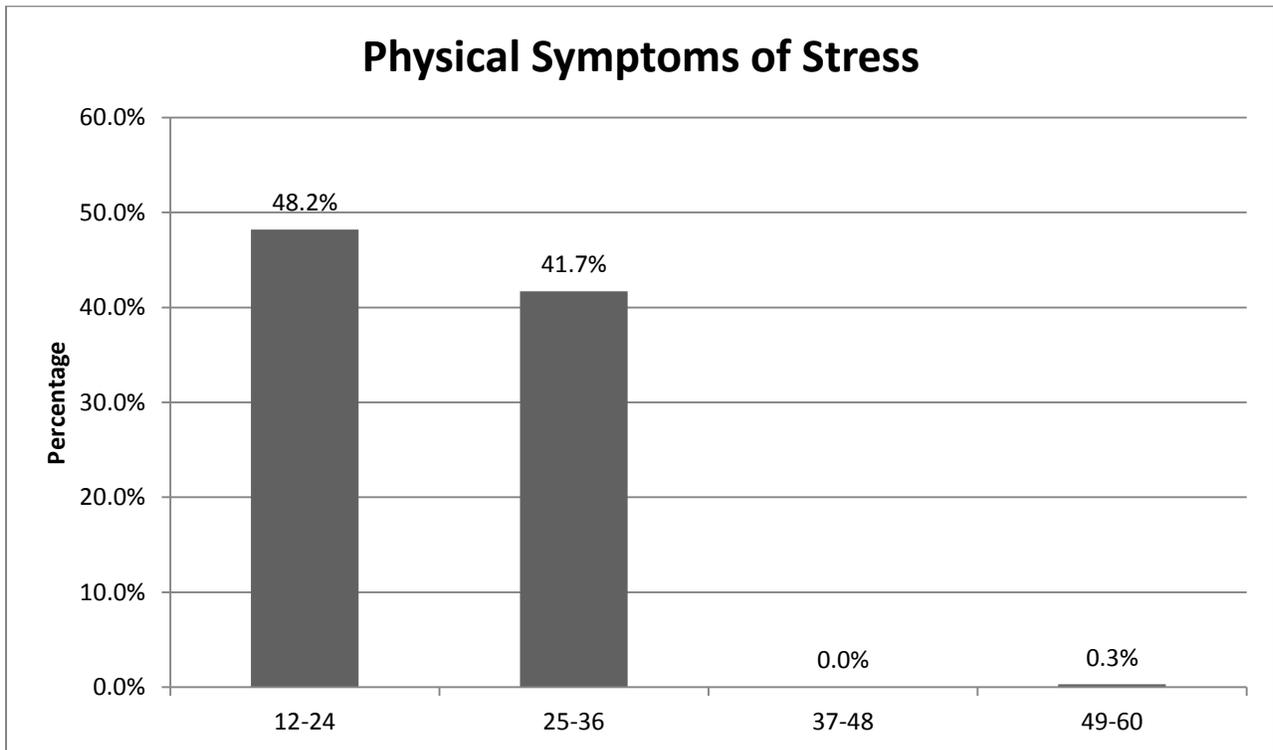
The **mean** overall was **11.43** on a **6-30** scale.

Response scale: **1** (None of the time) to **5** (All of the time)

Physical Symptoms of Stress

Included 12 questions such as “Over the past month, how often have you experienced each of the following symptoms? (example: headache, loss of appetite, dizziness)”

Higher scores represent higher reported Physical Symptoms of Stress.



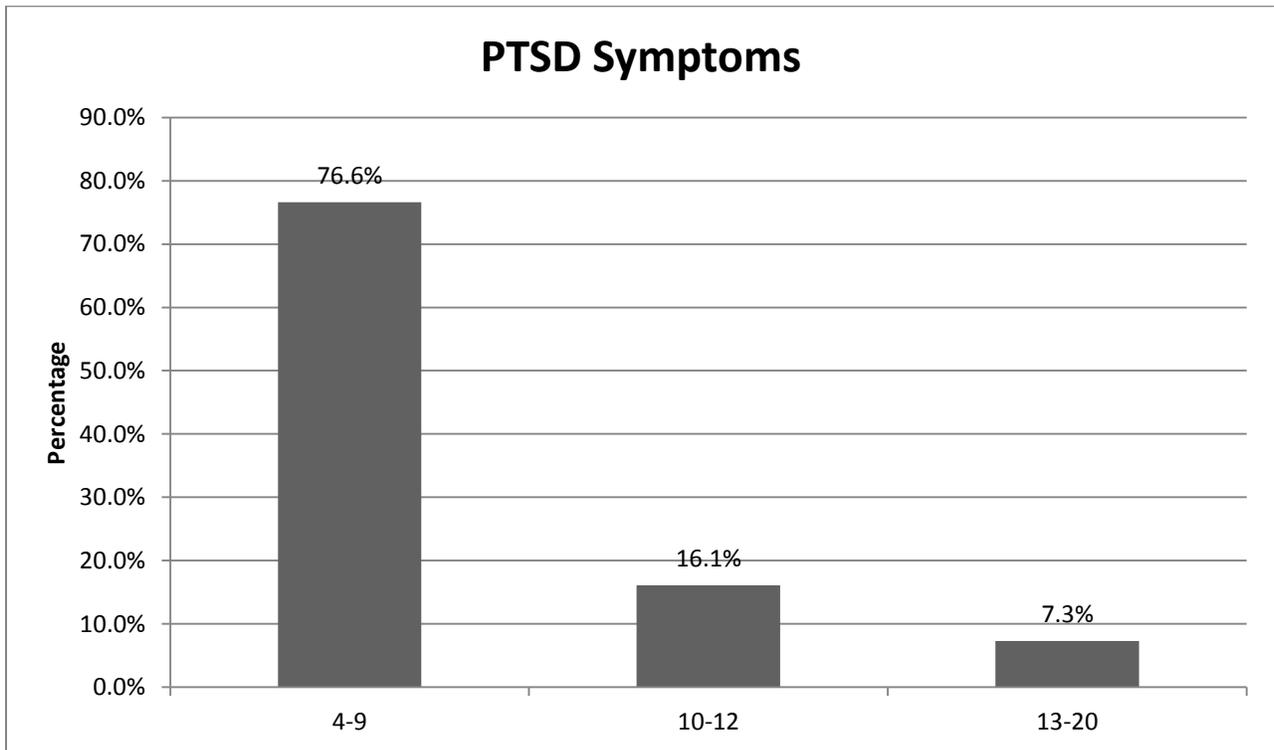
The **mean** overall was **25.67** on a **12-60** scale.

Response scale: **1** (Not at all), **2** (Once or twice), **3** (Once or twice per week), **4** (Most Days), **5** (Every day).

Post-traumatic Stress Disorder Symptoms

Included 4 questions, such as “In the past month, how often were you physically upset by reminders of a distressing event from your past?”

Higher scores represent higher levels of reported PTSD symptoms.



*Note: A score of 9 or below may indicate low levels of reported PTSD symptoms; a score above 10 may indicate high levels of reported of PTSD symptoms.

*Note: This scale is not a certified clinical assessment; rather, scores on this scale may indicate that it may be beneficial for the participant to seek clinical testing for signs of PTSD.

The **mean** overall was **7.59** on a **4-20** scale.

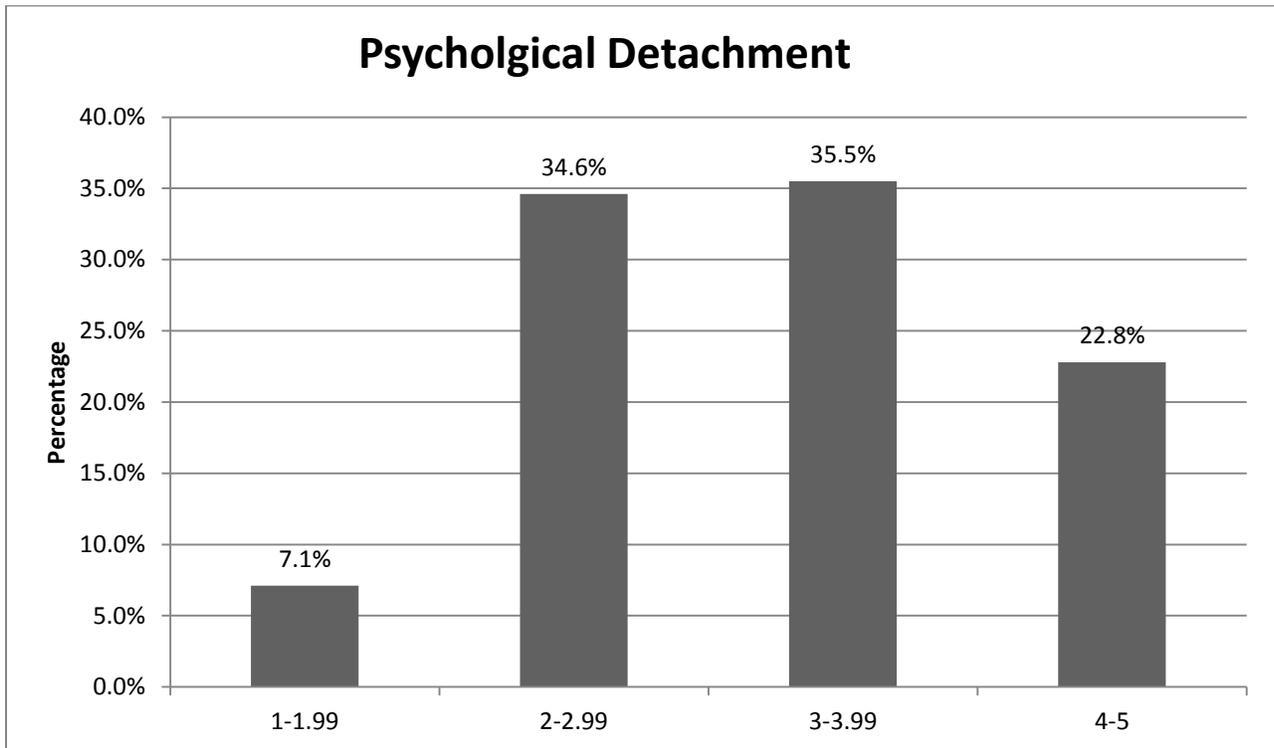
Response scale: **1** (Not at all) to **5** (Every day).

CO Health Behaviors & Coping

Psychological Detachment

Included 4 questions, such as “OUTSIDE OF WORK, in the past month, I didn’t think about work at all.”

Higher scores represent higher levels of reported Psychological Detachment.



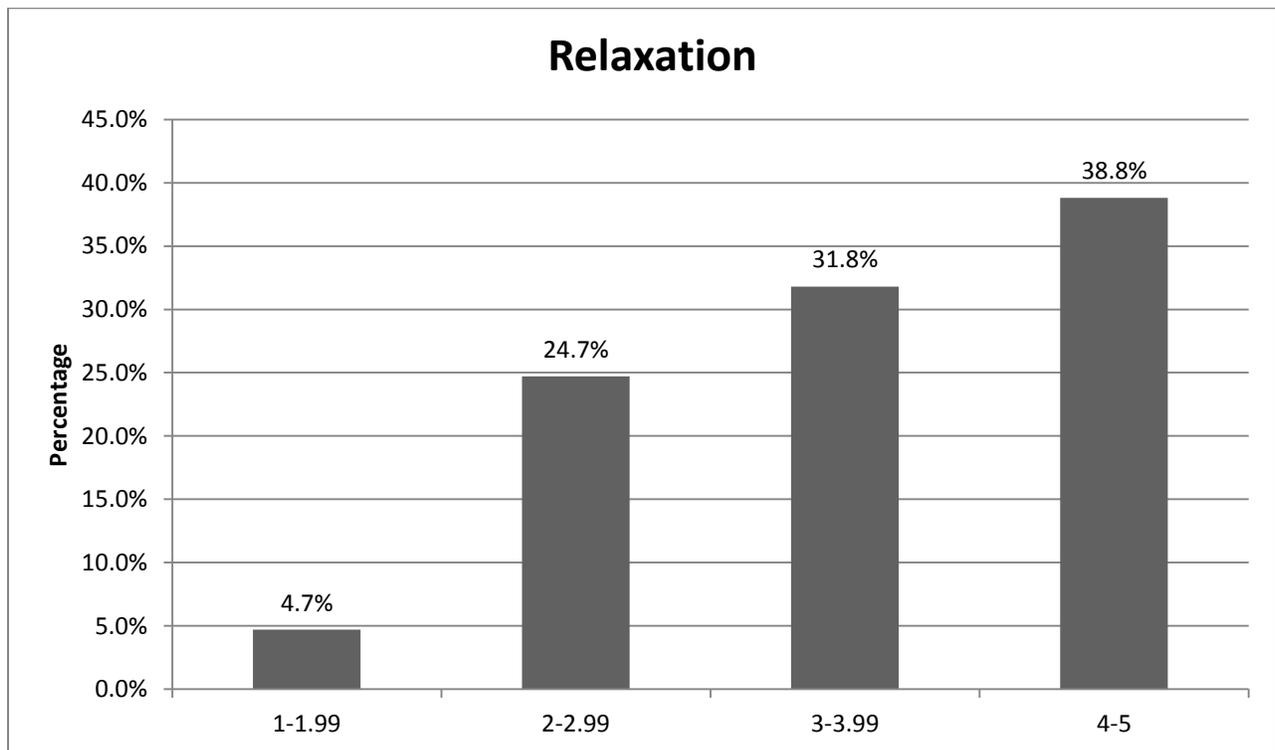
The **mean** overall was **3.13** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Relaxation

Included 4 questions, such as “OUTSIDE OF WORK, in the past month, I kicked back and relaxed.”

Higher scores represent higher levels of reported Relaxation.



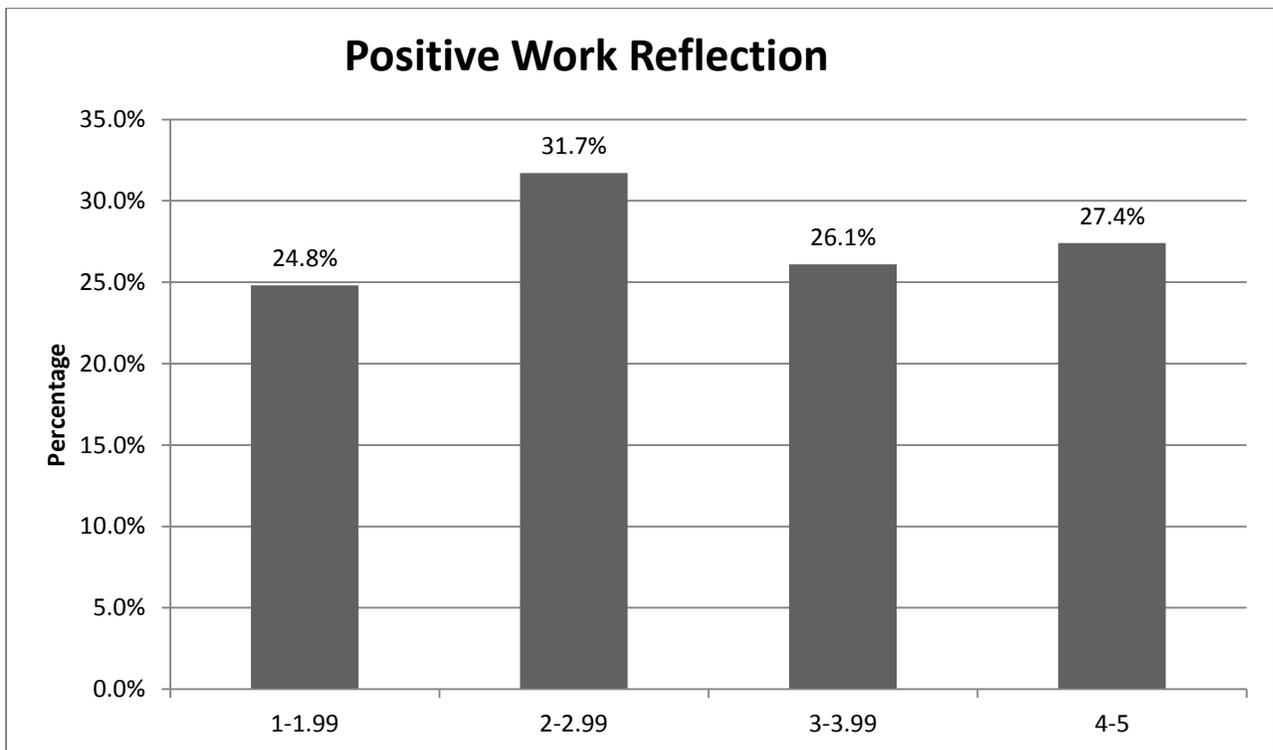
The **mean** overall was **3.49** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Positive Work Reflection

Included 4 questions, such as “OUTSIDE OF WORK, in the past month, I thought about the positive aspects of my job.”

Higher scores represent higher levels of reported Positive Work Reflection.



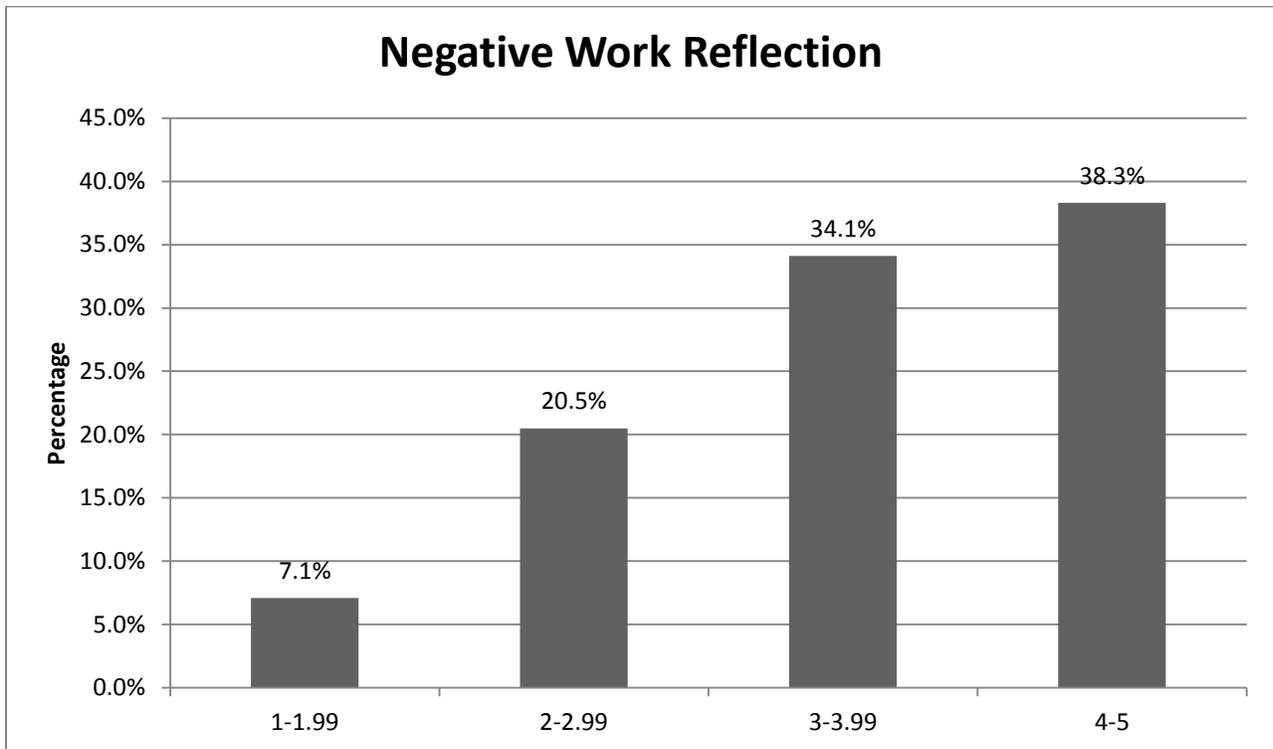
The **mean** overall was **2.65** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Negative Work Reflection

Included 4 questions, such as “OUTSIDE OF WORK, in the past month, I considered the negative aspects of my work.”

Higher scores represent higher levels of reported Negative Work Reflection.

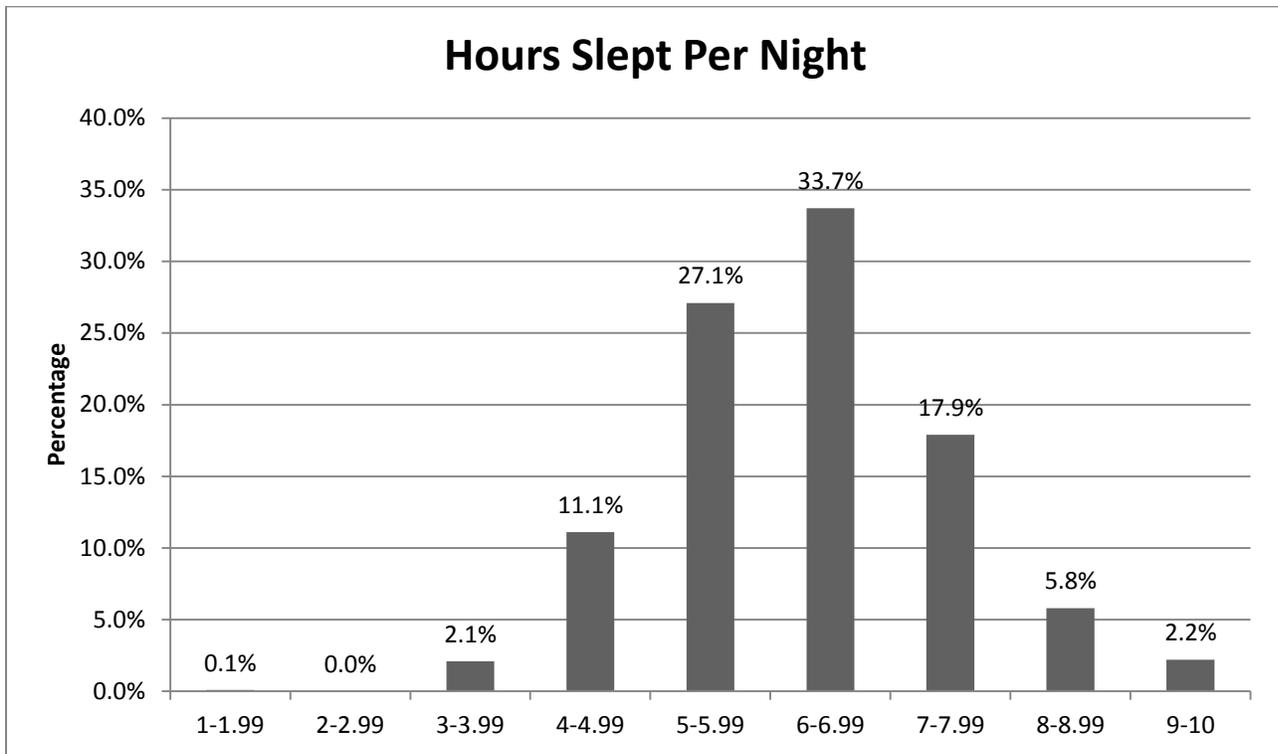


The **mean** overall was **3.45** on a **1-5** scale.

Response scale: **1** (not at all) to **5** (very much).

Hours Slept Per Night

The question was “During the past month, on average, how many hours of actual sleep did you get at night? (This may be different than the number of hours you spend in bed.)”

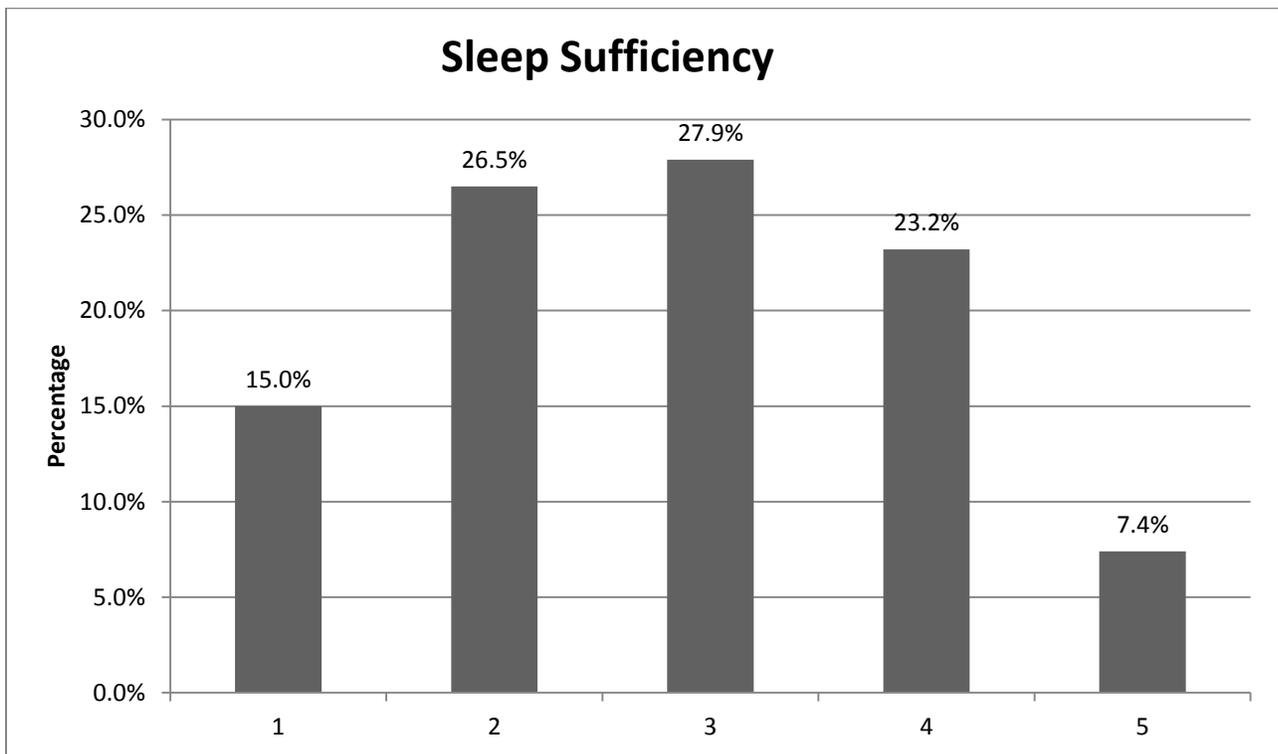


The **mean** overall was **5.91 hours**.

Sleep Sufficiency

The question was, “How often during the past month did you get enough sleep to feel rested upon waking up?”

Higher scores represent higher levels of Sleep Insufficiency.



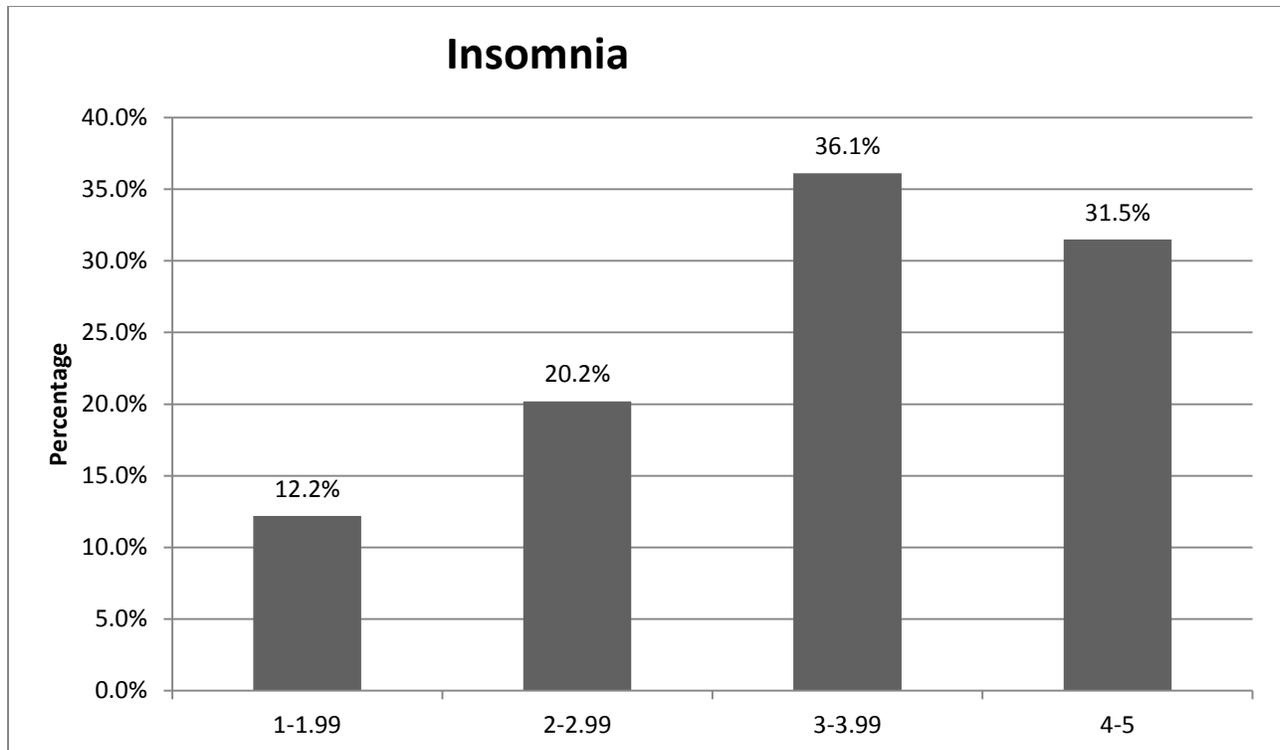
The **mean** overall was **2.82** on a **1-5** scale.

Response scale: **1** (Not during the past month), **2** (Less than once per week), **3** (Once or twice per week), **4** (Three or more times a week), **5** (Every day).

Insomnia

Included 4 questions, such as “To what extent did you have trouble falling asleep last month?”

Higher scores represent higher levels of reported Insomnia.

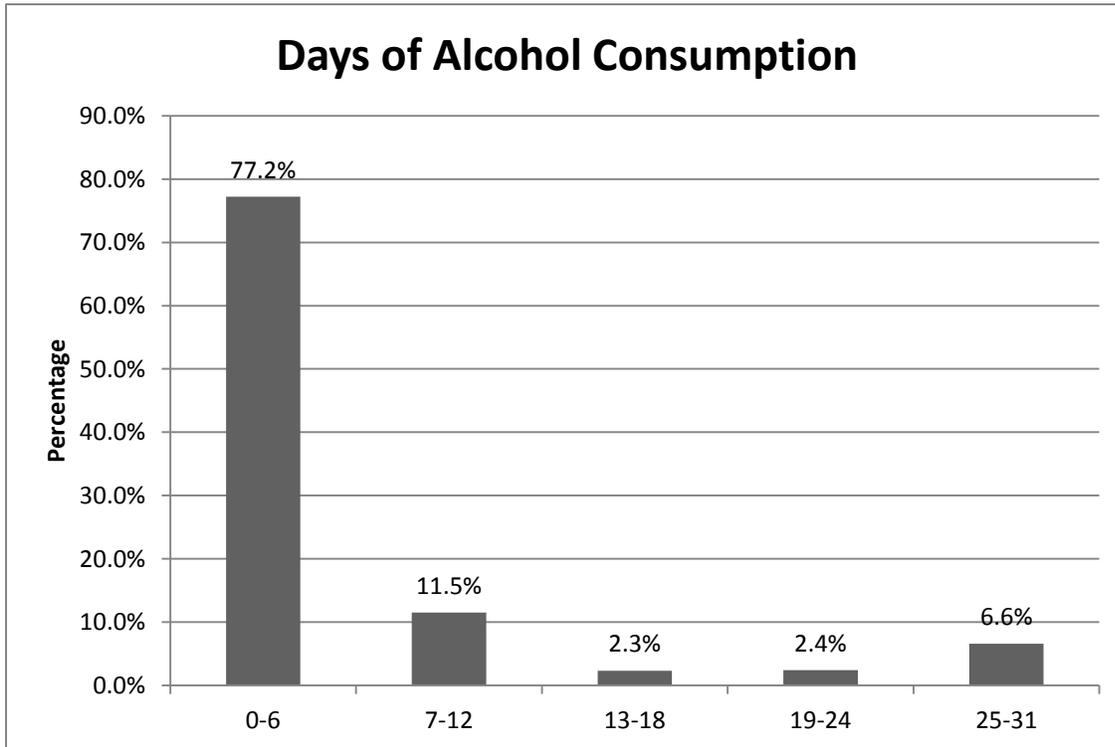


The **mean** overall was **3.25** on a **1-5** scale.

Response scale: **1** (Not during the past month), **2** (Less than once per week), **3** (Once or twice per week), **4** (Three or more times a week), **5** (Every day).

Days of Alcohol Consumption

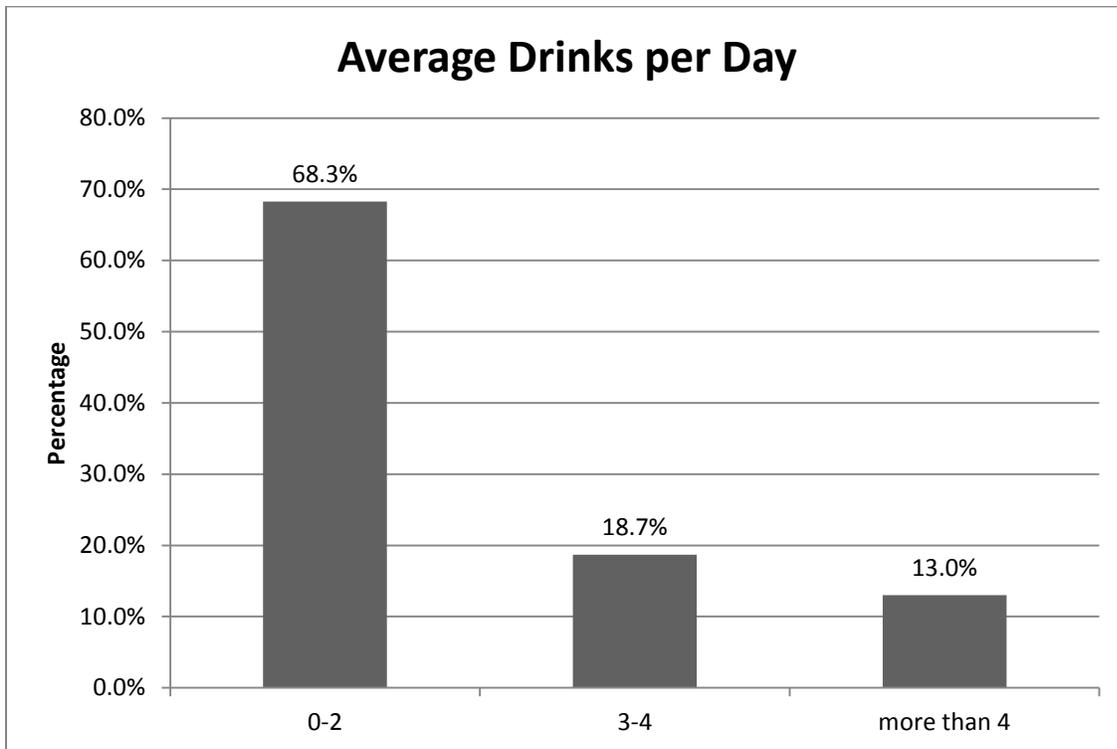
The question was “In the past month, on how many days did you consume alcohol?”



The **mean** overall was **5.03**.

Average Drinks per Day

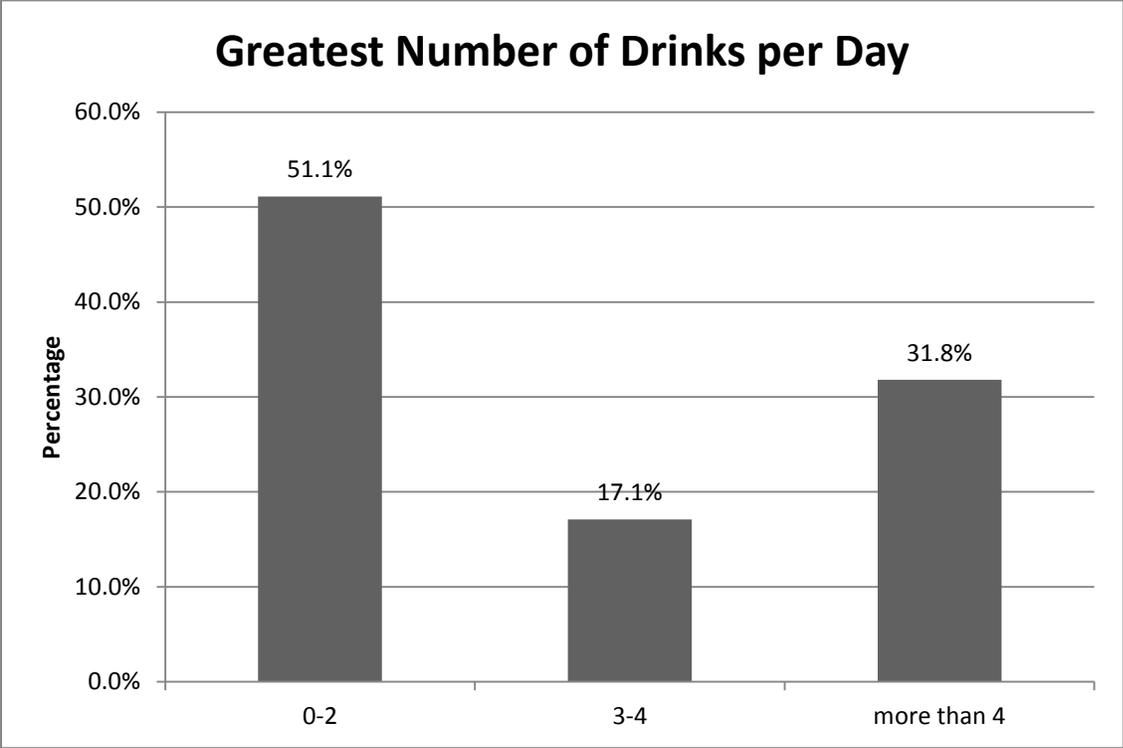
The question was “In the past month, when you did drink, on average, how many drinks did you have in a day?”



The **mean** overall was **2.05**.

Greatest Number of Drinks per Day

The question was “In the past month, what was the greatest number of drinks you consumed in one day?”



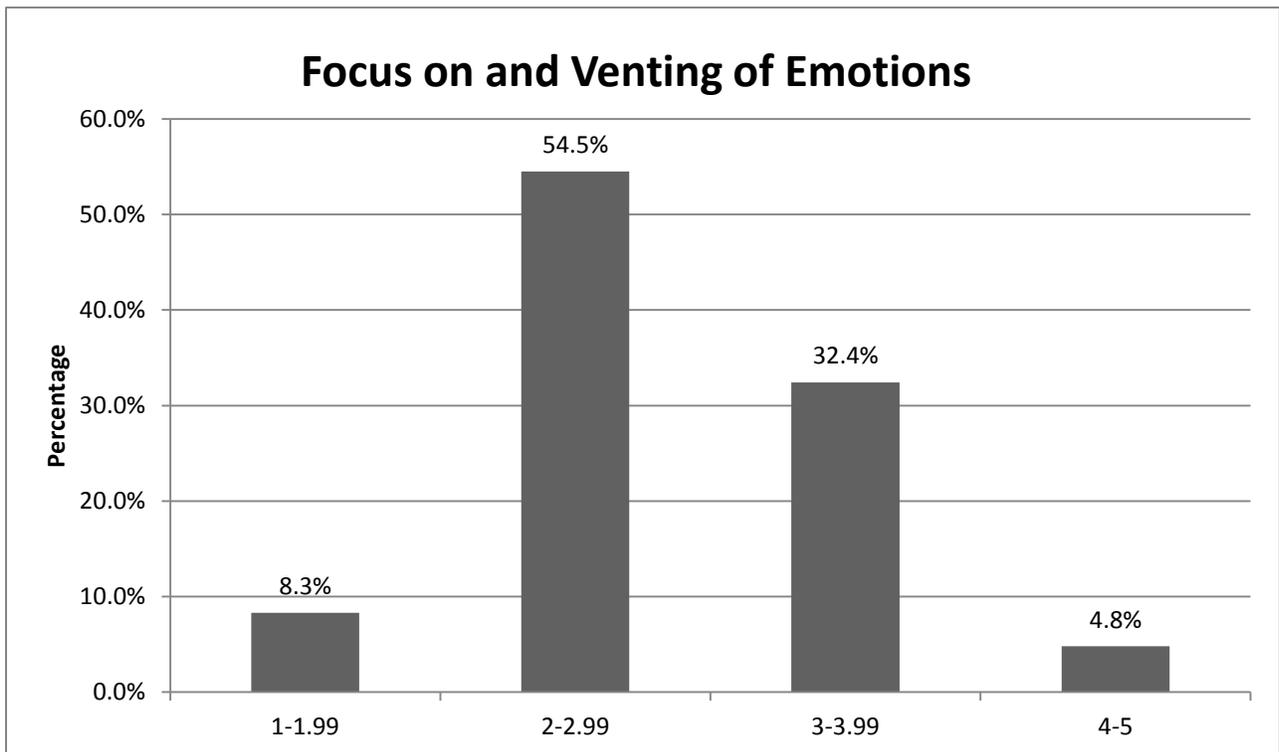
The **mean** overall was **3.95**.

Focus on and Venting of Emotions

Included 4 questions, such as “When I am under stress, I get upset and let my emotions out.”

Officers were instructed to think about what they usually do when they are under a lot of stress.

Higher scores represent higher levels of reported Focus on and Venting of Emotions.



The **mean** overall was **2.70** on a **1-5** scale.

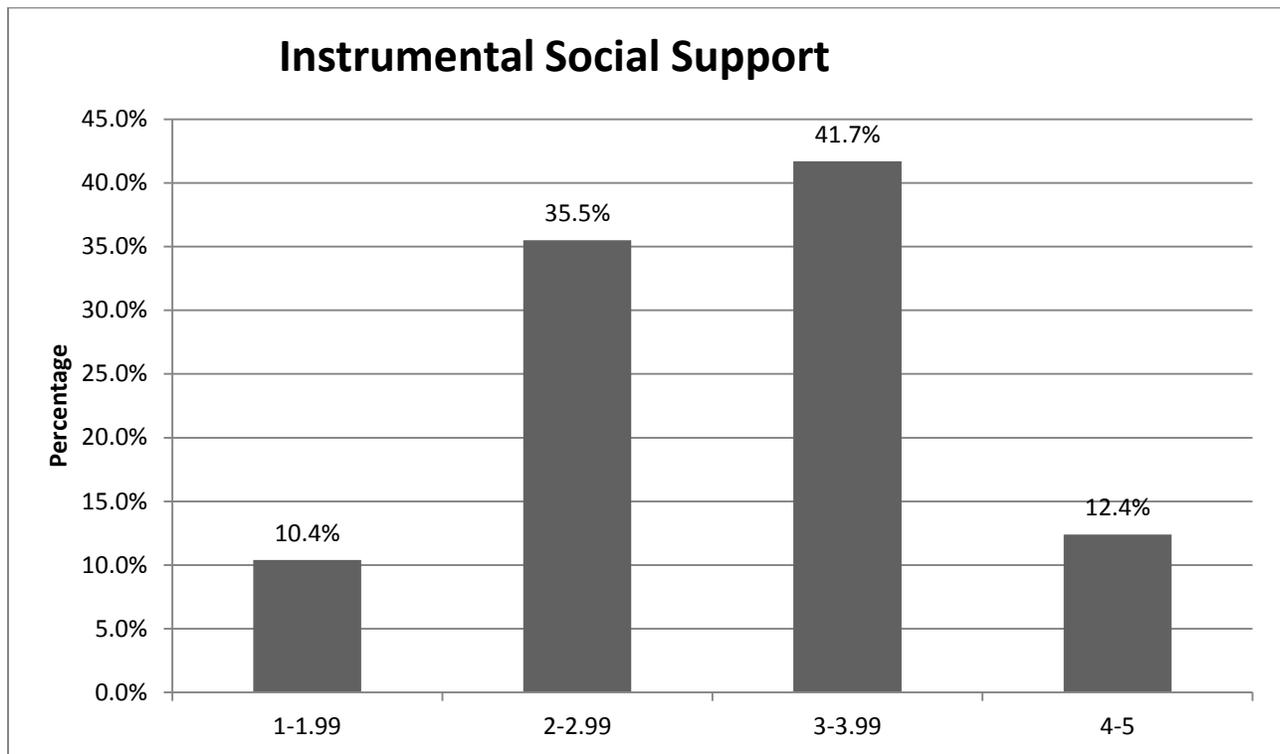
Response scale: **1** (never) to **5** (always).

Instrumental Social Support

Included 4 questions, such as “When I am under stress, I talk to someone who could do something concrete about the problem.”

Officers were instructed to think about what they usually do when they are under a lot of stress.

Higher scores represent higher levels of reported Instrumental Social Support.



The **mean** overall was **2.89** on a **1-5** scale.

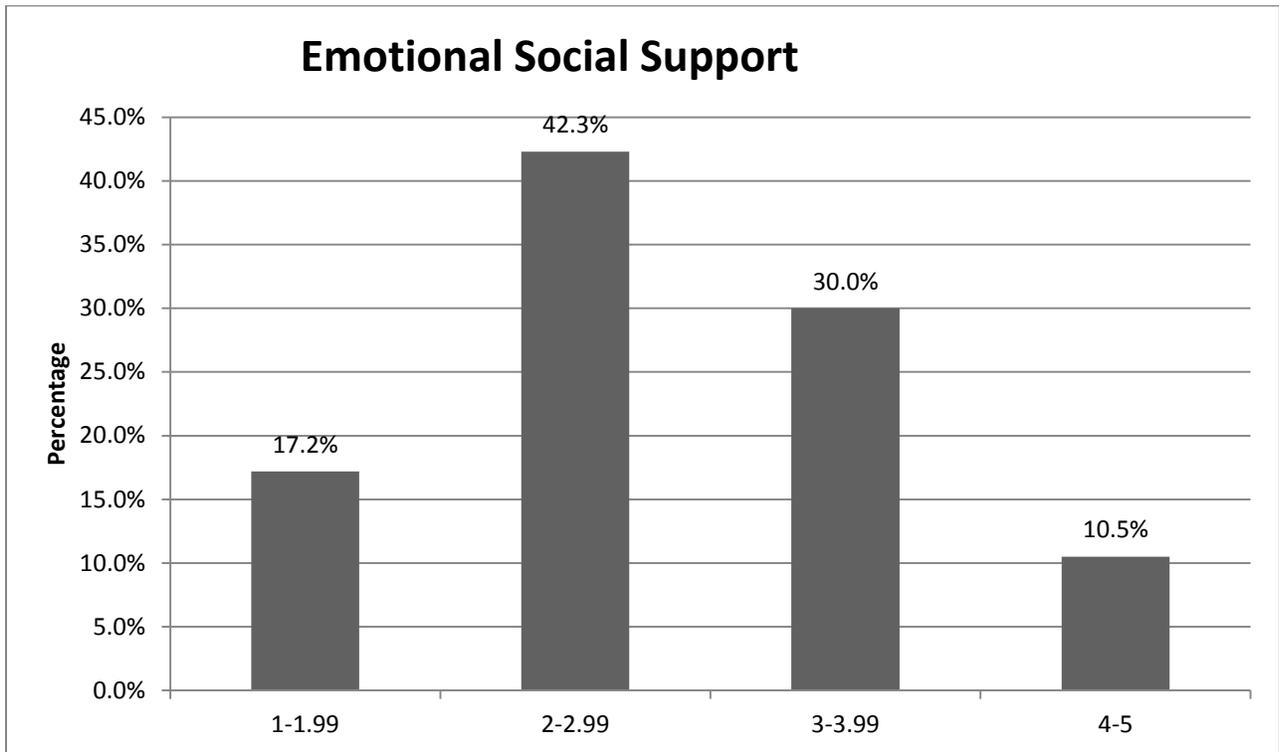
Response scale: **1** (never) to **5** (always).

Emotional Social Support

Included 4 questions, such as “When I am under stress, I get sympathy and understanding from someone.”

Officers were instructed to think about what they usually do when they are under a lot of stress.

Higher scores represent higher levels of reported Emotional Social Support.



The **mean** overall was **2.64** on a **1-5** scale.

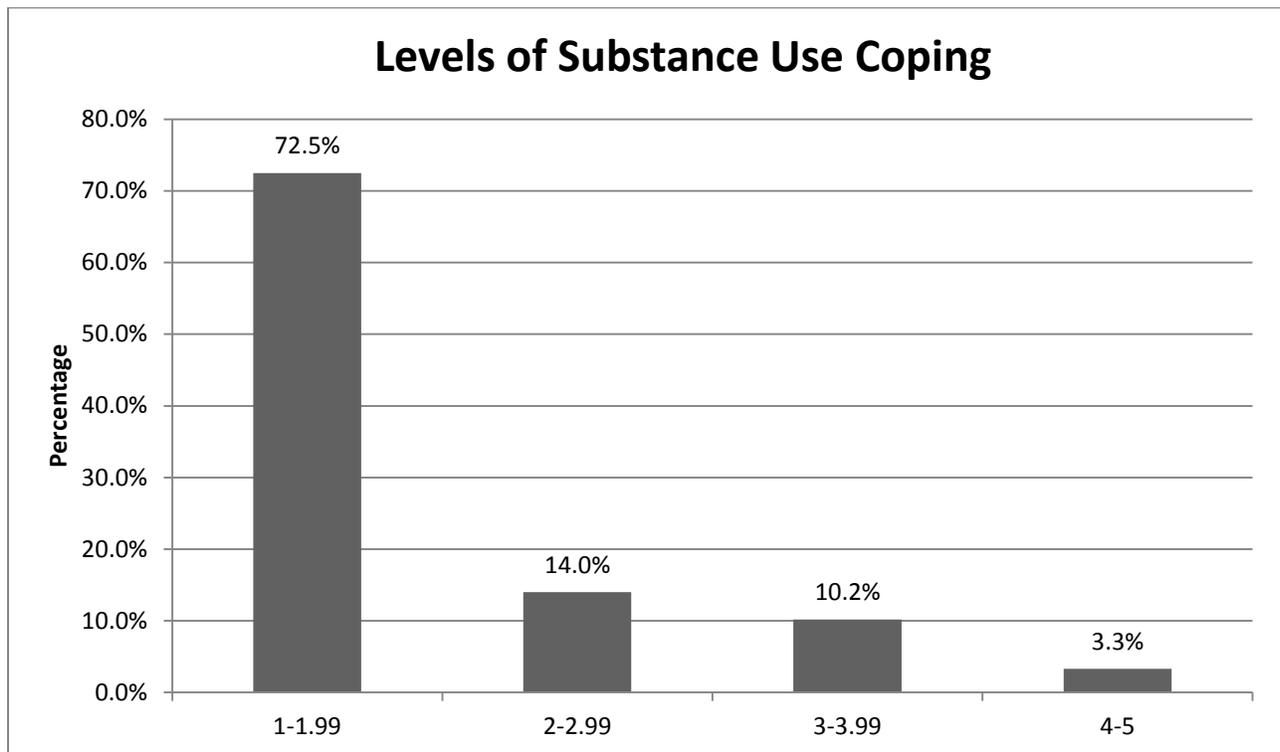
Response scale: **1** (never) to **5** (always).

Substance Use Coping

Included 4 questions, such as “When I am under stress, I use alcohol or drugs to help me get through it.”

Officers were instructed to think about what they usually do when they are under a lot of stress.

Higher scores represent higher levels of reported Substance Use Coping.



The **mean** overall was **1.53** on a **1-5** scale.

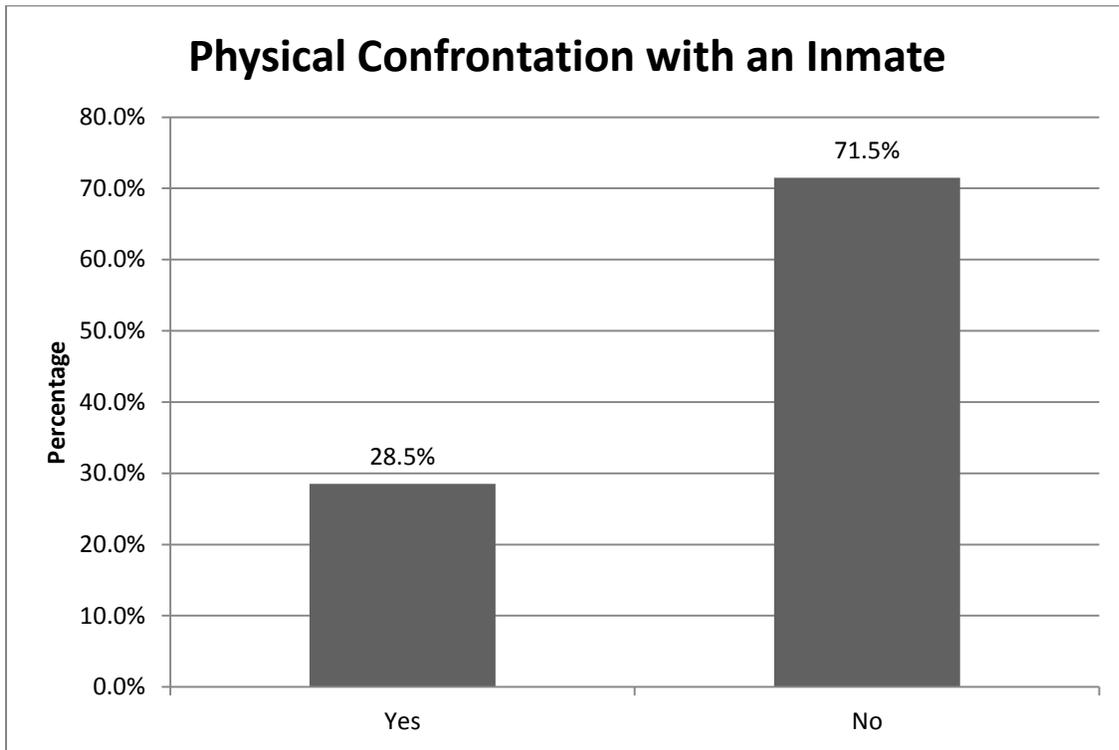
Response scale: **1** (never) to **5** (always).

Questions Requested by ODOC Human Resources

Physical Confrontation with an Inmate

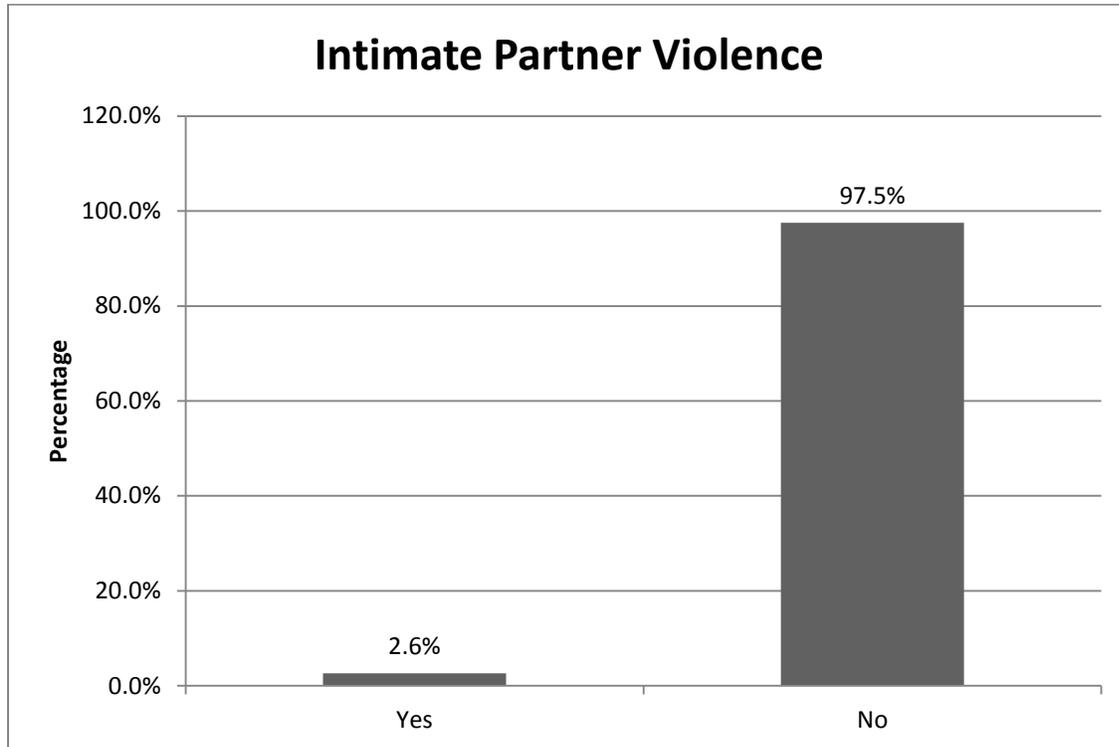
The question was, “In the past month, have you been involved in a physical confrontation with an inmate?”

Reported physical confrontation with an inmate in the past month.



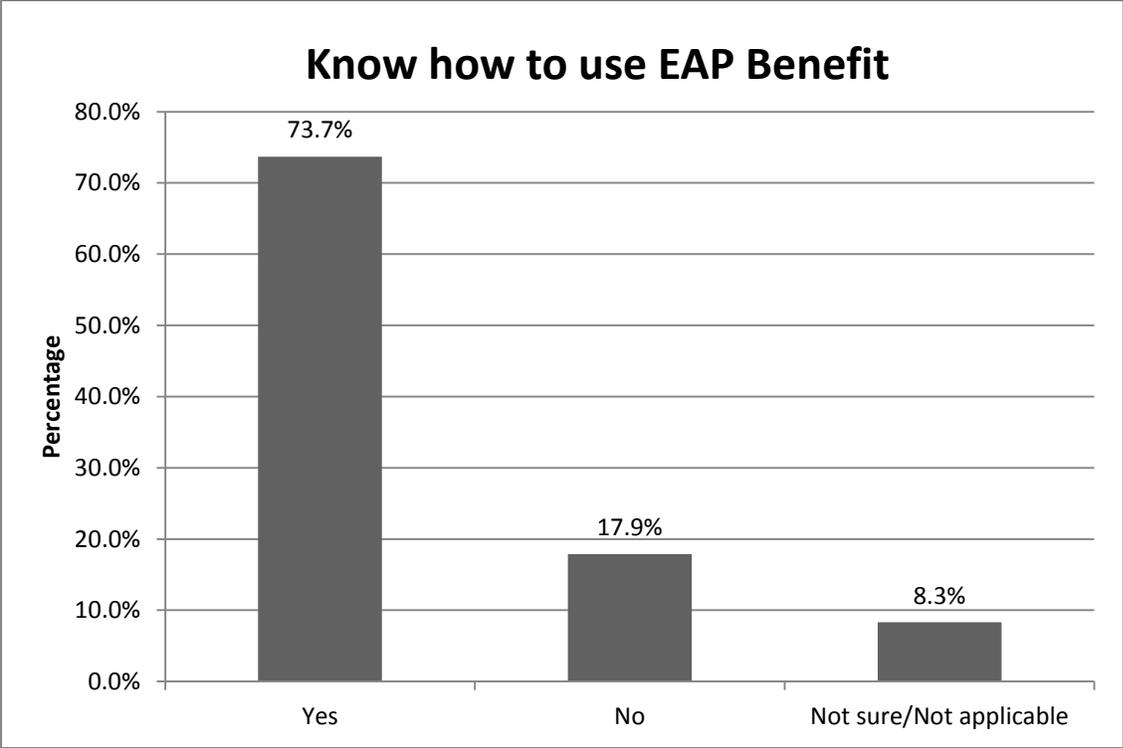
Intimate Partner Violence

The question was “In the past month, have you lost control and become physically aggressive, which could include grabbing, pushing, or shoving, with an intimate partner, spouse, or significant other?”



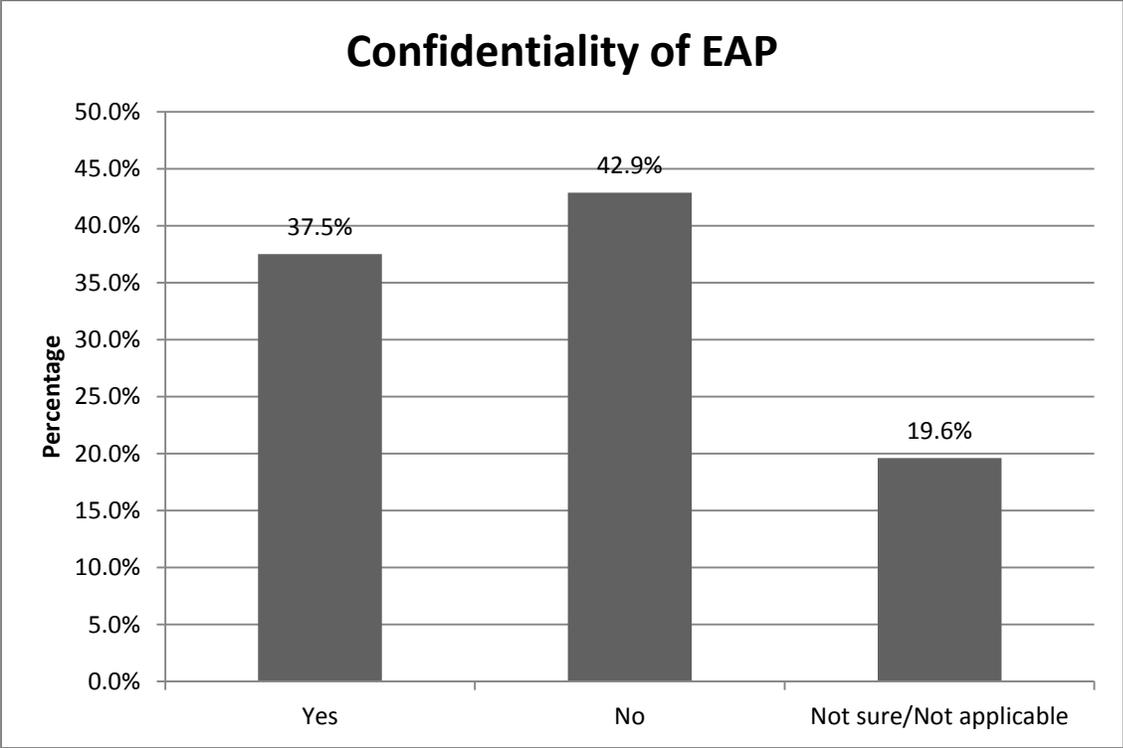
Know how to use Employee Assistance Program

Do you know how to use your EAP benefit? (Employee Assistance Program)



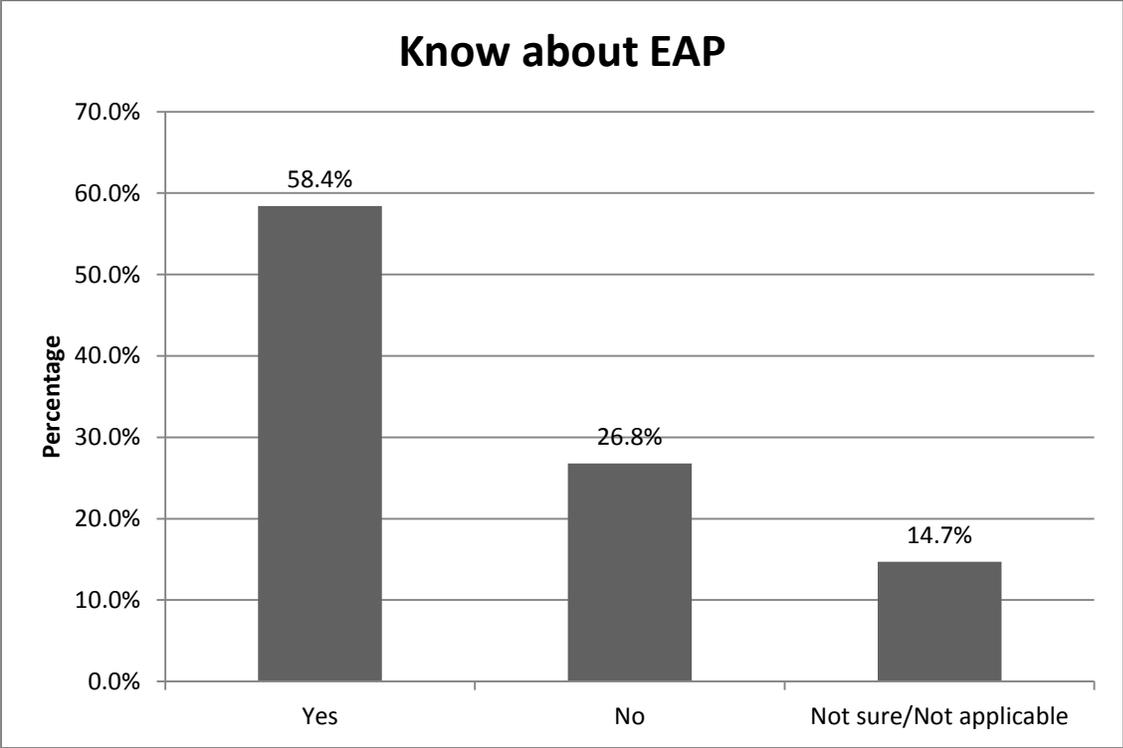
Confidentiality of Employee Assistance Program

Do you believe EAP is completely confidential?



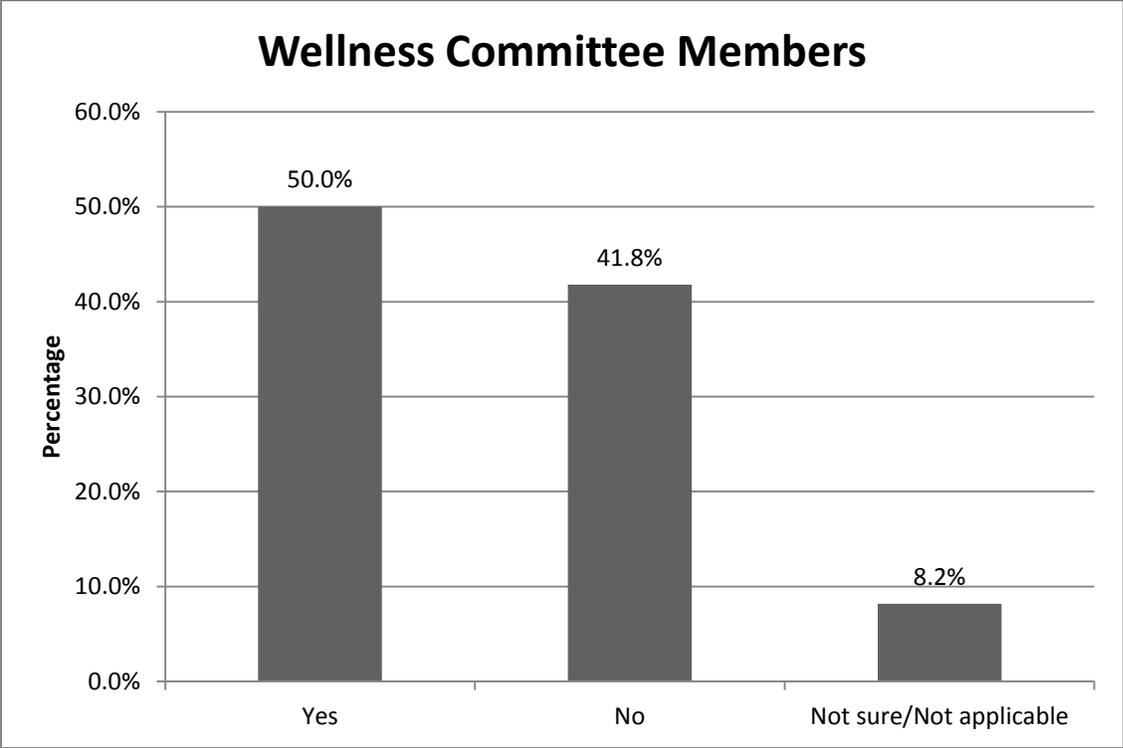
Know about Employee Assistance Program

Do you know what programs EAP has?



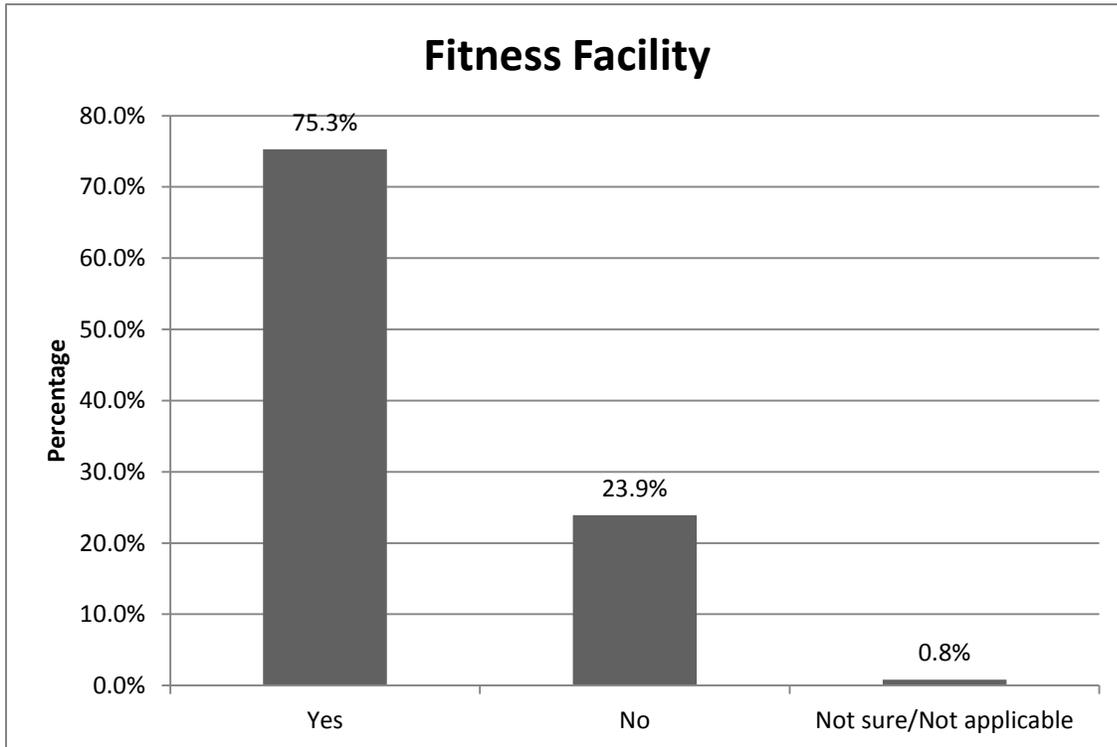
Wellness Committee Members

Do you know who your wellness committee members are?



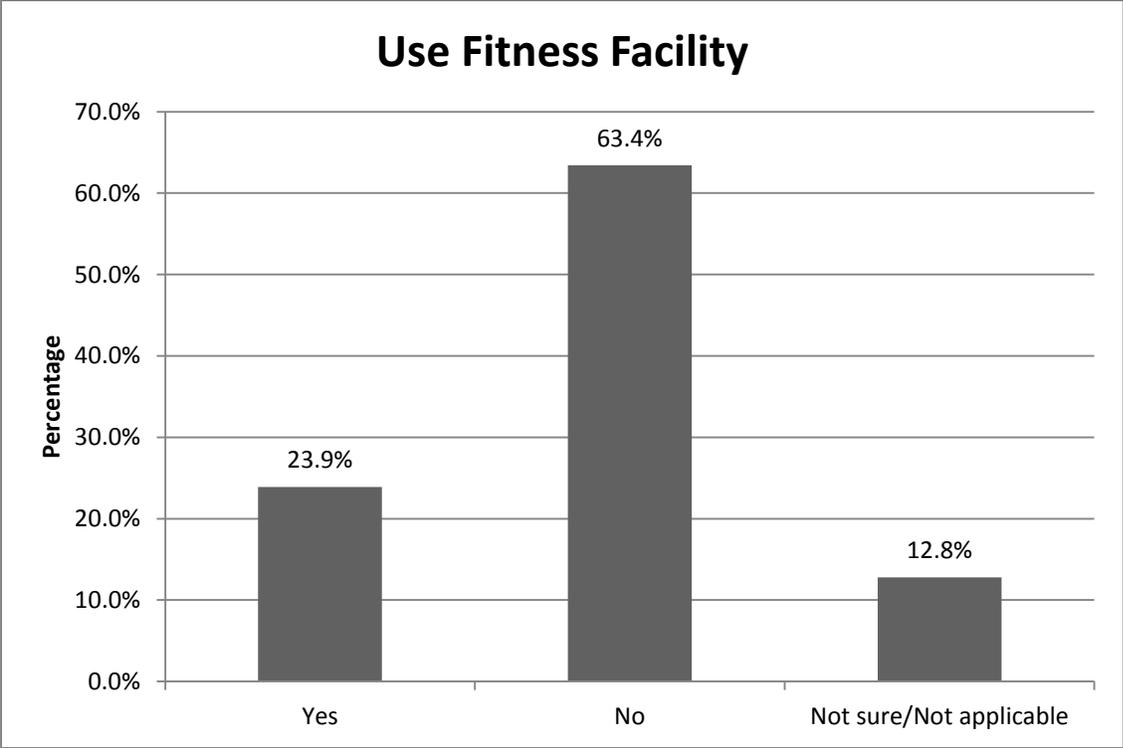
Fitness Facility

Is there a fitness center at your facility?



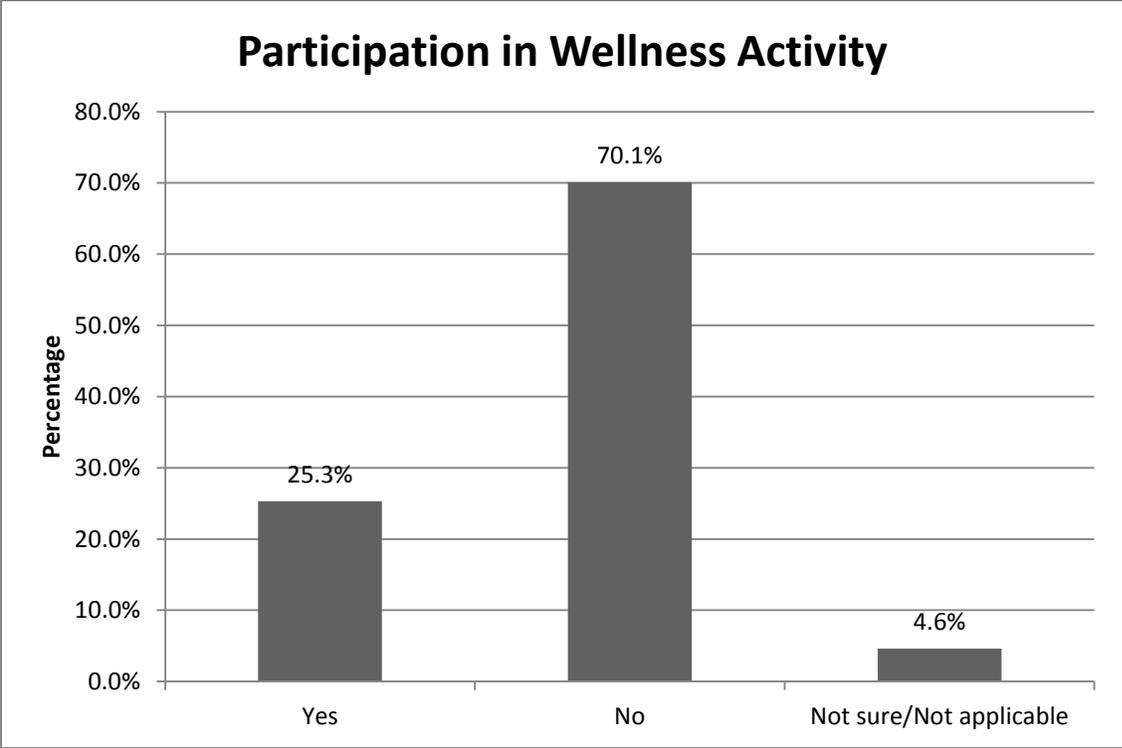
Use Fitness Facility

Do you ever use the fitness center at your facility?



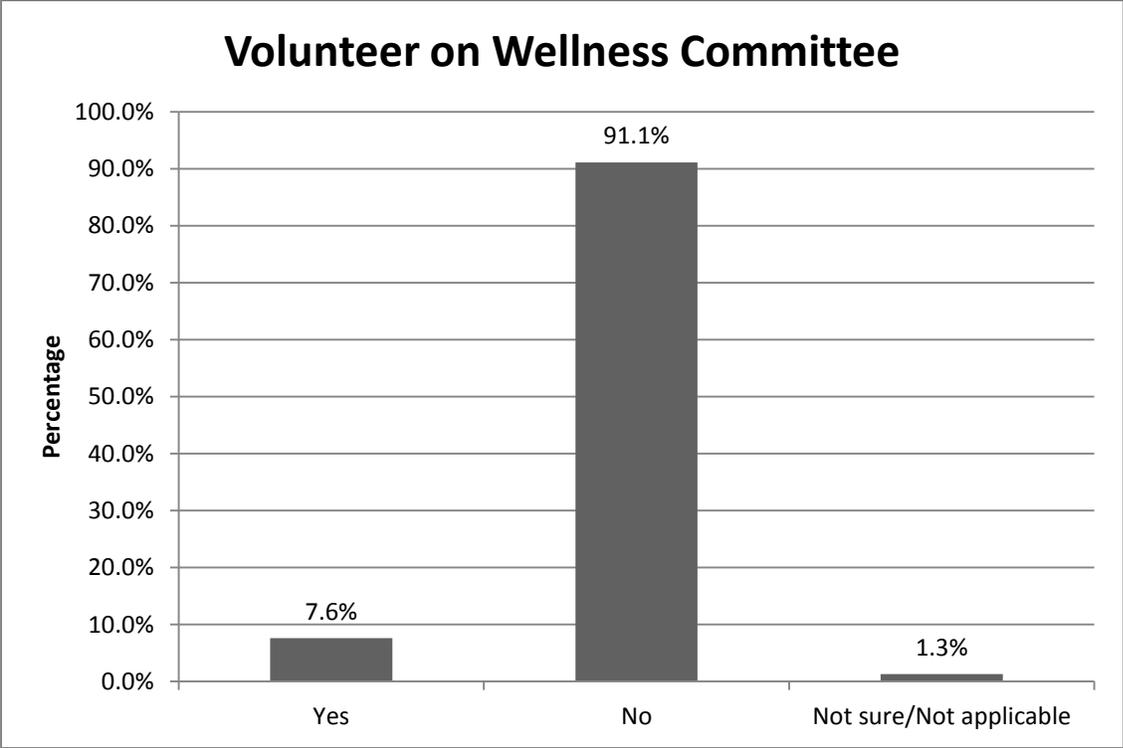
Participation in Wellness Activity

Have you participated in at least one wellness activity at your facility over the last year?



Volunteer on Wellness Committee

Have you ever volunteered to serve on your wellness committee?



Appendix B: Results by Facility

Bolded facility plus 1 asterisk (*) = lowest average (or lowest % ‘yes’ responses if the options for responding to a question were ‘yes’, ‘no’, ‘not sure/not applicable’)

Bolded facility plus 2 asterisks (**) = highest average (or highest % ‘yes’ responses if the options for responding to a question were ‘yes’, ‘no’, ‘not sure/not applicable’)

Job-Related Demands

Table 18: CO Resource Insufficiency

Facility	Average
Coffee Creek Correctional Facility	3.03
Columbia River Correctional Institution	3.20
Deer Ridge Correctional Institution**	3.69
Eastern Oregon Correctional Institution	3.22
Mill Creek Correctional Facility	3.05
Oregon State Correctional Institution	3.14
Oregon State Penitentiary	2.89
Powder River Correctional Facility	2.72
Santiam Correctional Institution	3.21
Shutter Creek Correctional Institution	2.80
Snake River Correctional Institution	3.32
South Fork Forest Camp*	2.58
Transport	2.93
Two Rivers Correctional Institution	3.21
Warner Creek Correctional Facility	2.95
Average for all facilities	3.13

Table 19: CO Possibility of Conflict

Facility	Average
Coffee Creek Correctional Facility	2.91
Columbia River Correctional Institution	2.82
Deer Ridge Correctional Institution	2.48
Eastern Oregon Correctional Institution**	3.04
Mill Creek Correctional Facility	2.11
Oregon State Correctional Institution	3.01
Oregon State Penitentiary	2.86
Powder River Correctional Facility	2.21
Santiam Correctional Institution	3.00
Shutter Creek Correctional Institution*	1.90
Snake River Correctional Institution	2.76
South Fork Forest Camp	2.40
Transport	2.57
Two Rivers Correctional Institution	2.80
Warner Creek Correctional Facility	2.58
Average for all facilities	2.77

Table 20: Perceived Dangerousness of the Job

Facility	Average
Coffee Creek Correctional Facility	4.04
Columbia River Correctional Institution	4.03
Deer Ridge Correctional Institution	4.01
Eastern Oregon Correctional Institution	4.25
Mill Creek Correctional Facility*	3.17
Oregon State Correctional Institution**	4.38
Oregon State Penitentiary	4.26
Powder River Correctional Facility	3.43
Santiam Correctional Institution	3.74
Shutter Creek Correctional Institution	3.48
Snake River Correctional Institution	4.15
South Fork Forest Camp	3.75
Transport	4.05
Two Rivers Correctional Institution	4.07
Warner Creek Correctional Facility	3.76
Average for all facilities	4.06

Table 21: Hypervigilance

Facility	Average
Coffee Creek Correctional Facility	4.12
Columbia River Correctional Institution	4.06
Deer Ridge Correctional Institution	4.09
Eastern Oregon Correctional Institution**	4.18
Mill Creek Correctional Facility	3.71
Oregon State Correctional Institution	4.13
Oregon State Penitentiary	3.97
Powder River Correctional Facility	3.76
Santiam Correctional Institution	3.68
Shutter Creek Correctional Institution*	3.62
Snake River Correctional Institution	4.06
South Fork Forest Camp	3.84
Transport	3.71
Two Rivers Correctional Institution	4.03
Warner Creek Correctional Facility	3.99
Average for all facilities	4.02

Table 22: Incivility

Facility	Average
Coffee Creek Correctional Facility	2.17
Columbia River Correctional Institution	2.07
Deer Ridge Correctional Institution**	2.59
Eastern Oregon Correctional Institution	2.27
Mill Creek Correctional Facility	2.49
Oregon State Correctional Institution*	1.87
Oregon State Penitentiary	2.07
Powder River Correctional Facility	2.22
Santiam Correctional Institution	2.39
Shutter Creek Correctional Institution	2.08
Snake River Correctional Institution	2.34
South Fork Forest Camp	2.31
Transport	2.21
Two Rivers Correctional Institution	2.05
Warner Creek Correctional Facility	2.35
Average for all facilities	2.21

Table 23: Emotional Load

Facility	Average
Coffee Creek Correctional Facility**	3.03
Columbia River Correctional Institution	2.84
Deer Ridge Correctional Institution	2.82
Eastern Oregon Correctional Institution**	3.03
Mill Creek Correctional Facility	2.84
Oregon State Correctional Institution	2.99
Oregon State Penitentiary	2.83
Powder River Correctional Facility	2.63
Santiam Correctional Institution	3.02
Shutter Creek Correctional Institution	2.86
Snake River Correctional Institution	2.91
South Fork Forest Camp	2.77
Transport*	2.49
Two Rivers Correctional Institution	2.90
Warner Creek Correctional Facility	2.61
Average for all facilities	2.89

Job-Related Resources

Table 24: Leader-member Exchange

Facility	Average
Coffee Creek Correctional Facility	3.02
Columbia River Correctional Institution	2.97
Deer Ridge Correctional Institution	2.81
Eastern Oregon Correctional Institution	2.80
Mill Creek Correctional Facility	3.13
Oregon State Correctional Institution	2.98
Oregon State Penitentiary	3.41
Powder River Correctional Facility**	3.54
Santiam Correctional Institution	3.01
Shutter Creek Correctional Institution	3.28
Snake River Correctional Institution	2.79
South Fork Forest Camp	3.10
Transport*	2.52
Two Rivers Correctional Institution	2.96
Warner Creek Correctional Facility	3.47
Average for all facilities	3.02

Table 25: Family-Supportive Supervisor Behaviors

Facility	Average
Coffee Creek Correctional Facility	2.75
Columbia River Correctional Institution	2.76
Deer Ridge Correctional Institution	2.63
Eastern Oregon Correctional Institution	2.68
Mill Creek Correctional Facility	2.98
Oregon State Correctional Institution	2.52
Oregon State Penitentiary	3.10
Powder River Correctional Facility**	3.53
Santiam Correctional Institution	2.65
Shutter Creek Correctional Institution	2.95
Snake River Correctional Institution	2.55
South Fork Forest Camp	2.62
Transport*	2.38
Two Rivers Correctional Institution	2.76
Warner Creek Correctional Facility	3.21
Average for all facilities	2.78

Table 26: Control Appraisal

Facility	Average
Coffee Creek Correctional Facility	3.44
Columbia River Correctional Institution	3.26
Deer Ridge Correctional Institution**	3.96
Eastern Oregon Correctional Institution	3.40
Mill Creek Correctional Facility	3.45
Oregon State Correctional Institution*	3.07
Oregon State Penitentiary	3.14
Powder River Correctional Facility	3.10
Santiam Correctional Institution	3.40
Shutter Creek Correctional Institution	2.84
Snake River Correctional Institution	3.58
South Fork Forest Camp	3.35
Transport	3.36
Two Rivers Correctional Institution	3.26
Warner Creek Correctional Facility	3.38
Average for all facilities	3.36

CO Well-being

Table 27: Disengagement

Facility	Average
Coffee Creek Correctional Facility	2.86
Columbia River Correctional Institution	2.98
Deer Ridge Correctional Institution**	3.37
Eastern Oregon Correctional Institution	3.16
Mill Creek Correctional Facility	3.03
Oregon State Correctional Institution	3.02
Oregon State Penitentiary	2.89
Powder River Correctional Facility*	2.78
Santiam Correctional Institution	2.95
Shutter Creek Correctional Institution	2.94
Snake River Correctional Institution	3.19
South Fork Forest Camp	3.06
Transport	3.19
Two Rivers Correctional Institution	3.16
Warner Creek Correctional Facility	2.98
Average for all facilities	3.05

Table 28: Exhaustion

Facility	Average
Coffee Creek Correctional Facility	3.10
Columbia River Correctional Institution	3.25
Deer Ridge Correctional Institution**	3.51
Eastern Oregon Correctional Institution	3.32
Mill Creek Correctional Facility	2.86
Oregon State Correctional Institution	3.07
Oregon State Penitentiary	3.00
Powder River Correctional Facility*	2.67
Santiam Correctional Institution	2.96
Shutter Creek Correctional Institution	2.89
Snake River Correctional Institution	3.11
South Fork Forest Camp	3.06
Transport	3.02
Two Rivers Correctional Institution	3.22
Warner Creek Correctional Facility	3.08
Average for all facilities	3.13

Table 29: Work-to-Family Conflict

Facility	Average
Coffee Creek Correctional Facility	2.97
Columbia River Correctional Institution	3.48
Deer Ridge Correctional Institution**	3.77
Eastern Oregon Correctional Institution	3.18
Mill Creek Correctional Facility*	2.52
Oregon State Correctional Institution	3.06
Oregon State Penitentiary	2.85
Powder River Correctional Facility	2.97
Santiam Correctional Institution	3.16
Shutter Creek Correctional Institution	2.81
Snake River Correctional Institution	3.09
South Fork Forest Camp	3.22
Transport	3.01
Two Rivers Correctional Institution	3.24
Warner Creek Correctional Facility	3.18
Average for all facilities	3.11

Table 30: Family-to-Work Conflict

Facility	Average
Coffee Creek Correctional Facility	1.82
Columbia River Correctional Institution	2.00
Deer Ridge Correctional Institution	1.71
Eastern Oregon Correctional Institution	1.81
Mill Creek Correctional Facility	1.51
Oregon State Correctional Institution	1.84
Oregon State Penitentiary	1.84
Powder River Correctional Facility	1.55
Santiam Correctional Institution**	2.10
Shutter Creek Correctional Institution*	1.50
Snake River Correctional Institution	1.66
South Fork Forest Camp	1.57
Transport	1.82
Two Rivers Correctional Institution	1.82
Warner Creek Correctional Facility	1.71
Average for all facilities	1.77

Table 31: Perceived Stress

Facility	Average
Coffee Creek Correctional Facility	2.55
Columbia River Correctional Institution**	2.68
Deer Ridge Correctional Institution	2.61
Eastern Oregon Correctional Institution	2.57
Mill Creek Correctional Facility*	2.32
Oregon State Correctional Institution	2.36
Oregon State Penitentiary	2.50
Powder River Correctional Facility	2.33
Santiam Correctional Institution	2.60
Shutter Creek Correctional Institution	2.34
Snake River Correctional Institution	2.51
South Fork Forest Camp	2.48
Transport	2.60
Two Rivers Correctional Institution	2.51
Warner Creek Correctional Facility	2.50
Average for all facilities	2.52

Table 32: Depressive Symptoms

Facility	Average
Coffee Creek Correctional Facility	11.96
Columbia River Correctional Institution	12.46
Deer Ridge Correctional Institution**	12.76
Eastern Oregon Correctional Institution	11.97
Mill Creek Correctional Facility	10.07
Oregon State Correctional Institution	10.70
Oregon State Penitentiary	11.00
Powder River Correctional Facility*	9.55
Santiam Correctional Institution	12.37
Shutter Creek Correctional Institution	10.22
Snake River Correctional Institution	10.98
South Fork Forest Camp	11.62
Transport	10.14
Two Rivers Correctional Institution	11.59
Warner Creek Correctional Facility	11.80
Average for all facilities	11.44

Table 33: Physical Symptoms of Stress

Facility	Average
Coffee Creek Correctional Facility	25.65
Columbia River Correctional Institution	26.71
Deer Ridge Correctional Institution**	28.00
Eastern Oregon Correctional Institution	26.08
Mill Creek Correctional Facility	23.54
Oregon State Correctional Institution	24.50
Oregon State Penitentiary	24.61
Powder River Correctional Facility	23.90
Santiam Correctional Institution	25.29
Shutter Creek Correctional Institution	24.96
Snake River Correctional Institution	25.24
South Fork Forest Camp*	23.25
Transport	26.62
Two Rivers Correctional Institution	26.89
Warner Creek Correctional Facility	26.63
Average for all facilities	25.65

Table 34: Post-traumatic Stress Disorder Symptoms

Facility	Average
Coffee Creek Correctional Facility	7.68
Columbia River Correctional Institution	7.40
Deer Ridge Correctional Institution**	8.04
Eastern Oregon Correctional Institution	8.04
Mill Creek Correctional Facility*	6.43
Oregon State Correctional Institution	7.51
Oregon State Penitentiary	7.50
Powder River Correctional Facility	7.14
Santiam Correctional Institution	7.29
Shutter Creek Correctional Institution	6.54
Snake River Correctional Institution	7.66
South Fork Forest Camp	7.75
Transport	6.93
Two Rivers Correctional Institution	7.53
Warner Creek Correctional Facility	7.12
Average for all facilities	7.56

CO Health Behaviors & Coping

Table 35: Psychological Detachment

Facility	Average
Coffee Creek Correctional Facility	3.14
Columbia River Correctional Institution	3.18
Deer Ridge Correctional Institution	3.00
Eastern Oregon Correctional Institution	2.97
Mill Creek Correctional Facility	3.42
Oregon State Correctional Institution	3.14
Oregon State Penitentiary	3.15
Powder River Correctional Facility	3.29
Santiam Correctional Institution*	2.93
Shutter Creek Correctional Institution	3.17
Snake River Correctional Institution	3.23
South Fork Forest Camp**	3.48
Transport	3.27
Two Rivers Correctional Institution	3.01
Warner Creek Correctional Facility	3.18
Average for all facilities	3.13

Table 36: Relaxation

Facility	Average
Coffee Creek Correctional Facility	3.51
Columbia River Correctional Institution	3.48
Deer Ridge Correctional Institution*	3.16
Eastern Oregon Correctional Institution	3.50
Mill Creek Correctional Facility	3.75
Oregon State Correctional Institution	3.46
Oregon State Penitentiary	3.50
Powder River Correctional Facility**	3.87
Santiam Correctional Institution	3.50
Shutter Creek Correctional Institution	3.43
Snake River Correctional Institution	3.61
South Fork Forest Camp	3.42
Transport	3.63
Two Rivers Correctional Institution	3.38
Warner Creek Correctional Facility	3.43
Average for all facilities	3.49

Table 37: Positive Work Reflection

Facility	Average
Coffee Creek Correctional Facility	2.76
Columbia River Correctional Institution	3.08
Deer Ridge Correctional Institution*	2.32
Eastern Oregon Correctional Institution	2.51
Mill Creek Correctional Facility	2.93
Oregon State Correctional Institution	2.89
Oregon State Penitentiary	2.78
Powder River Correctional Facility**	3.24
Santiam Correctional Institution	2.81
Shutter Creek Correctional Institution	2.53
Snake River Correctional Institution	2.49
South Fork Forest Camp	2.36
Transport	2.62
Two Rivers Correctional Institution	2.51
Warner Creek Correctional Facility	2.85
Average for all facilities	2.66

Table 38: Negative Work Reflection

Facility	Average
Coffee Creek Correctional Facility	3.36
Columbia River Correctional Institution	3.61
Deer Ridge Correctional Institution**	3.92
Eastern Oregon Correctional Institution	3.46
Mill Creek Correctional Facility	3.60
Oregon State Correctional Institution	3.40
Oregon State Penitentiary	3.20
Powder River Correctional Facility	3.59
Santiam Correctional Institution	3.59
Shutter Creek Correctional Institution*	3.08
Snake River Correctional Institution	3.38
South Fork Forest Camp	3.15
Transport	3.64
Two Rivers Correctional Institution	3.46
Warner Creek Correctional Facility	3.55
Average for all facilities	3.43

Table 39: Hours Slept Per Night

Facility	Average
Coffee Creek Correctional Facility	5.71
Columbia River Correctional Institution	5.98
Deer Ridge Correctional Institution*	5.40
Eastern Oregon Correctional Institution	5.69
Mill Creek Correctional Facility**	6.36
Oregon State Correctional Institution	6.34
Oregon State Penitentiary	6.02
Powder River Correctional Facility	6.23
Santiam Correctional Institution	6.22
Shutter Creek Correctional Institution	6.00
Snake River Correctional Institution	5.94
South Fork Forest Camp	6.00
Transport	5.91
Two Rivers Correctional Institution	5.72
Warner Creek Correctional Facility	6.20
Average for all facilities	5.90

Table 40: Sleep Sufficiency

Facility	Average
Coffee Creek Correctional Facility	2.71
Columbia River Correctional Institution	2.69
Deer Ridge Correctional Institution	2.45
Eastern Oregon Correctional Institution	2.86
Mill Creek Correctional Facility**	3.50
Oregon State Correctional Institution	2.90
Oregon State Penitentiary	2.90
Powder River Correctional Facility	3.25
Santiam Correctional Institution	3.00
Shutter Creek Correctional Institution	3.29
Snake River Correctional Institution	2.99
South Fork Forest Camp	2.84
Transport*	2.42
Two Rivers Correctional Institution	2.65
Warner Creek Correctional Facility	2.50
Average for all facilities	2.84

Table 41: Insomnia

Facility	Average
Coffee Creek Correctional Facility	3.32
Columbia River Correctional Institution	3.17
Deer Ridge Correctional Institution**	3.59
Eastern Oregon Correctional Institution	3.31
Mill Creek Correctional Facility	2.95
Oregon State Correctional Institution	3.19
Oregon State Penitentiary	3.19
Powder River Correctional Facility*	2.94
Santiam Correctional Institution	2.98
Shutter Creek Correctional Institution	3.06
Snake River Correctional Institution	3.12
South Fork Forest Camp	3.10
Transport	3.52
Two Rivers Correctional Institution	3.38
Warner Creek Correctional Facility	3.47
Average for all facilities	3.24

Table 42: Focus on and Venting of Emotions

Facility	Average
Coffee Creek Correctional Facility	2.71
Columbia River Correctional Institution	2.64
Deer Ridge Correctional Institution	2.83
Eastern Oregon Correctional Institution	2.62
Mill Creek Correctional Facility**	3.04
Oregon State Correctional Institution	2.52
Oregon State Penitentiary	2.70
Powder River Correctional Facility	2.66
Santiam Correctional Institution	2.90
Shutter Creek Correctional Institution*	2.50
Snake River Correctional Institution	2.74
South Fork Forest Camp	2.71
Transport	2.77
Two Rivers Correctional Institution	2.77
Warner Creek Correctional Facility	2.65
Average for all facilities	2.70

Table 43: Instrumental Social Support

Facility	Average
Coffee Creek Correctional Facility	2.98
Columbia River Correctional Institution	2.73
Deer Ridge Correctional Institution	2.94
Eastern Oregon Correctional Institution	2.76
Mill Creek Correctional Facility	3.17
Oregon State Correctional Institution	2.98
Oregon State Penitentiary	2.97
Powder River Correctional Facility	3.00
Santiam Correctional Institution**	3.23
Shutter Creek Correctional Institution	3.05
Snake River Correctional Institution	2.76
South Fork Forest Camp*	2.44
Transport	2.64
Two Rivers Correctional Institution	2.92
Warner Creek Correctional Facility	3.15
Average for all facilities	2.90

Table 44: Emotional Social Support

Facility	Average
Coffee Creek Correctional Facility	2.74
Columbia River Correctional Institution	2.48
Deer Ridge Correctional Institution	2.72
Eastern Oregon Correctional Institution	2.42
Mill Creek Correctional Facility**	3.37
Oregon State Correctional Institution	2.78
Oregon State Penitentiary	2.73
Powder River Correctional Facility	2.85
Santiam Correctional Institution	2.83
Shutter Creek Correctional Institution	2.70
Snake River Correctional Institution	2.59
South Fork Forest Camp*	2.17
Transport	2.93
Two Rivers Correctional Institution	2.71
Warner Creek Correctional Facility	2.30
Average for all facilities	2.65

Table 45: Substance Use Coping

Facility	Average
Coffee Creek Correctional Facility	1.43
Columbia River Correctional Institution	1.52
Deer Ridge Correctional Institution	1.58
Eastern Oregon Correctional Institution	1.63
Mill Creek Correctional Facility	1.43
Oregon State Correctional Institution	1.54
Oregon State Penitentiary	1.71
Powder River Correctional Facility	1.50
Santiam Correctional Institution	1.52
Shutter Creek Correctional Institution	1.42
Snake River Correctional Institution*	1.39
South Fork Forest Camp	1.52
Transport**	1.80
Two Rivers Correctional Institution	1.56
Warner Creek Correctional Facility	1.40
Average for all facilities	1.54

Table 46: Days of Alcohol Consumption Per Month

Facility	Average
Coffee Creek Correctional Facility	5.02
Columbia River Correctional Institution	4.43
Deer Ridge Correctional Institution	4.90
Eastern Oregon Correctional Institution	5.59
Mill Creek Correctional Facility	4.40
Oregon State Correctional Institution	5.80
Oregon State Penitentiary	4.69
Powder River Correctional Facility	6.31
Santiam Correctional Institution*	3.05
Shutter Creek Correctional Institution	4.86
Snake River Correctional Institution	4.70
South Fork Forest Camp	3.73
Transport**	8.71
Two Rivers Correctional Institution	5.64
Warner Creek Correctional Facility	6.38
Average for all facilities	5.12

Table 47: Average Drinks Per Day

Facility	Average
Coffee Creek Correctional Facility	2.11
Columbia River Correctional Institution	1.89
Deer Ridge Correctional Institution	2.41
Eastern Oregon Correctional Institution	2.22
Mill Creek Correctional Facility	1.57
Oregon State Correctional Institution	2.44
Oregon State Penitentiary	2.16
Powder River Correctional Facility	1.76
Santiam Correctional Institution	2.57
Shutter Creek Correctional Institution	1.51
Snake River Correctional Institution*	1.44
South Fork Forest Camp**	2.69
Transport	1.46
Two Rivers Correctional Institution	2.64
Warner Creek Correctional Facility	2.04
Average for all facilities	2.07

Table 48: Greatest Number of Drinks Per Day

Facility	Average
Coffee Creek Correctional Facility	3.68
Columbia River Correctional Institution	4.09
Deer Ridge Correctional Institution	4.70
Eastern Oregon Correctional Institution	4.56
Mill Creek Correctional Facility	3.64
Oregon State Correctional Institution	4.03
Oregon State Penitentiary	4.45
Powder River Correctional Facility	3.10
Santiam Correctional Institution*	2.86
Shutter Creek Correctional Institution	3.00
Snake River Correctional Institution	3.27
South Fork Forest Camp**	5.82
Transport	3.67
Two Rivers Correctional Institution	4.53
Warner Creek Correctional Facility	3.21
Average for all facilities	3.99

HR Questions

Table 49: “In the past month, have you been involved in a physical confrontation with an inmate?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	35.4%	64.6%	
Columbia River Correctional Institution	25.0%	75.0%	
Deer Ridge Correctional Institution	21.3%	78.7%	
Eastern Oregon Correctional Institution	32.3%	67.7%	
Mill Creek Correctional Facility*	0%	100%	
Oregon State Correctional Institution**	47.6%	52.4%	
Oregon State Penitentiary	34.8%	65.2%	
Powder River Correctional Facility	5.3%	94.7%	
Santiam Correctional Institution	19.0%	81.0%	
Shutter Creek Correctional Institution	10.0%	90.0%	
Snake River Correctional Institution	33.1%	66.9%	
South Fork Forest Camp	15.4%	84.6%	
Transport	11.1%	88.9%	
Two Rivers Correctional Institution	28.6%	71.4%	
Warner Creek Correctional Facility	11.5%	88.5%	

Table 50: “In the past month, have you lost control and become physically aggressive, which could include grabbing, pushing, or shoving, with an intimate partner, spouse, or significant other?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility*	0%	100%	
Columbia River Correctional Institution	4.8%	95.2%	
Deer Ridge Correctional Institution	2.1%	97.9%	
Eastern Oregon Correctional Institution	5.1%	94.9%	
Mill Creek Correctional Facility*	0%	100%	
Oregon State Correctional Institution	4.8%	95.2%	
Oregon State Penitentiary	1.8%	98.2%	
Powder River Correctional Facility*	0%	100%	
Santiam Correctional Institution*	0%	100%	
Shutter Creek Correctional Institution	4.2%	95.8%	
Snake River Correctional Institution	1.6%	98.4%	
South Fork Forest Camp*	0%	100%	
Transport*	0%	100%	
Two Rivers Correctional Institution**	6.0%	94.0%	
Warner Creek Correctional Facility	4.0%	96.0%	

Table 51: “Do you know how to use your EAP benefit?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	73.7%	18.4%	7.9%
Columbia River Correctional Institution*	64.3%	26.2%	9.5%
Deer Ridge Correctional Institution	78.7%	12.8%	8.5%
Eastern Oregon Correctional Institution	65.3%	26.5%	8.2%
Mill Creek Correctional Facility	66.7%	20.0%	13.3%
Oregon State Correctional Institution	65.1%	23.3%	11.6%
Oregon State Penitentiary	69.6%	22.6%	7.8%
Powder River Correctional Facility	66.7%	14.3%	19.0%
Santiam Correctional Institution	71.4%	19.0%	9.5%
Shutter Creek Correctional Institution	75.0%	16.7%	8.3%
Snake River Correctional Institution**	87.9%	9.7%	2.4%
South Fork Forest Camp	84.6%	15.4%	0%
Transport	78.6%	7.1%	14.3%
Two Rivers Correctional Institution	72.6%	14.3%	13.1%
Warner Creek Correctional Facility	80.8%	11.5%	7.7%

Table 52: “Do you believe EAP is completely confidential?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	36.8%	46.1%	17.1%
Columbia River Correctional Institution*	28.6%	40.5%	31.0%
Deer Ridge Correctional Institution	40.4%	46.8%	12.8%
Eastern Oregon Correctional Institution	34.7%	44.9%	20.4%
Mill Creek Correctional Facility	53.3%	33.3%	13.3%
Oregon State Correctional Institution	34.9%	44.2%	20.9%
Oregon State Penitentiary	40.9%	36.5%	22.6%
Powder River Correctional Facility	42.9%	28.6%	28.6%
Santiam Correctional Institution	52.4%	33.3%	14.3%
Shutter Creek Correctional Institution	41.7%	33.3%	25.0%
Snake River Correctional Institution**	87.9%	9.7%	2.4%
South Fork Forest Camp	30.8%	53.8%	15.4%
Transport	42.9%	35.7%	21.4%
Two Rivers Correctional Institution	29.8%	41.7%	28.6%
Warner Creek Correctional Facility	34.6%	53.8%	11.5%

Table 53: “Do you know what programs EAP has?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	68.0%	20.0%	12.0%
Columbia River Correctional Institution	55.0%	28.6%	21.4%
Deer Ridge Correctional Institution	78.3%	13.0%	8.7%
Eastern Oregon Correctional Institution	49.0%	35.7%	15.3%
Mill Creek Correctional Facility*	46.7%	26.7%	26.7%
Oregon State Correctional Institution	55.8%	30.2%	14.0%
Oregon State Penitentiary	58.8%	28.9%	12.3%
Powder River Correctional Facility	52.4%	23.8%	23.8%
Santiam Correctional Institution	66.7%	28.6%	4.8%
Shutter Creek Correctional Institution	62.5%	20.8%	16.7%
Snake River Correctional Institution**	87.9%	9.7%	2.4%
South Fork Forest Camp	69.2%	15.4%	15.4%
Transport	71.4%	21.4%	7.1%
Two Rivers Correctional Institution	49.4%	31.3%	19.3%
Warner Creek Correctional Facility	53.8%	34.6%	11.5%

Table 54: “Do you know who your wellness committee members are?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	53.9%	34.2%	11.8%
Columbia River Correctional Institution	42.9%	42.9%	14.3%
Deer Ridge Correctional Institution	50.0%	41.3%	8.7%
Eastern Oregon Correctional Institution	38.1%	53.6%	8.2%
Mill Creek Correctional Facility	46.7%	33.3%	20.0%
Oregon State Correctional Institution	57.1%	35.7%	7.1%
Oregon State Penitentiary	41.2%	49.1%	9.6%
Powder River Correctional Facility	42.9%	47.6%	9.5%
Santiam Correctional Institution*	33.3%	52.4%	14.3%
Shutter Creek Correctional Institution	66.7%	33.3%	0%
Snake River Correctional Institution	62.1%	31.5%	6.5%
South Fork Forest Camp	69.2%	30.8%	0%
Transport	42.9%	57.1%	0%
Two Rivers Correctional Institution	45.2%	48.8%	6.0%
Warner Creek Correctional Facility**	76.9%	19.2%	3.8%

Table 55: “Is there a fitness center at your facility?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	98.7%	1.3%	0%
Columbia River Correctional Institution	95.2%	2.4%	2.4%
Deer Ridge Correctional Institution	95.6%	2.2%	2.2%
Eastern Oregon Correctional Institution	2.1%	96.8%	1.1%
Mill Creek Correctional Facility	13.3%	86.7%	0%
Oregon State Correctional Institution	52.4%	45.2%	2.4%
Oregon State Penitentiary**	100%	0%	0%
Powder River Correctional Facility*	0%	100%	0%
Santiam Correctional Institution	9.5%	90.5%	0%
Shutter Creek Correctional Institution**	100%	0%	0%
Snake River Correctional Institution**	100%	0%	0%
South Fork Forest Camp	92.3%	7.7%	0%
Transport**	100%	0%	0%
Two Rivers Correctional Institution**	100%	0%	0%
Warner Creek Correctional Facility	76.0%	20.0%	4.0%

Table 56: “Do you ever use the fitness center at your facility?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	19.7%	77.6%	2.6%
Columbia River Correctional Institution	17.1%	80.5%	2.4%
Deer Ridge Correctional Institution	10.9%	89.1%	0%
Eastern Oregon Correctional Institution*	0%	41.8%	58.2%
Mill Creek Correctional Facility	13.3%	60.0%	26.7%
Oregon State Correctional Institution	30.2%	58.1%	11.6%
Oregon State Penitentiary	45.6%	54.4%	0%
Powder River Correctional Facility*	0%	57.1%	42.9%
Santiam Correctional Institution	9.5%	38.1%	52.4%
Shutter Creek Correctional Institution	29.2%	70.8%	0%
Snake River Correctional Institution	26.6%	73.4%	0%
South Fork Forest Camp	38.5%	53.8%	7.7%
Transport**	46.2%	53.8%	0%
Two Rivers Correctional Institution	39.3%	68.7%	0%
Warner Creek Correctional Facility	8.0%	84.0%	8.0%

Table 57: “Have you participated in at least one wellness activity at your facility over the last year?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	19.7%	77.6%	2.6%
Columbia River Correctional Institution	28.6%	69.0%	2.4%
Deer Ridge Correctional Institution*	12.8%	85.1%	2.1%
Eastern Oregon Correctional Institution	26.8%	61.9%	11.3%
Mill Creek Correctional Facility	20.0%	60.0%	20.0%
Oregon State Correctional Institution	32.6%	65.1%	2.3%
Oregon State Penitentiary	25.0%	72.4%	2.6%
Powder River Correctional Facility	30.0%	55.0%	15.0%
Santiam Correctional Institution	23.8%	52.4%	23.8%
Shutter Creek Correctional Institution	25.0%	75.0%	0%
Snake River Correctional Institution	23.4%	75.8%	.8%
South Fork Forest Camp**	61.5%	38.5%	0%
Transport	35.7%	50.0%	14.3%
Two Rivers Correctional Institution	31.3%	68.7%	0%
Warner Creek Correctional Facility	16.0%	80.0%	4.0%

Table 58: “Have you ever volunteered to serve on your wellness committee?”

Facility	Yes	No	N/A
Coffee Creek Correctional Facility	6.7%	93.3%	0%
Columbia River Correctional Institution	7.1%	92.9%	0%
Deer Ridge Correctional Institution	4.3%	93.6%	2.1%
Eastern Oregon Correctional Institution	7.2%	90.7%	2.1%
Mill Creek Correctional Facility	6.7%	80.0%	13.3%
Oregon State Correctional Institution	7.1%	90.5%	2.4%
Oregon State Penitentiary	4.4%	94.7%	.9%
Powder River Correctional Facility	0%	95.2%	4.8%
Santiam Correctional Institution	19.0%	76.2%	4.8%
Shutter Creek Correctional Institution	12.5%	87.5%	0%
Snake River Correctional Institution	9.7%	90.3%	0%
South Fork Forest Camp	61.5%	38.5%	0%
Transport	14.3%	85.7%	0%
Two Rivers Correctional Institution	4.8%	94.0%	1.2%
Warner Creek Correctional Facility	7.7%	92.3%	4.0%

Appendix C: Survey Questions

Thank you for participating in this survey. The purpose of this study is to examine work stress and work-life balance in correctional staff. This survey will help ODOC and researchers at Portland State University better understand the life of a correctional officer in Oregon. Responses will be used by ODOC to help improve the work environment of correctional staff.

Your participation in this study will *remain anonymous*. However, as the researchers are hoping to conduct follow-up research, you will have the option of creating a 5-character code that will be used to link your answers on this survey with answers on future surveys. Please write this code in the space provided at the bottom of the page. We recommend that you do not write this code down anywhere else. In future surveys, we will ask you to write in the same code. This process is meant solely to *ensure anonymity of your answers*.

The researchers and ODOC are only interested in the information about participants as a group. Questions that ask for age and gender, for example, are being collected to better understand how the results of the survey questions relate to participants of certain groups, and not to identify individual participants. Some of the questions being asked may make you remember events that may cause slight discomfort. If you feel as though you need to speak with someone about this, please contact your facility Emergency Staff Services (ESS) or the services available through your Employee Assistance Program at 1-800-433-2320. If you wish to contact a service not provided by your employer, you can call 1-800-273-8255 to speak with someone at a national talk hotline at no charge.

The survey should take about 20 minutes to complete. Participation in this study is voluntary. At any point you can stop taking the survey. You may contact the Human Subjects Research Review Committee at Portland State University at 503-725-4288 (1-877-480-4400) for questions about your rights as a research participant. For other questions about the survey you may contact the Principal Investigator, Dr. Charlotte Fritz, through the Portland State University Department of Psychology at 503-725-3980.

By filling in the following survey, I certify that I am older than 18 years of age and I consent to participate in the survey.

Participant code:	()	Third letter of the city you were born in
	()	Second letter of your mother's maiden name
	()	First letter of the street you live on
	()	Second letter of the high school you attended
	()	Last digit of the year you were born

ONLINE SURVEY: You may also complete the survey online by using this link:
https://portlandstate.qualtrics.com//SE/?SID=SV_1QRwxtE0KyNobWI

Directions: Please read the statements and the questions carefully. Your options for answers will change throughout the survey. Most questions have a number associated with the answer option you agree with the most. **Please circle the number that corresponds with the option you agree with the most.**

<i>How much has each of the following contributed to stress you have experienced in the past month?</i>		Not at all					Very much
1.	Lack of clear guidelines for job performance (inconsistent management practices).	1	2	3	4	5	
2.	Having too little authority to carry out the responsibilities you are assigned.	1	2	3	4	5	
3.	Lack of support from management.	1	2	3	4	5	
4.	Understaffing and resource inadequacy.	1	2	3	4	5	
5.	Lack of consultation or opportunity to participate in decision-making.	1	2	3	4	5	
6.	Possibility of violence from offenders.	1	2	3	4	5	
7.	Fear of allegations from offenders.	1	2	3	4	5	
8.	Conflict between having to control and help offenders.	1	2	3	4	5	
9.	Involvement in major incidents (e.g., death in custody, overdose, escape).	1	2	3	4	5	
10.	Having to be constantly alert and on guard.	1	2	3	4	5	

<i>To what extent do you agree with the following statements? In the past month...</i>		Not at all					Very much
11.	I always found new and interesting aspects in my work.	1	2	3	4	5	
12.	It happened more and more often that I talked about my work in a derogatory way.	1	2	3	4	5	
13.	I tended to think less during my work and just execute it mechanically.	1	2	3	4	5	

		Not at all				Very much
14.	I experienced my work as a real challenge.	1	2	3	4	5
15.	Over time, one loses the internal relationship with one's work.	1	2	3	4	5
16.	Sometimes I felt really sick about my work tasks.	1	2	3	4	5
17.	I could not imagine another occupation for myself.	1	2	3	4	5
18.	I got more and more engaged in my work.	1	2	3	4	5
19.	There were days that I felt already tired before I went to work.	1	2	3	4	5
20.	After my work, I needed more time to relax than in the past to become fit again.	1	2	3	4	5
21.	I could stand the pressure of my work very well.	1	2	3	4	5
22.	During my work, I often felt emotionally drained.	1	2	3	4	5
23.	After my work, I usually felt still totally fit for my leisure activities.	1	2	3	4	5
24.	After my work, I usually felt worn out and weary.	1	2	3	4	5
25.	When I worked, I usually felt vital.	1	2	3	4	5
26.	I could manage the amount of work well.	1	2	3	4	5
27.	I worked in a dangerous job.	1	2	3	4	5
28.	My job has been much more dangerous than other kinds of jobs.	1	2	3	4	5
29.	In my job, I stood a good chance of getting hurt.	1	2	3	4	5
30.	People I work with were at risk of getting physically injured on the job.	1	2	3	4	5
31.	While at work I had to maintain a high level of alertness due to the potential for dangerous situations.	1	2	3	4	5
32.	While at work I have been concerned that I may be involved in a violent confrontation.	1	2	3	4	5
33.	The demands of my work interfered with my home and family life.	1	2	3	4	5
34.	The amount of time my job took up made it difficult to fulfill family responsibilities.	1	2	3	4	5
35.	Things I wanted to do at home did not get done because of the demands my job put on me.	1	2	3	4	5
36.	My job produced strain that made it difficult to fulfill family duties.	1	2	3	4	5

37.	Due to work-related duties, I had to make changes to my plans for family activities.	1	2	3	4	5
38.	The demands of my family or spouse/partner interfered with work-related activities.	1	2	3	4	5
39.	I had to put off doing things at work because of demands on my time at home.	1	2	3	4	5
40.	Things I wanted to do at work didn't get done because of the demands of my family or spouse/partner.	1	2	3	4	5
41.	My home life interfered with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	1	2	3	4	5
42.	Family-related strain interfered with my ability to perform job-related duties.	1	2	3	4	5
43.	I had to be on guard to stay safe.	1	2	3	4	5
44.	I liked having a wall or something else at my back so I didn't have to worry about danger coming from behind me.	1	2	3	4	5
45.	Bad things may have happened if I had not constantly been looking out for danger.	1	2	3	4	5
46.	I went entire days without worrying about my safety.	1	2	3	4	5
47.	I may have put myself and the people around me in danger if I had not always been on guard.	1	2	3	4	5
48.	I maintained awareness of the actions of others that may have caused me harm.	1	2	3	4	5
49.	I always kept an eye out for potential danger.	1	2	3	4	5
50.	If I relaxed, I may have made myself more vulnerable to dangerous situations.	1	2	3	4	5
51.	Being aware of my environment was an important part of staying safe.	1	2	3	4	5

To what extent do you agree with the following statements? OUTSIDE OF WORK, in the past month...

Not at all

Very much

52.	I forgot about work.	1	2	3	4	5
53.	I kicked back and relaxed.	1	2	3	4	5
54.	I learned new things.	1	2	3	4	5
55.	I felt like I could decide for myself what to do.	1	2	3	4	5

56.	I didn't think about work at all.	1	2	3	4	5
57.	I did things that were relaxing.	1	2	3	4	5
58.	I realized what I like about my job.	1	2	3	4	5
59.	I considered the negative aspects of my work.	1	2	3	4	5
60.	I did things together with others.	1	2	3	4	5
61.	I sought out mental challenges.	1	2	3	4	5
62.	It became clear to me what I don't like about my work.	1	2	3	4	5
63.	I distanced myself from work.	1	2	3	4	5
64.	I used the time to relax.	1	2	3	4	5
65.	I did things that challenged me.	1	2	3	4	5
66.	I determined for myself how I spent my time.	1	2	3	4	5
67.	I thought about the positive aspects of my job.	1	2	3	4	5
68.	I was aware of what is negative about my work.	1	2	3	4	5
69.	I met up with nice people.	1	2	3	4	5
70.	I considered the positive aspects of my job.	1	2	3	4	5
71.	I got a break from the demands of work.	1	2	3	4	5
72.	I took time for leisure.	1	2	3	4	5
73.	I did something to broaden my horizons.	1	2	3	4	5
74.	I took care of things the way that I wanted them done.	1	2	3	4	5
75.	I decided my own schedule.	1	2	3	4	5
76.	I enjoyed having people around who are important to me.	1	2	3	4	5

The following questions relate to your sleep habits during the past month. Your answers should indicate the most accurate reply for the majority of days and nights in the past month. Please answer all questions.

77. During the past month, on average, how many hours of actual sleep did you get at night? (This may be different than the number of hours you spend in bed.)

HOURS OF SLEEP PER NIGHT (on average) _____

		Very bad	Fairly bad	Neither good nor bad	Fairly good	Very good
78.	During <u>the past month</u> , how would you rate your sleep quality overall?	1	2	3	4	5
79.	During <u>the past month</u> , how often have you taken medicine (prescribed or "over the counter") to help you sleep?	1	2	3	4	5
80.	During <u>the past month</u> , how often have you had trouble staying awake while driving,	1	2	3	4	5

	eating meals, or engaging in social activity?					
81.	How often during <u>the past month</u> did you get enough sleep to feel rested upon waking up?	1	2	3	4	5

<i>To what extent did you experience the following symptoms <u>last month</u>?</i>		Not during the past month	Less than once per week	Once or twice per week	Three or more times a week	Every day
82.	Had trouble falling asleep.	1	2	3	4	5
83.	Had trouble staying asleep (including waking up too early).	1	2	3	4	5
84.	Woke up several times during the night.	1	2	3	4	5
85.	Woke up after your usual amount of sleep feeling tired and worn out.	1	2	3	4	5

<i>Think about the Officer in Charge (OIC) you have had the most contact with <u>in the last month</u> while answering the questions below.</i>		Not at all				Very much
86.	I usually know where I stand with my OIC.	1	2	3	4	5
87.	I usually know how satisfied my OIC is with me.	1	2	3	4	5
88.	My OIC understands my job problems and needs.	1	2	3	4	5
89.	My OIC recognizes my potential.	1	2	3	4	5
90.	Regardless of how much formal authority he/she has built into his/her position, my OIC would use his/her power to help me solve problems in my work.	1	2	3	4	5
91.	I can count on my OIC to "bail me out" at his/her own expense.	1	2	3	4	5
92.	I have enough confidence in my OIC that I would defend and justify his/her decision if he/she was not present to do so.	1	2	3	4	5
93.	I would characterize my working relationship with my OIC as extremely effective.	1	2	3	4	5

To what extent do you agree with the following statements about your OIC in general?		Not at all					Very much
94.	My OIC makes me feel comfortable talking to him or her about my conflicts between work and nonwork.	1	2	3	4	5	
95.	My OIC works effectively with workers to creatively solve conflicts between work and nonwork.	1	2	3	4	5	
96.	My OIC demonstrates effective behaviors in how to juggle work and nonwork balance.	1	2	3	4	5	
97.	My OIC thinks about how the work in my department can be organized to jointly benefit employees and the agency.	1	2	3	4	5	

During the past month, how often have you been in a situation where any of your supervisors or coworkers:		Never					Every day
98.	Put you down or was condescending to you?	1	2	3	4	5	
99.	Paid little attention to your statement or showed little interest in your opinion?	1	2	3	4	5	
100.	Made demeaning or derogatory remarks about you?	1	2	3	4	5	
101.	Addressed you in unprofessional terms, either publicly or privately?	1	2	3	4	5	
102.	Ignored or excluded you from professional camaraderie?	1	2	3	4	5	
103.	Doubted your judgment on a matter over which you have responsibility?	1	2	3	4	5	
104.	Made unwanted attempts to draw you into a discussion of personal matters?	1	2	3	4	5	

You're about halfway through the survey! Thank you for filling out the previous questions. The next set of questions will have a different focus to them. We appreciate your participation.

The following statements ask you how you experienced and expressed your emotions WHILE AT WORK, during the past 30 days. Please indicate to what extent you agree with each statement.		Not at all					Very much
105.	When I wanted to feel more positive emotion (such as joy or amusement), I changed what I was thinking about.	1	2	3	4	5	

106.	I kept my emotions to myself.	1	2	3	4	5
107.	When I wanted to feel less <i>negative</i> emotion (such as sadness or anger), I <i>changed what I was thinking about</i> .	1	2	3	4	5
108.	When I was feeling <i>positive</i> emotions, I was careful <i>not to express them</i> .	1	2	3	4	5
109.	When I was faced with a stressful situation, I made myself <i>think about it</i> in a way that helped me stay calm.	1	2	3	4	5
110.	I controlled my emotions <i>by not expressing them</i> .	1	2	3	4	5
111.	When I wanted to feel more <i>positive</i> emotion, I <i>changed the way I was thinking about the situation</i> .	1	2	3	4	5
112.	I controlled my emotions by <i>changing the way I was thinking about the situation I was in</i> .	1	2	3	4	5
113.	When I was feeling <i>negative</i> emotions, I made sure not to express them.	1	2	3	4	5
114.	When I wanted to feel less <i>negative</i> emotion, I <i>changed the way I was thinking about the situation</i> .	1	2	3	4	5

Consider the past month when answering the following questions.

		Very rarely or never	Rarely (once a week)	Sometimes (once a day)	Often (several times a day)	Several times an hour
115.	Did your work demand a lot from you emotionally?	1	2	3	4	5
116.	Were you confronted with things that affected you emotionally in your work?	1	2	3	4	5
117.	Did your work put you in emotionally upsetting situations?	1	2	3	4	5

The following questions ask you to indicate what you generally do and feel, when you experience stressful events. Obviously, different events bring out somewhat different responses, but think about what you usually do when you are under a lot of stress.

When I am under stress...	Never	Rarely	Sometimes	Usually	Always	
118.	I get upset and let my emotions out.	1	2	3	4	5
119.	I get upset, and am really aware of it.	1	2	3	4	5
120.	I let my feelings out.	1	2	3	4	5
121.	I feel a lot of emotional distress and I find myself expressing those feelings a lot.	1	2	3	4	5

122.	I try to get advice from someone about what to do.	1	2	3	4	5
123.	I talk to someone to find out more about the situation.	1	2	3	4	5
124.	I talk to someone who could do something concrete about the problem.	1	2	3	4	5
125.	I ask people who have had similar experiences what they did.	1	2	3	4	5
126.	I discuss my feelings with someone.	1	2	3	4	5
127.	I try to get emotional support from friends or relatives.	1	2	3	4	5
128.	I get sympathy and understanding from someone.	1	2	3	4	5
129.	I talk to someone about how I feel.	1	2	3	4	5
130.	I use alcohol or drugs to make myself feel better.	1	2	3	4	5
131.	I try to lose myself for a while by drinking alcohol or taking drugs.	1	2	3	4	5
132.	I drink alcohol or take drugs, in order to think about it less.	1	2	3	4	5
133.	I use alcohol or drugs to help me get through it.	1	2	3	4	5

To what extent do you agree with the following statements about your relationship with your spouse/partner in the past month? If you are not currently in a relationship, think about your last relationship when responding.

		Do not agree at all	Disagree slightly	Neutral	Agree slightly	Fully agree
134.	We had a good relationship.	1	2	3	4	5
135.	My relationship with my spouse/partner was very stable.	1	2	3	4	5
136.	Our relationship was strong.	1	2	3	4	5
137.	My relationship with my spouse/partner made me happy.	1	2	3	4	5
138.	I really felt like part of the team with my spouse/partner.	1	2	3	4	5
139.	How happy were you, all things considered, with your relationship?	Not happy at all				Completely Happy
		1	2	3	4	5

<i>To what degree do you agree with the following statements about yourself <u>in general</u>?</i>		Do not agree at all	Disagree slightly	Neutral	Agree slightly	Fully agree
140.	I don't like to have to think about work while I'm at home.	1	2	3	4	5
141.	I prefer to keep work life at work.	1	2	3	4	5
142.	I don't like work issues creeping into my home life.	1	2	3	4	5
143.	I like to be able to leave work behind when I go home.	1	2	3	4	5
144.	In my job, most of the problems that I experience are completely "out of my hands."	1	2	3	4	5
145.	With many of the problems I experience, it is not worth telling anybody because nothing will change.	1	2	3	4	5
146.	I feel powerless to control the outcomes of my work.	1	2	3	4	5
147.	The same problems keep happening again and again, regardless of what I do.	1	2	3	4	5

<i>To what extent do you experience the following moods <u>in general</u>?</i>		Never	Rarely	Sometimes	Usually	Always
148.	Scared	1	2	3	4	5
149.	Afraid	1	2	3	4	5
150.	Upset	1	2	3	4	5
151.	Distressed	1	2	3	4	5
152.	Jittery	1	2	3	4	5
153.	Nervous	1	2	3	4	5
154.	Ashamed	1	2	3	4	5
155.	Guilty	1	2	3	4	5
156.	Irritable	1	2	3	4	5
157.	Hostile	1	2	3	4	5
158.	Frightened	1	2	3	4	5
159.	Shaky	1	2	3	4	5
160.	Angry	1	2	3	4	5
161.	Scornful	1	2	3	4	5
162.	Disgusted	1	2	3	4	5
163.	Loathing	1	2	3	4	5
164.	Lonely	1	2	3	4	5

<i>In the past month, how often have you felt...</i>		None of the time	A little of the time	Some of the time	Most of the time	All of the time
165.	That you were unable to control the important things in your life?	1	2	3	4	5
166.	Confident about your ability to handle your personal problems?	1	2	3	4	5
167.	That things were going your way?	1	2	3	4	5
168.	Difficulties were piling up so high that you could not overcome them?	1	2	3	4	5
169.	So sad nothing could cheer you up?	1	2	3	4	5
170.	Nervous?	1	2	3	4	5
171.	Restless or fidgety?	1	2	3	4	5
172.	Hopeless?	1	2	3	4	5
173.	That everything was an effort?	1	2	3	4	5
174.	Worthless?	1	2	3	4	5

There are only a few more sets of questions left. Thank you again for your patience – your responses are important and are intended to help to inform future decisions about your workplace.

<i>Over the past month, how often have you experienced each of the following symptoms?</i>		Not at all	Once or twice	Once or twice per week	Most days	Every day
175.	An upset stomach or nausea	1	2	3	4	5
176.	Trouble sleeping	1	2	3	4	5
177.	Headache	1	2	3	4	5
178.	Acid indigestion or heartburn	1	2	3	4	5
179.	Eye strain	1	2	3	4	5
180.	Diarrhea	1	2	3	4	5
181.	Stomach cramps (Not menstrual)	1	2	3	4	5
182.	Constipation	1	2	3	4	5
183.	Ringing in the ears	1	2	3	4	5
184.	Loss of appetite	1	2	3	4	5
185.	Dizziness	1	2	3	4	5
186.	Tiredness or fatigue	1	2	3	4	5

<i>In the past month, how often were you...</i>		Not at all	Once in a while	Every week	Several times per week	Every day
187.	Jumpy or easily startled.	1	2	3	4	5
188.	Physically upset by reminders of a distressing event from your past.	1	2	3	4	5
189.	Irritable or had outbursts of anger.	1	2	3	4	5
190.	Unable to have sad or loving feelings/generally numb.	1	2	3	4	5

<i>In the past month...</i>		Yes	No
191.	Have you lost control and become physically aggressive, which could include grabbing, pushing, or shoving, with an intimate partner, spouse, or significant other?	1	2
192.	Have you been involved in a physical confrontation with an intimate partner, spouse, or significant other?	1	2

<i>In the past month...</i>		
193.	On how many days did you consume alcohol?	_____ days
194.	When you did drink, on average, how many drinks did you have in a day? <i>*(One drink can be one 12 oz. beer or wine cooler, one 5 oz. glass of wine, or 1.5 oz. liquor)</i>	_____ drinks*
195.	What was the greatest number of drinks you consumed in one day?	_____ drinks

<i>The following are some questions about your workplace.</i>		Yes	No	Not sure/Not applicable
196.	Do you know how to use your EAP benefit? (Employee Assistance Program)	1	2	3
197.	Do you believe EAP is completely confidential?	1	2	3
198.	Do you know what programs EAP has?	1	2	3
199.	Do you know who your wellness committee members are?	1	2	3
200.	Do you feel you can talk to a co-worker about work stressors?	1	2	3
201.	Is there a fitness center at your facility?	1	2	3
202.	Do you ever use the fitness center at your facility?	1	2	3
203.	Have you participated in at least one wellness activity at your facility over the last year?	1	2	3
204.	Have you ever volunteered to serve on your wellness committee?	1	2	3
205.	Have you ever felt overwhelmed by events at work?	1	2	3

These final questions ask about your background. These questions are not being asked in order to identify you as an individual. Responses will be compiled in order to look at groups of participants, not individual responses.

206.	What is your age? _____ years
207.	What is your gender? (Circle one) a. Male b. Female
208.	What is your marital status? (Circle one) a. Single, never married b. Dating someone c. Married d. Living with a partner e. Divorced f. Widowed

-
209. What is your ethnicity? (*Circle all that apply*)
- a. White (non-Hispanic)
 - b. Hispanic/Latino
 - c. African American
 - d. Asian
 - e. Native American
 - f. Native Alaskan or Pacific Islander
 - g. Other (please specify: _____)
210. What is the highest level of education you have completed? (*Circle one*)
- a. High school/GED
 - b. Some college
 - c. 2-year college degree (Associate's)
 - d. 4-year college degree (Bachelor's)
 - e. Advanced degree (Master's or other)
 - f. Other (please specify: _____)
211. How many children do you have that are living with you *at least half time*? _____
212. How many minutes do you spend traveling *to and from* work per day? _____
213. At which facility do you currently work? _____
214. What is the security level of inmates you've worked with the most in the past month?
- a. Minimum
 - b. Medium
 - c. Maximum
215. Which best describes the shift you work?
- a. Day shift
 - b. Swing shift
 - c. Night shift
216. How long have you been working as a correctional officer? _____ years
217. How long have you been working at your current facility? _____ years
218. Have you ever served on active duty in the U.S. Armed Forces? (*Circle one*)
- a. Yes
 - b. No
219. On average in the past month, how many hours did you work per week? _____ hours
220. Please indicate whether your current position in ODOC is classified as... (*Circle one*)
- a. Security staff
 - b. Non-security staff
-

Additional comments:

Thank you! You have now completed the survey. Please place the entire survey in the included envelope and put it in the mail. Your anonymous answers will be sent to the researchers at Portland State University. We appreciate your participation.

Additional Information

Terms of Confidentiality

Surveys were completed by corrections officers using either a secure online platform or a paper copy that was mailed directly to the P.I., Dr. Charlotte Fritz, Portland State University. Participants were asked to create a code that the researchers could use to track their responses in future surveys. This was done on a voluntary basis. The codes cannot be used to identify individual participants, and they are being kept confidential by the researchers.

Results from the survey have been included in this technical report. All reported statistics refer to the entire sample, or in some cases refer to one specific facility. We have not presented any information here that would identify any individual officers or link them to their responses to the survey questions.

General findings from this research will be, or have been already, submitted for publication in applied psychology journals or presented at professional psychology conferences. These results may also be used to obtain future research grants for studies of occupational health of corrections officers.

Research Team

Dr. Charlotte Fritz is an Assistant Professor in Industrial/Organizational Psychology and a faculty within the Occupational Health Psychology Graduate Training Program at Portland State University. She graduated with her Ph.D. in Industrial/Organizational Psychology from the University of Braunschweig, Germany, in 2005 and then held a position as Assistant Professor in Industrial/Organizational Psychology at Bowling Green State University from 2005 to 2009.

Her research program focuses mainly on occupational health psychology. Specifically, she examines how employees' work and nonwork lives interact. For example, how do experiences at work impact employees during their nonwork time? How do employees recover from work stress (e.g., through sleep, psychological detachment from work, relaxation) during work breaks (i.e., vacations, weekends, evenings, lunch breaks)? And how does recovery from work stress impact employee affect, well-being, and performance in the workplace? In addition, Dr. Fritz is interested in understanding the role of interruptions at work in employee self-regulation, well-being, and performance. To examine these phenomena she has conducted field research in a variety of occupational sectors such as non-profit, information-technology, and public service.

For the past two years Dr. Fritz (together with other colleagues) has established an ongoing collaboration with the Oregon Department of Corrections examining work stress, well-being, work-life balance, and health behaviors in correction officers. Based on an extensive survey study she recently received grant funding from the Oregon Healthy Workforce Center to implement a pilot intervention that is aimed at reducing work stress and increasing work-life balance and health in correction officers.

Dr. Leslie B. Hammer is a Professor of Psychology in the Department of Psychology at Portland State University. Dr. Hammer is the Director of the Center for Work-Family Stress, Safety, and Health, funded by grants from the National Institute for Child Health and Human Development and the National Institute for Occupational Safety and Health. This center is one of six centers that make up the national Work, Family, and Health Network (WFHN). Dr. Hammer is also the Director of the Occupational Health Psychology graduate training program at Portland State University that is funded through a training program grant from the National Institute for Occupational Safety and Health (NIOSH). She is the Associate Director of the NIOSH-funded Oregon Healthy Workforce Center (OHWC), one of four centers of excellence in Total Worker Health. Most recently Dr. Hammer was awarded a grant from the Department of Defense to study ways to increase supervisor support and enhance employment retention for veterans reintegrating into the workforce.

Her research focuses on ways in which organizations can help reduce work and family stress and improve positive spillover among employees by facilitating both formal and informal workplace supports, such as Family Supportive Supervisor Behavior (FSSB) training. She has worked with such employee populations as grocery workers, health care workers (specifically nursing aid

workers), construction workers, information technology workers, and is currently working with employment support and retention for our nation's military veterans. She is a Past Founding President of the Society for Occupational Health Psychology (SOHP) and is a Fellow of the Society for Industrial and Organizational Psychology (SIOP). Dr. Hammer is on the editorial boards of the *Journal of Occupational Health Psychology* (past Associate Editor), *Journal of Management*, *Journal of Business and Psychology*, and the *Journal of Occupational and Organizational Psychology*. She has published numerous articles on work and family in such publications as the *Journal of Applied Psychology*, *Journal of Occupational Health Psychology*, *Journal of Vocational Behavior*, *Journal of Family Issues*, *Human Resource Planning*, and *Journal of Marriage and the Family* and co-wrote a book with Dr. Margaret Neal entitled *Working Couples Caring for Children and Aging Couples: Effects on Work and Well-Being*.

Frankie Guros is graduate student in the Industrial/Organizational area of the Applied Psychology program at Portland State University. His Master's thesis examined emotion regulation, nonwork recovery experiences, and coping strategies as predictors of strain among corrections officers. He is currently the graduate student funded to work on the pilot intervention in corrections led by Dr. Fritz.

David Meier is a graduate student in the Industrial/Organizational area of the Applied Psychology program at Portland State University. His Master's thesis examined the perceived dangerousness of the job, perceived stress, and family-supportive supervisor behaviors as predictors of work-family conflict and physical symptoms of stress among corrections officers.



Issue Brief

OREGON DEPARTMENT OF CORRECTIONS

Oregon Corrections Enterprises

Overview

Established in 1999 through the passage of Ballot Measure 68, Oregon Corrections Enterprises (OCE) is a semi-independent organization, whose administrator reports to the director of the Department of Corrections (DOC). OCE plays an important role in carrying out Ballot Measure 17, the constitutional mandate to engage inmates in meaningful work. OCE is funded through sales of its services and products.

The mission of OCE is to promote public safety by providing inmates with meaningful work experience in a self-sustaining organization. Working with DOC, OCE seeks partnerships with other agencies and private organizations to provide work and training programs for inmates that mirror real-world job experiences.

OCE is integral in implementing DOC's Oregon Accountability Model (OAM). Through developing positive work ethics and job skills, OCE assists inmates in their transition to productive citizens who contribute to society and to their families.

Prison Programs

- Contact Centers (CCCF, OSCI, SRCI, EOCI, OSP, WCCF)
- Sewing/Embroidery (CCCF, EOCI)
- Wood Fabrication (OSP, TRCI)
- Garment Factory (EOCI)
- Laundry (EOCI, OSP, SRCI, TRCI)
- Mail Fulfillment (OSCI)
- Metal Fabrication (OSP, MCCF)
- Printing (CCCF, OSCI)
- Signage (SRCI)
- Document Scanning (OSCI)
- Career Readiness Center (CCCF)

Work Skills Certification and Re-Entry

The backbone of OCE's mission is the Work Skills Certification Program and its re-entry component.

Through this program, qualified inmates develop the skills and attitudes needed to enhance their opportunities to secure employment upon release.

Similar to the Federal Job Corps model, participating inmates gain entry-level experience with technical and industry-specific skills, as well as develop pro-social skills and work ethic. They learn decision-making, social interaction, teamwork, reliability, and accountability. The program strives to duplicate a real-world experience to prepare inmates for jobs on the outside.

OCE is working towards tracking post-release data for individuals who worked in OCE programs to show the impact OCE programs have on the State of Oregon. These data include the 36-month recidivism rate of inmates who spent at least one year in OCE programs both within and more than two years prior to release; the percentage of OCE inmates still employed 36 months post-prison; and the percentage of inmates employed within 90 days.

OCE Statistics

- 1,334 offenders per month (on average) participate in OCE programs.

Fiscal Year	Inmate
2004-2005	1,044
2005-2006	1,140
2006-2007	1,211
2007-2008	1,025
2008-2009	1,023
2009-2010	1,045
2010-2011	1,086
2011-2012	1,176
2012-2013	1,191
2013-2014	1,334
2014-2015 YTD	1,347

- 96 OCE staff members.

- \$24.9 million in gross revenue, with positive net income. For the past 10 fiscal years, 2004 – 2014, only one year had negative net income (2009-2010).
- 176 inmates classified as having a life sentence participate in OCE programs.

OCE's Contributions

Reducing Costs to Taxpayers

Through their participation in OCE's work programs, inmates manufacture high-quality beds, clothing, cell furniture, and many other items for Oregon's prisons.

OCE also provides low-cost, high-value services such as printing, contact center services, and laundry services to various other state agencies, helping to reduce the cost of government.

State agencies are encouraged to utilize inmate work, although there is no requirement of them to purchase from OCE. OCE's programs are designed to achieve savings in government operations and to benefit Oregon communities.

Contributing to Public Safety

When inmates have productive activities to occupy their time, Oregon's prisons are safer. OCE holds inmates accountable for their actions, and inmates understand that a basic prerequisite for participating in OCE programs is to maintain good conduct. Based on the OAM, DOC and OCE staff members help inmates by role modeling, redirecting inmate behavior, and reinforcing positive performance.

Minimizing Competition

OCE strives to balance the interest of private sector businesses with the constitutional mandate to engage inmates in meaningful work. OCE pursues programs that are typically labor intensive, which allows the organization to train the greatest number of inmates.

Over the past fiscal year, there have been a number of opportunities for OCE to collaborate with private sector businesses. OCE will continue to seek collaborative partnerships, while taking measures to avoid competing with the private sector.

Benefiting the Citizens of Oregon

OCE makes every effort to keep as many inmates working as financially possible. In the past year, OCE/DOC paid

these inmates just over \$2 million in awards for their labor. Inmates contribute part of these earnings toward meeting their obligations for child support, state and federal taxes, court-imposed fines, and victim assistance funds. Many inmates also help to support their families by sending home a portion of their earnings. These awards help to teach offenders to support themselves and their families.

Teaching inmates meaningful work skills and instilling in them a strong work ethic not only helps them find work once they release, it also changes their outlook on life. It better equips them to make a successful transition into Oregon's communities and less likely to engage in criminal behavior. ■

**The mission of the
Oregon Department of Corrections
is to promote public safety by
holding offenders accountable for their
actions and reducing the risk of future
criminal behavior.**



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25-DOC/GECO: 01/29/2015

