

# **Caring for and about those who serve: Work-life conflict and employee well being within Canada`s Police Departments**

## **Summary: Key Differences Associated with Rank and Gender**

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Our large sample size allows us to look at the impact of both gender and job type in our analysis. The Sworn sample is divided into three job type groupings: Constable, Sergeant and Staff Sergeant and Command. Each of these job type grouping were then further sub-divided based on the gender of the respondent. To examine the impact of job type on the attitudes and outcomes included in this study we first compare across job type, ignoring gender. To look at the impact of gender we compare the responses given by the men and women in the sample within job type (i.e. compare response of male Constable to female Constable). Finally, we look at the impact of gender and job type together by comparing the responses of the men and women in the sample across job type (i.e. male Constable versus male Sergeant/Staff Sergeant versus male Command). Key differences are summarized in this document.

## **Who works within policing?**

### **Impact of Rank**

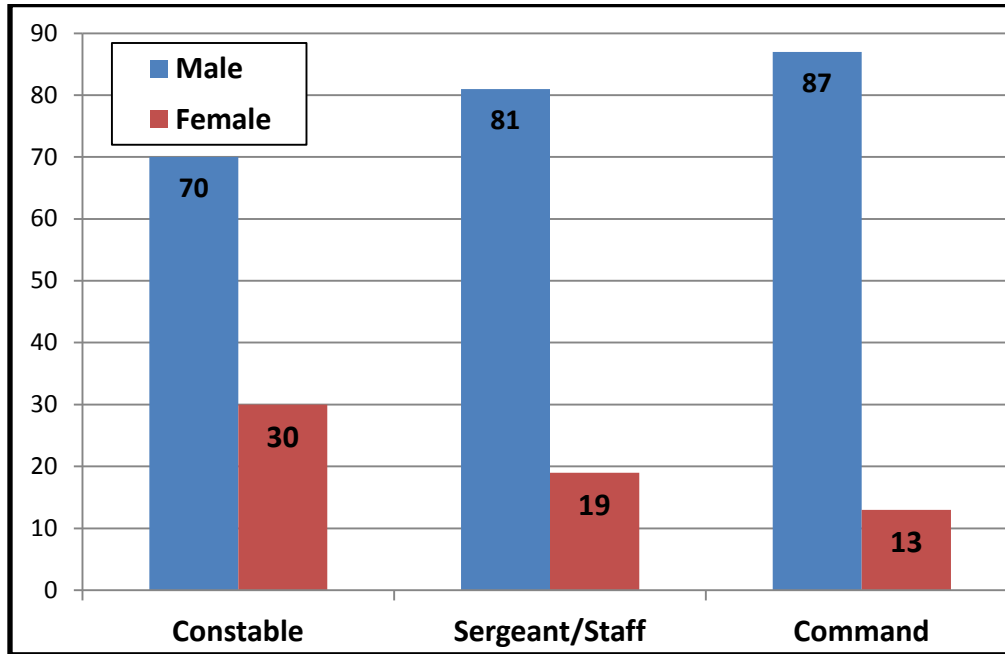
Police organizations are hierarchical and job duties and pressures can be expected to depend on rank. The following conclusions can be drawn with respect to the association between rank and the personal characteristics of the police officers in the sample:

- As rank increases the number of women in the group declines (see Figure 1)
- The percent of Baby Boomers in the group increases as one goes up in rank while the percent of the sample who are Gen X declines (Figure 2).
- Younger (Gen Y) employees all hold the rank of Constable.
- Education is associated with rank in a number of interesting ways (see Figure 3). First, respondents within the Command group are more likely than other respondents to either have not completed post secondary education or have a university degree. Second, the likelihood of having a college diploma decreases with rank. Finally, the likelihood of having stopped ones' formal schooling after high school increases with rank.
- Younger front line employees are more highly educated than older front line officers.

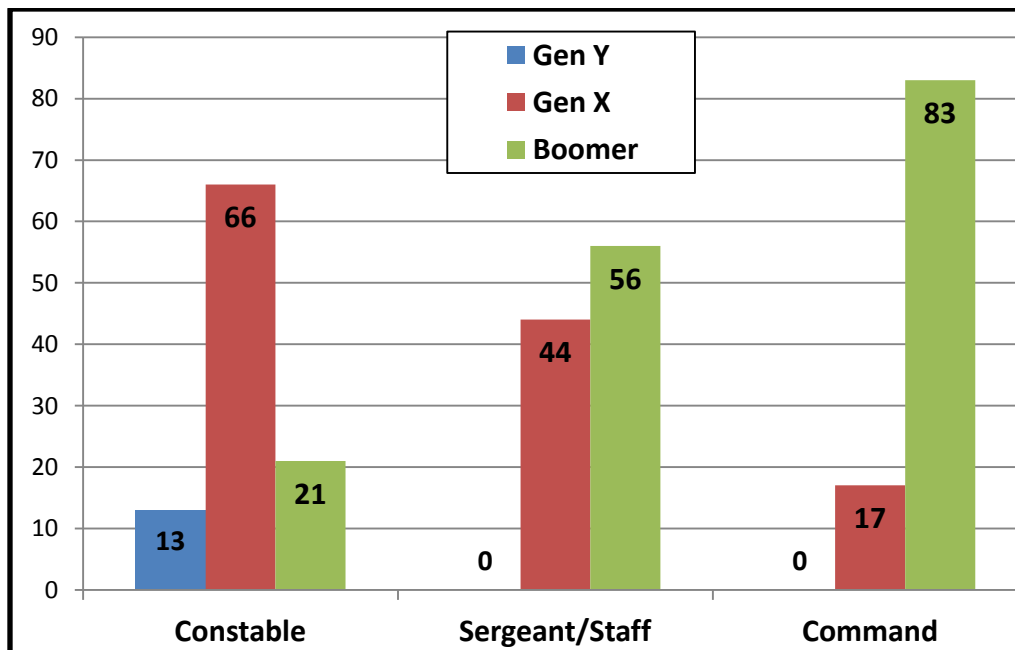
- A higher proportion of those in the Command group (30%) work in communities with population of 500,000+. This difference is likely due to the fact that those in command positions are more likely to work for a larger force with more officers at this rank. This would suggest that police officers working in larger communities have more opportunities for advancement
- Rank is not associated with the type of job held by ones' partner
- Employees in the Constable group were more likely to have a partner with university degree or college diploma (72%) and be in a family where responsibilities for breadwinning and childcare are shared (see next section). They are also more likely to have younger children at home. We would expect, therefore, to see greater work-life conflict within this group.
- The higher the rank, the greater likelihood a respondent will earn more than \$100,000 a year (see Figure 4).
- The likelihood that a respondent will state that they are the primary breadwinner in their family increases with rank (62% of those in the Command group are the primary breadwinners in their families versus 57% of those in the Sergeant/Staff Sergeant group and 52% of the Constables).
- The higher the rank the more likely the officer is to say money not an issue in their family (Figure 5).
- Those in the Constable group are more likely to be single (11%) but even within this group most respondents are married.
- One in ten respondents, regardless of rank, are divorced.
- The number of police officers living in a traditional family (male breadwinner, wife at home) is not associated with rank. The likelihood of an officer being in any of the other family configurations examined in this report is associated with both gender and rank and will be discussed in the next section
- Constables are more likely than officers at higher rank to have no children or one child. Respondents in the Sergeant/Staff Sergeant and Command groups are more likely to have two or more children (Figure 6)
- The higher the rank, the older the children (Figure 7)
- The higher the rank, the more likely the police officer is to have a partner who has primary responsibility for childcare (Figure 8)
- The higher the rank, the greater the eldercare responsibility (Figure 9). Where the elderly dependent lives is not, however, associated with rank

- The higher the rank, the greater the likelihood of having responsibility for both childcare and eldercare (Figure 10)
- Rank is strongly associated with how ones' work day is arranged (Figure 11-13). More specifically:
  - The likelihood of working a day shift increases with rank,
  - The likelihood of working evening or rotating shifts decreases with rank
  - The likelihood that one works 3 or more different shift arrangements in a month decreases with rank
  - Those in the Constable group are more likely to work a compressed work week
  - Those in the Command group are more likely to work flextime
- Those in the Constable group are more likely to work shift schedules that are associated with higher stress and work-life conflict and lower levels of health.
- There is very little turnover within Canada's police departments - and virtually all the respondents above the rank of Constable have been with their police force for 10 or more years (Figure 14).
- While there is evidence of some rejuvenation of the police force in the entry level positions, even here "new blood" is fairly rare (only 23% of those in the Constable group have been with the organization fewer than 5 years).
- Those in the Constable group are significantly more likely to have spent 4 or more years at their current position while turnover within the upper and middle ranks is common (36% of Command and 33% of sergeant/staff sergeants have less than one year in their current position) (Figure 15).
- The majority of the Constable (70%) and Sergeant/Staff Sergeant groups belong to the staff association versus 55% of those within the Command group.

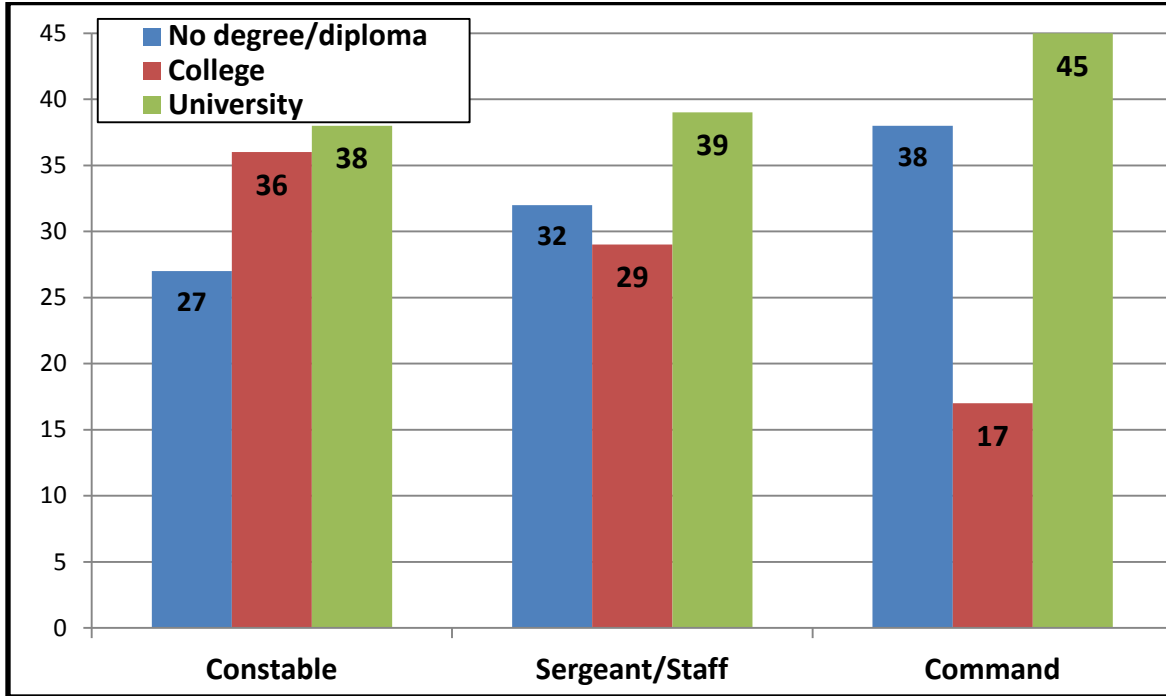
**Figure 1: Association between Rank and Gender**



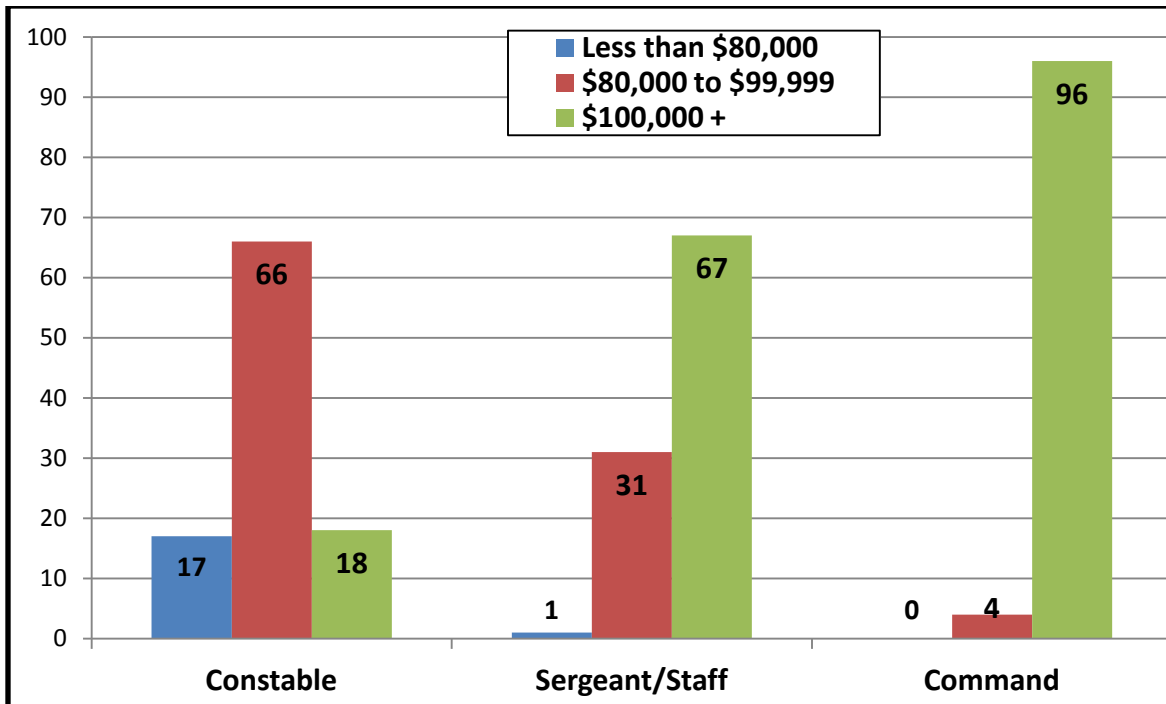
**Figure 2: Association between Rank and Age**



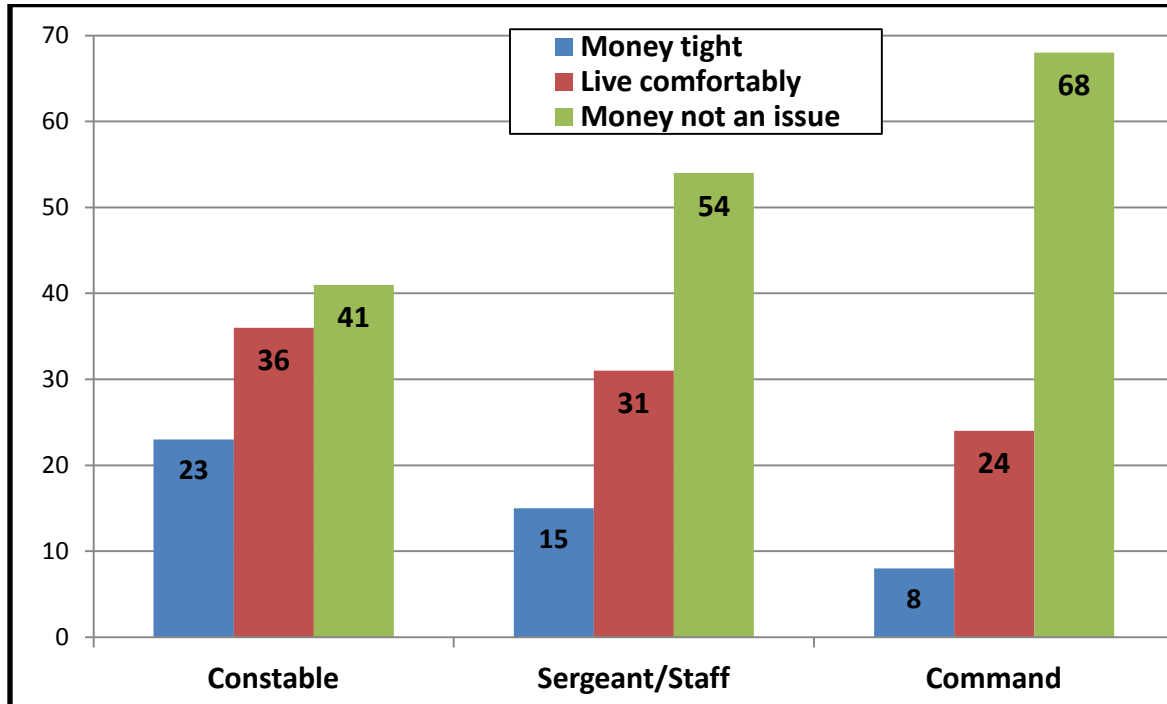
**Figure 3: Association Between Rank and Education**



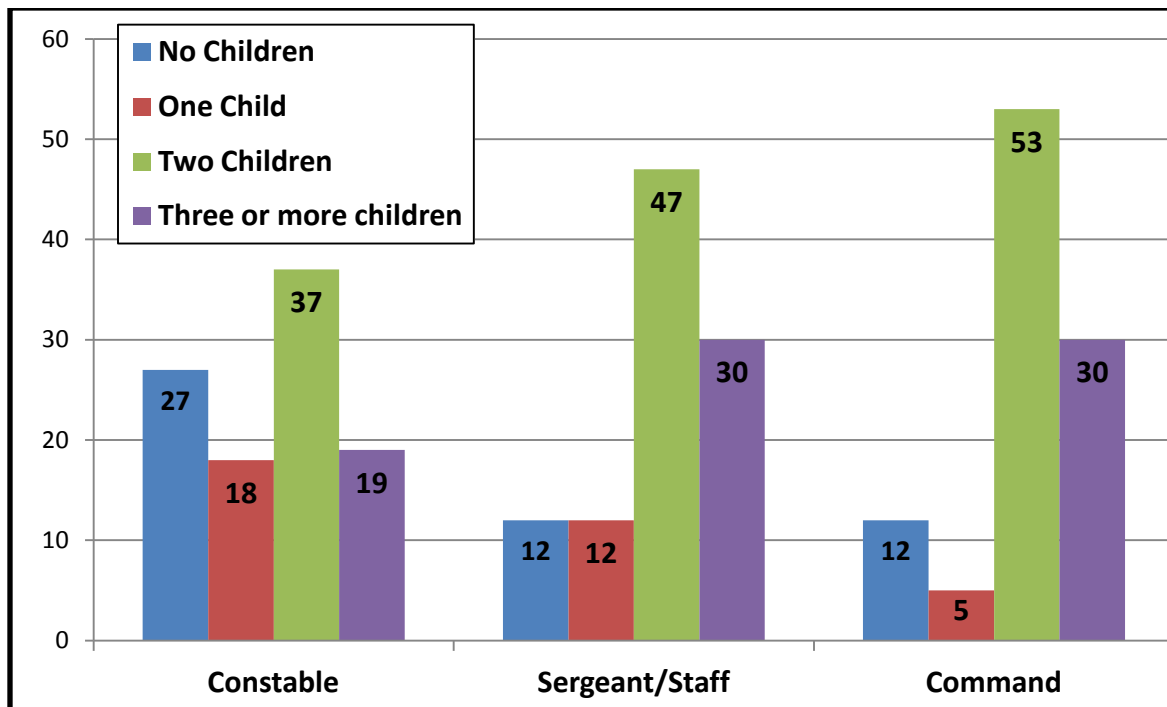
**Figure 4: Association Between Rank and Income**



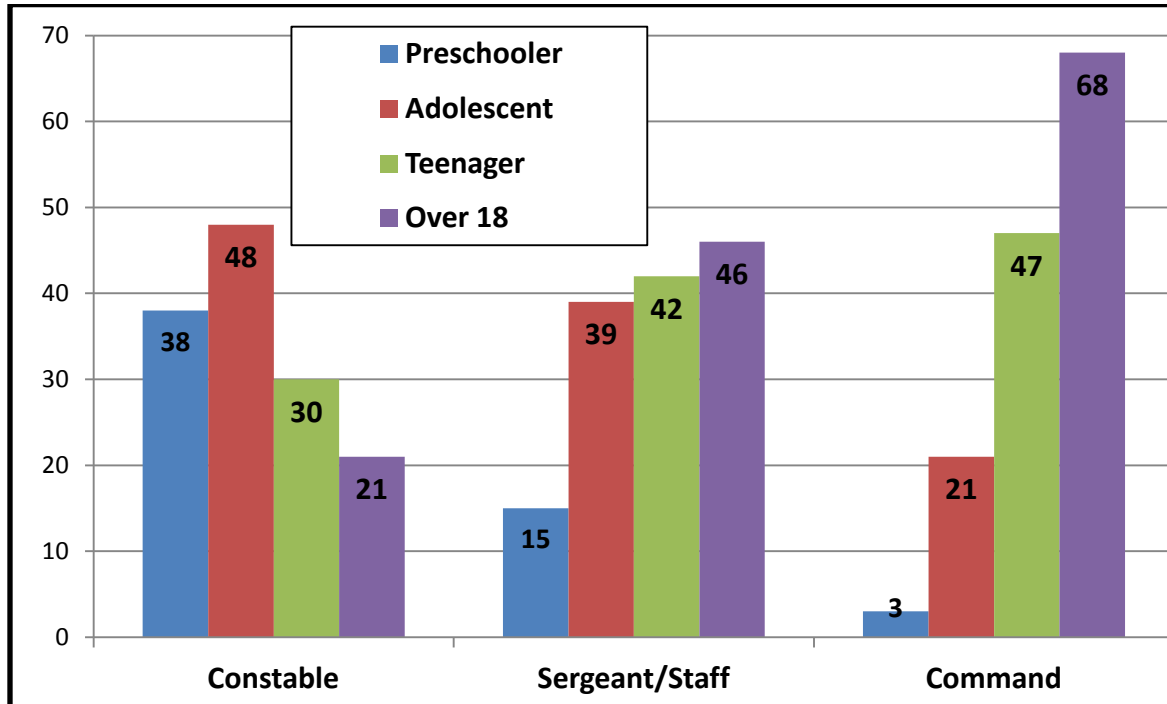
**Figure 5: Association Between Rank and Families' Financial Situation**



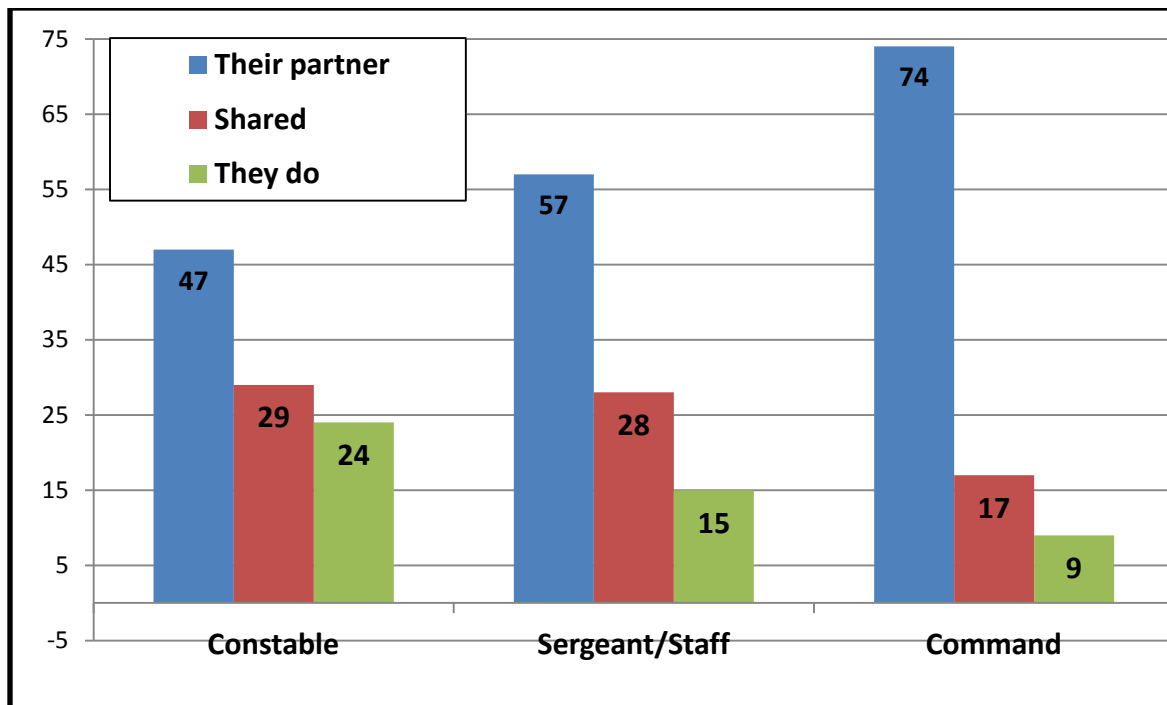
**Figure 6: Association Between Rank and Number of Children**



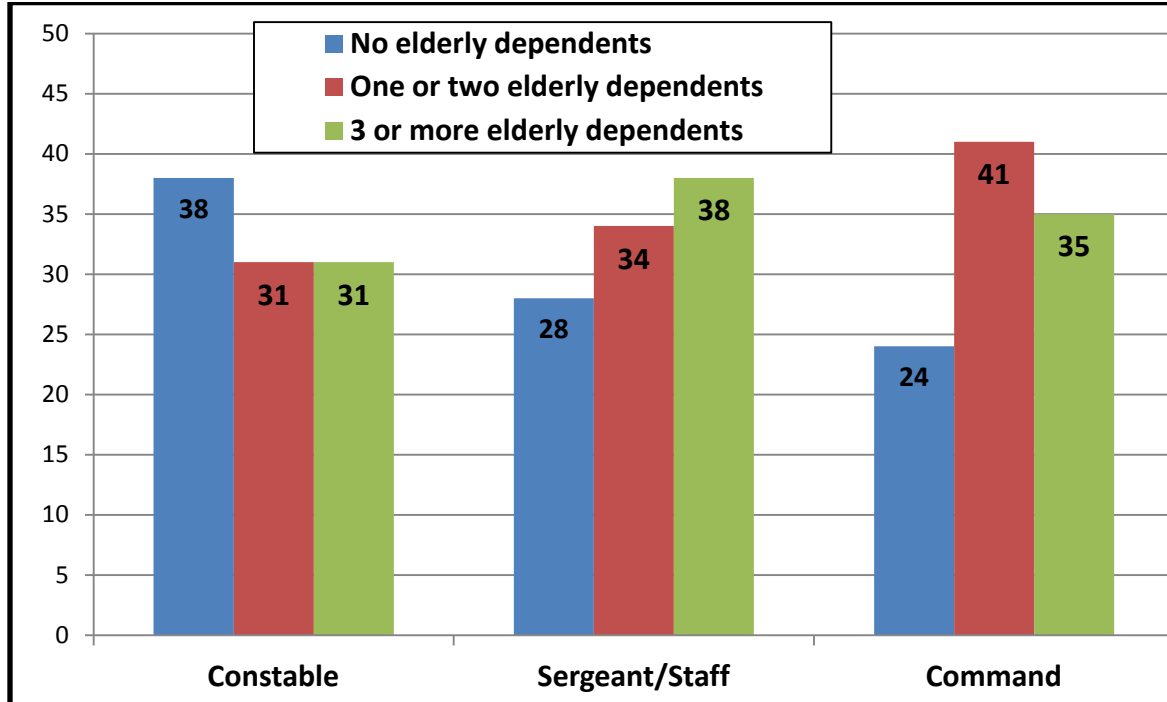
**Figure 7: Association Between Rank and Age of Children**



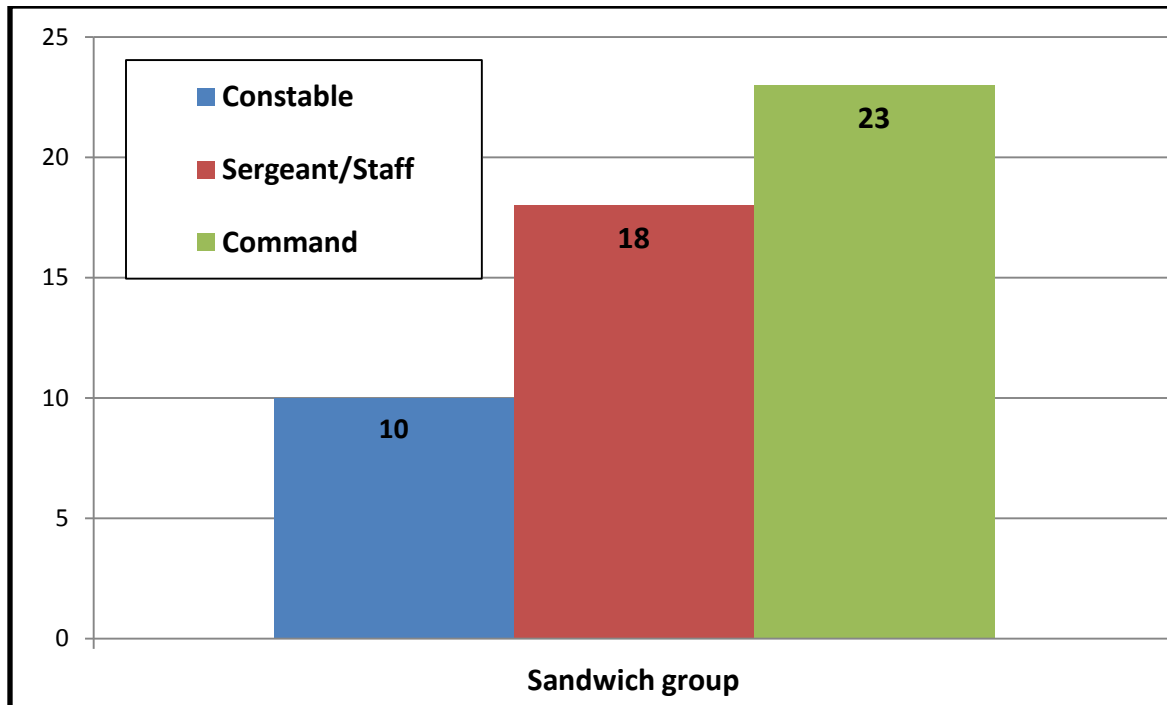
**Figure 8: Association Between Rank and Responsibility for Childcare**



**Figure 9: Association Between Rank and Responsibility for Eldercare**

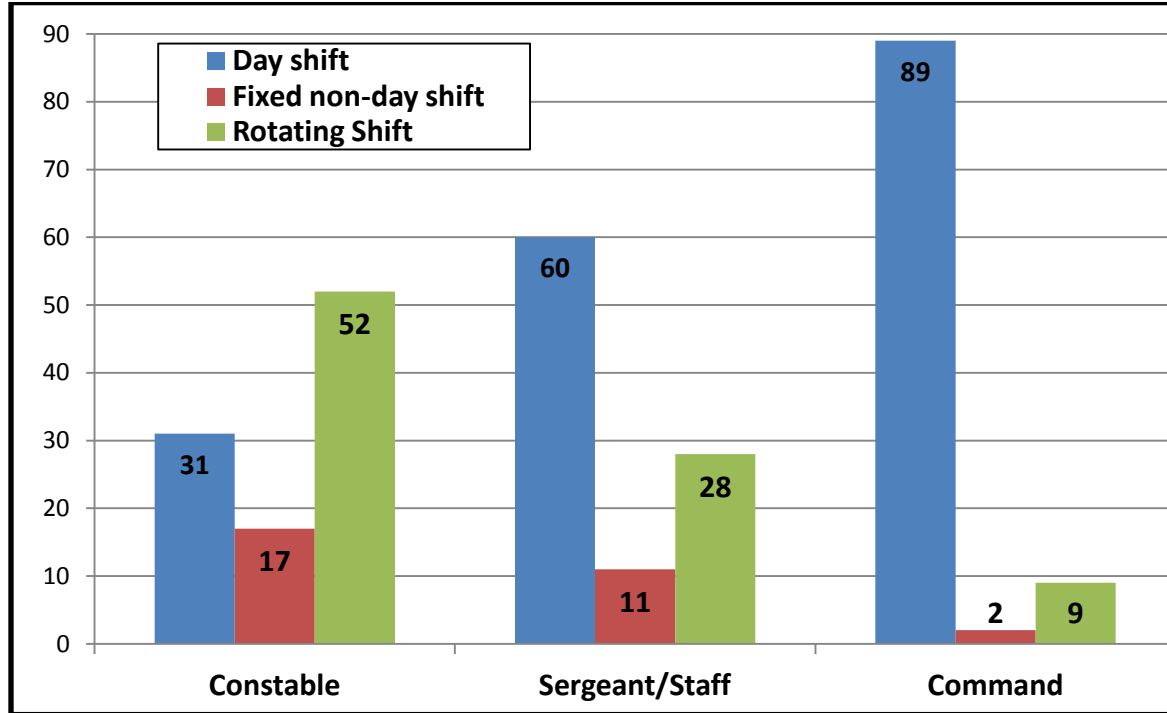


**Figure 10: Association Between Rank and Have Responsibility for Childcare and Eldercare**

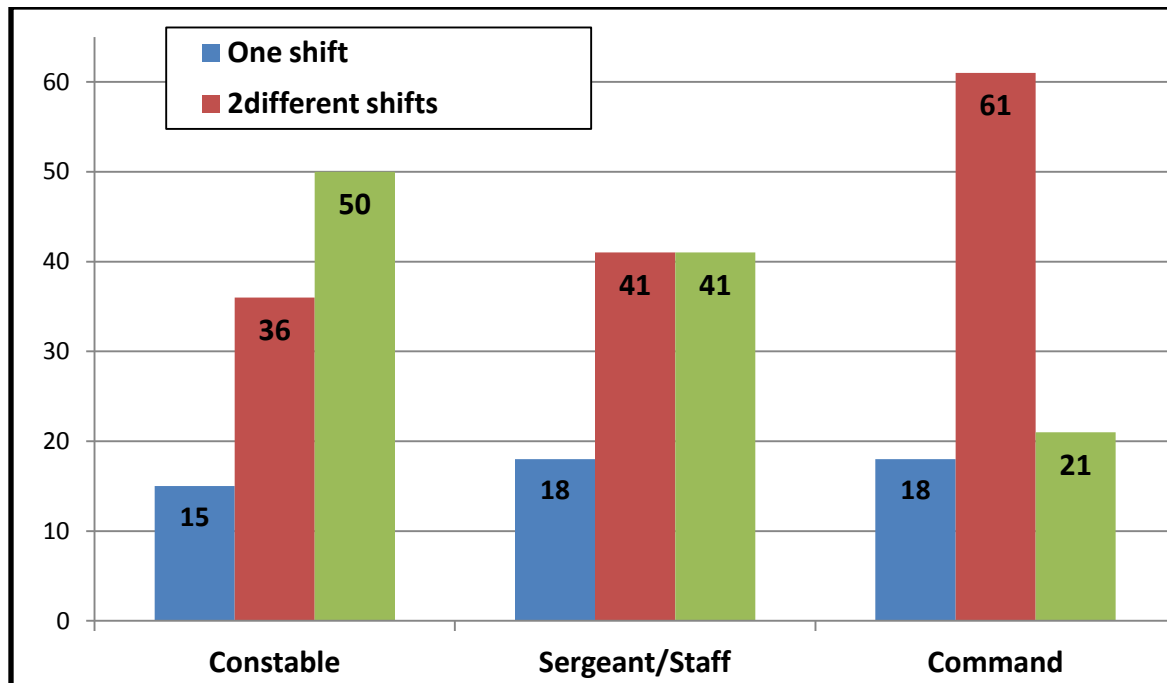




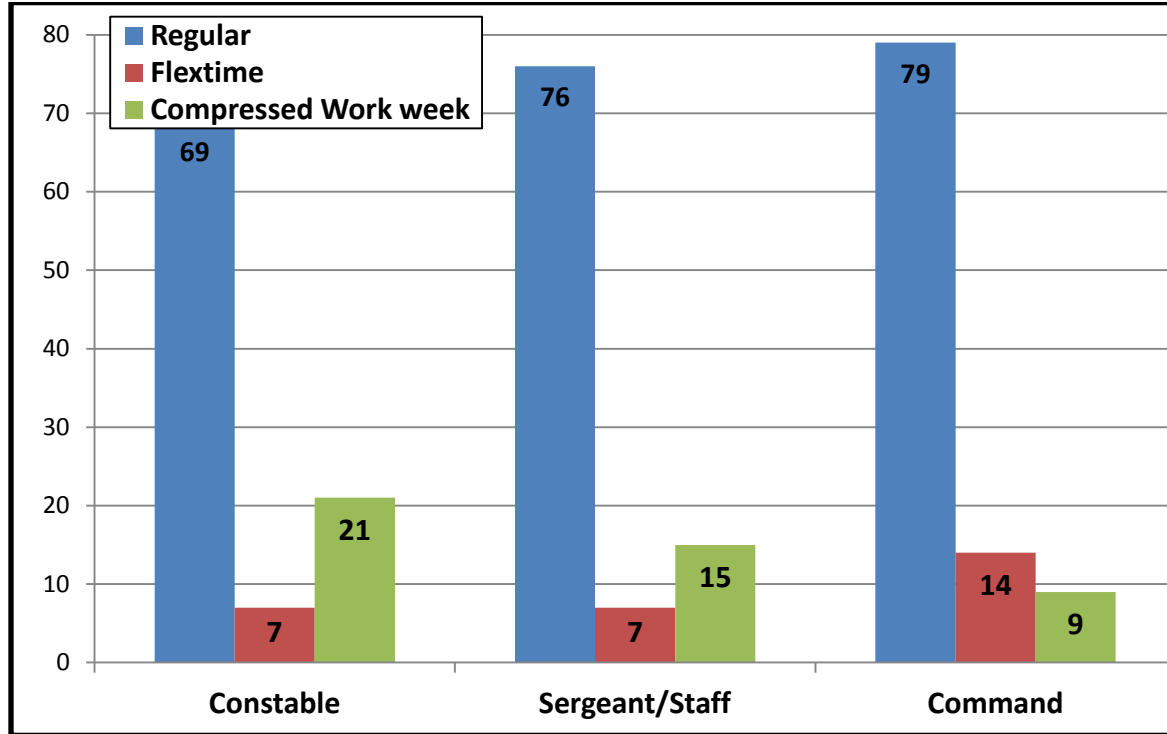
**Figure 11: Relationship between rank and shift schedule**



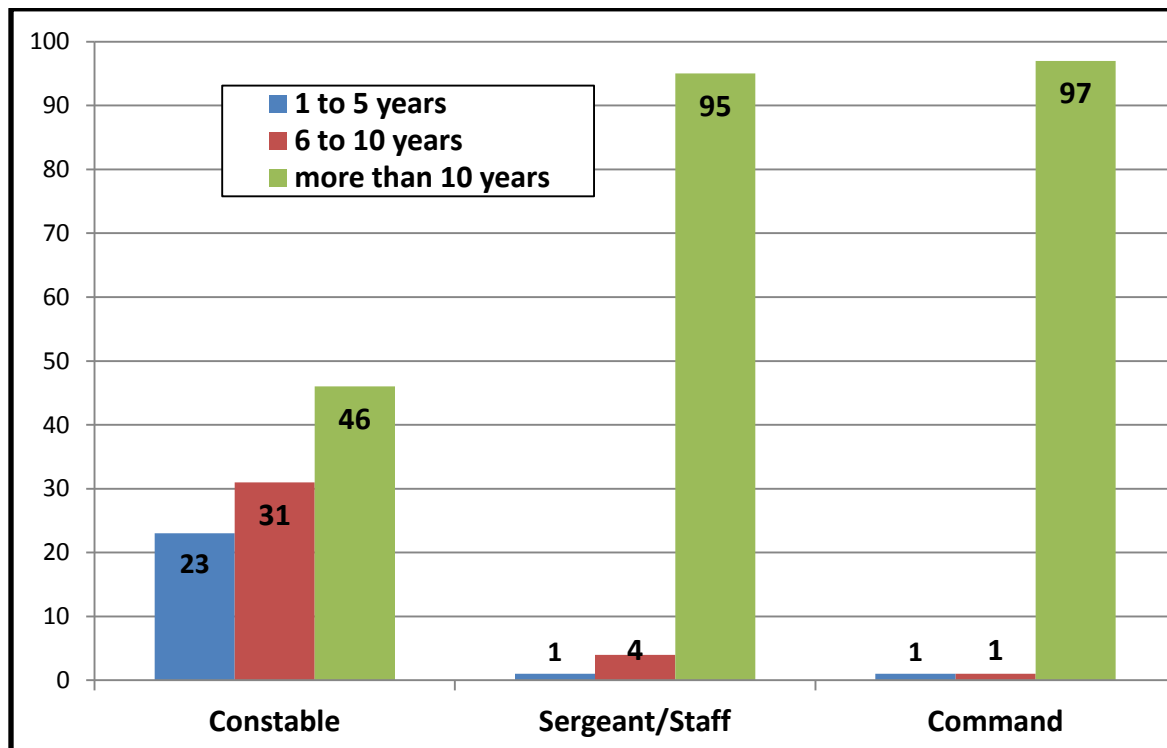
**Figure 12: Relationship between rank and number of different shifts worked per month**



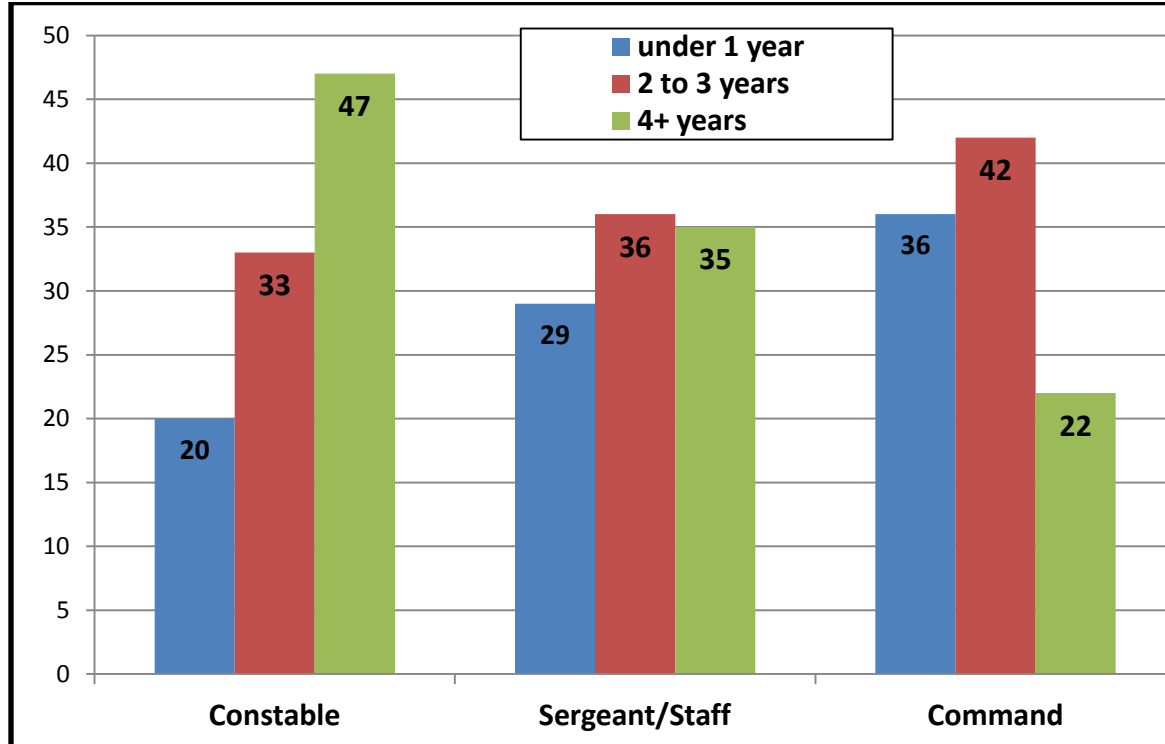
**Figure 13: Relationship between rank and work arrangement**



**Figure 14: Relationship between rank and years with the organization**



**Figure 15: Relationship between rank and years in current position**



## Impact of Gender

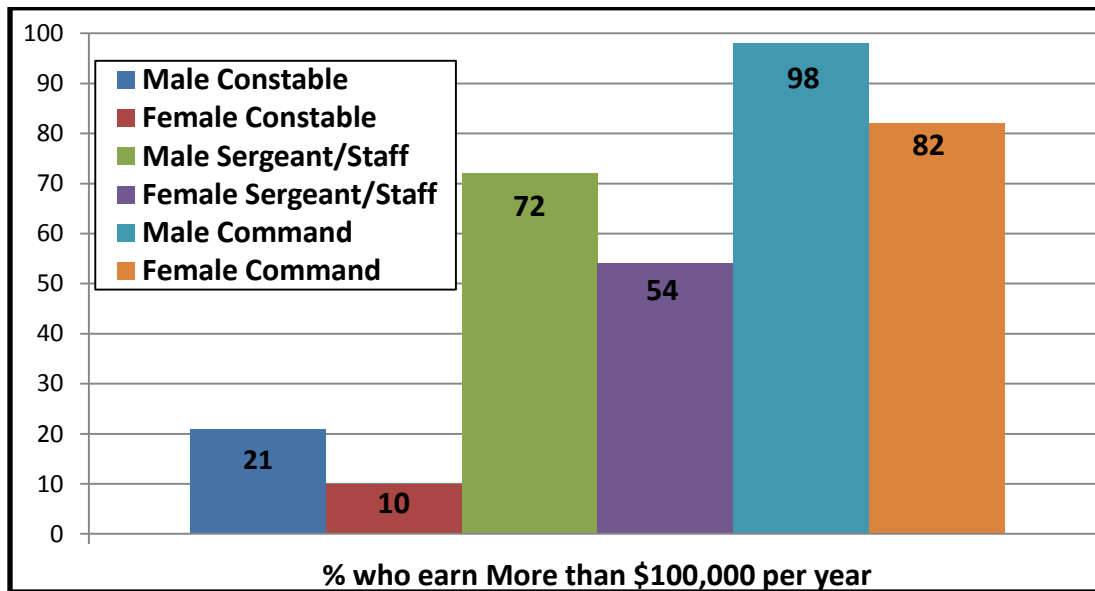
Gender is called the "primary determinant" in psychology as it is associated with how we are raised, the expectations placed on us at work, home in society (often referred to as gender role expectations) and many of the attitudes and behaviors examined in this analysis. The following conclusions can be drawn with respect to the association between gender and the personal characteristics of the police officers in the sample when rank is taken into account. When rank is taken into account

- There are no gender differences in age at the Constable and Command ranks
- Women in the Sergeant/Staff Sergeant group are younger than their male counterparts (57% of the women at this rank are Gen X'ers versus 41% of the men; 60% of the men at this rank are Baby Boomers versus 42% of the women)
- With one exception (the Command group) female police officers are more likely than their male counterparts to have a university degree.
  - Within the Constable group, 44% of the women have a university degree as compared to 37% of the men.
  - Within the Sergeant/Staff Sergeant group, 56% of the women have a university degree as compared to 35% of the men.
  - Gender is not associated with educational attainment within the Command group

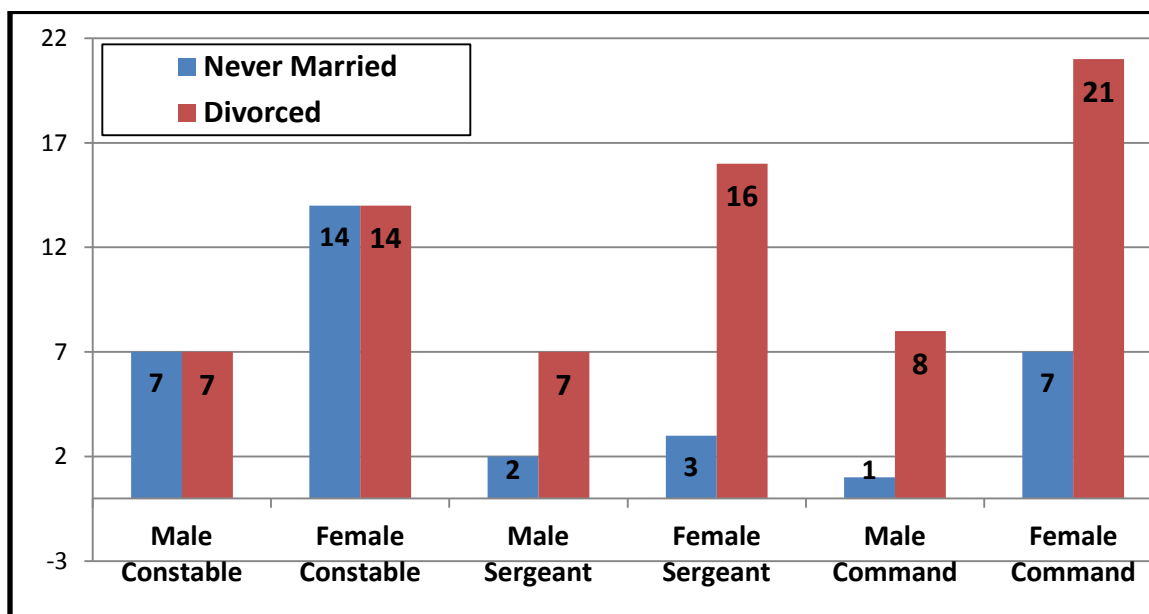
- Gender is not strongly associated with partner's education or job type.
- Male officers earn higher incomes than their female counterparts within each rank category. This difference is interesting given the fact that the women in the sample are more highly educated than the men (Figure 16).
- Gender is strongly associated with the type of family the police officer lives in.
  - Women at all ranks are more likely than their male counterparts to be single or divorced (Figure 17).
  - Women in the Constable (51% versus 43%) and Sergeant and Staff Sergeant (70% versus 51%) groups are more likely than men to be part of a dual career family.
  - Men at all ranks are more likely to be part of a dual income: male primary earner.
  - Women are more likely to be part of a dual income: female primary earner family (19% of Constables, 24% of Sergeant/Staff Sergeant and 37% of command in this family type)
- Only 1% of the women in the sample are in "Mr. Mom" families (husband at home full time with the children). This puts them at a disadvantage to the 12% of their male colleagues in traditional families where the wife stays home full time
- Women, regardless of rank, are more likely than men to say that they live in a family where money is not an issue. The data indicates that this is because female police officers are more likely than their male counterparts to be married to individuals with higher incomes (Figure 18).
- Women, regardless of rank, are less likely than men to have children (Figure 19).
- The age of children in the home is not strongly associated with gender when rank is controlled for. Nor is the likelihood of having eldercare responsibilities or being a part of the sandwich generation (i.e. having both childcare and eldercare).
- Males, regardless of rank, are more likely than women to live in families where their partner has primary responsibility for childcare (Figure 20).
- Females at all levels are more likely to live in families where they have primary responsibility for childcare (Figure 21).
- As rank increases the probability that the police officer's partner has primary responsibility for childcare increases, regardless of gender (Figure 21).
- When rank is taken into account shift schedule, shift arrangement and work arrangement are not associated with gender (i.e. rank predicts how work is arranged, not gender)
- Years tenure on the force and years in ones current job are not associated with gender within the Constable and Sergeant/Staff Sergeant groups. The lack of differences here are interesting given the gender differences in salary reported earlier.

- Women in the Command group have been with their current organization for less time than their male counterparts (14% have been in organization for less than 10 years versus 1% of their male counterparts)
- Within the sergeant/staff and Command groups, women are more likely than men to be a member of a bargaining association. There was no gender difference in the Constable group.

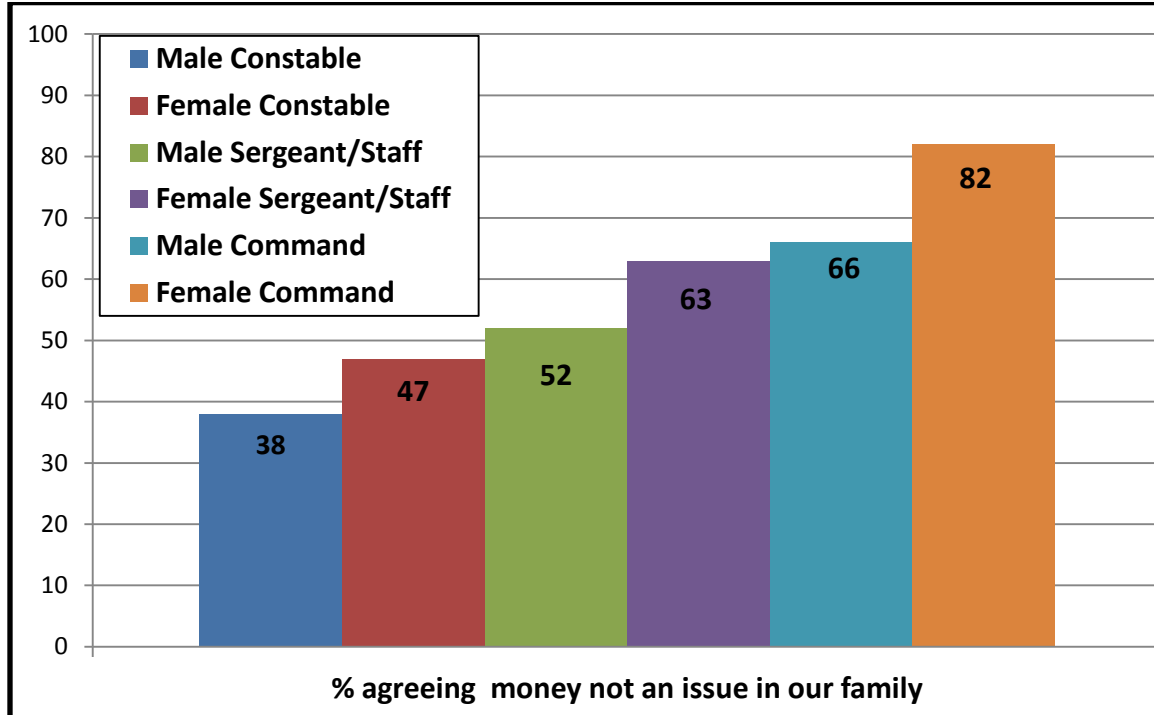
**Figure 16: Relationship between gender and personal income**



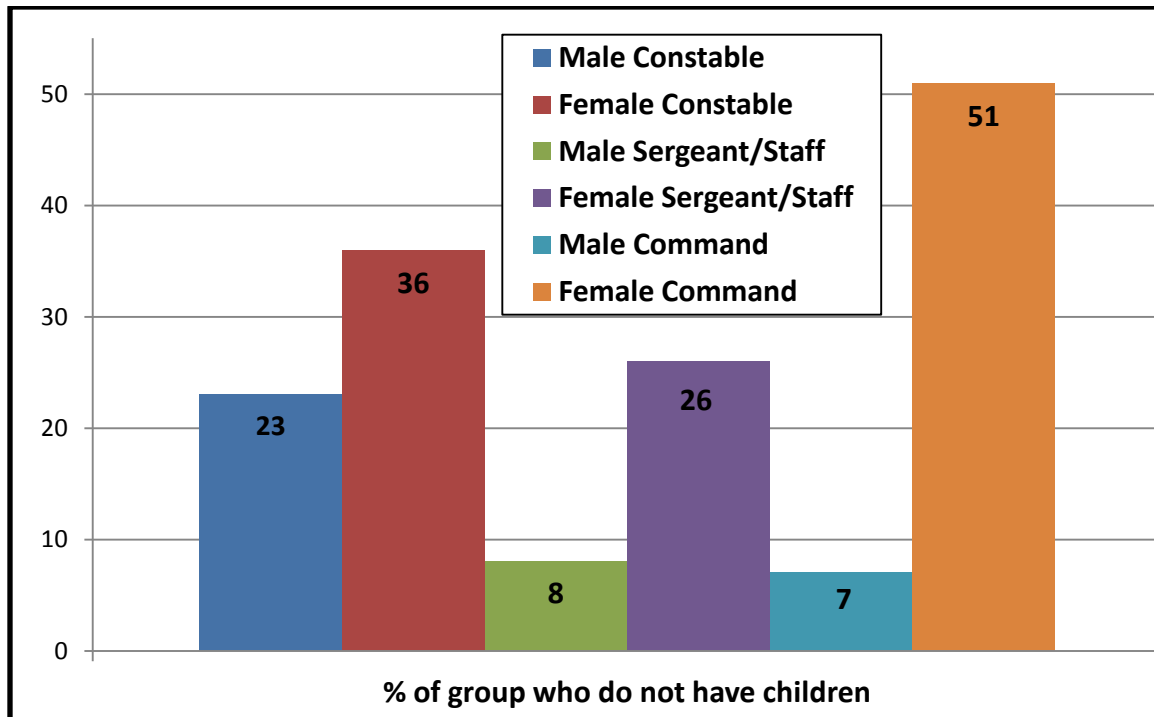
**Figure 17: Relationship between gender and marital status**



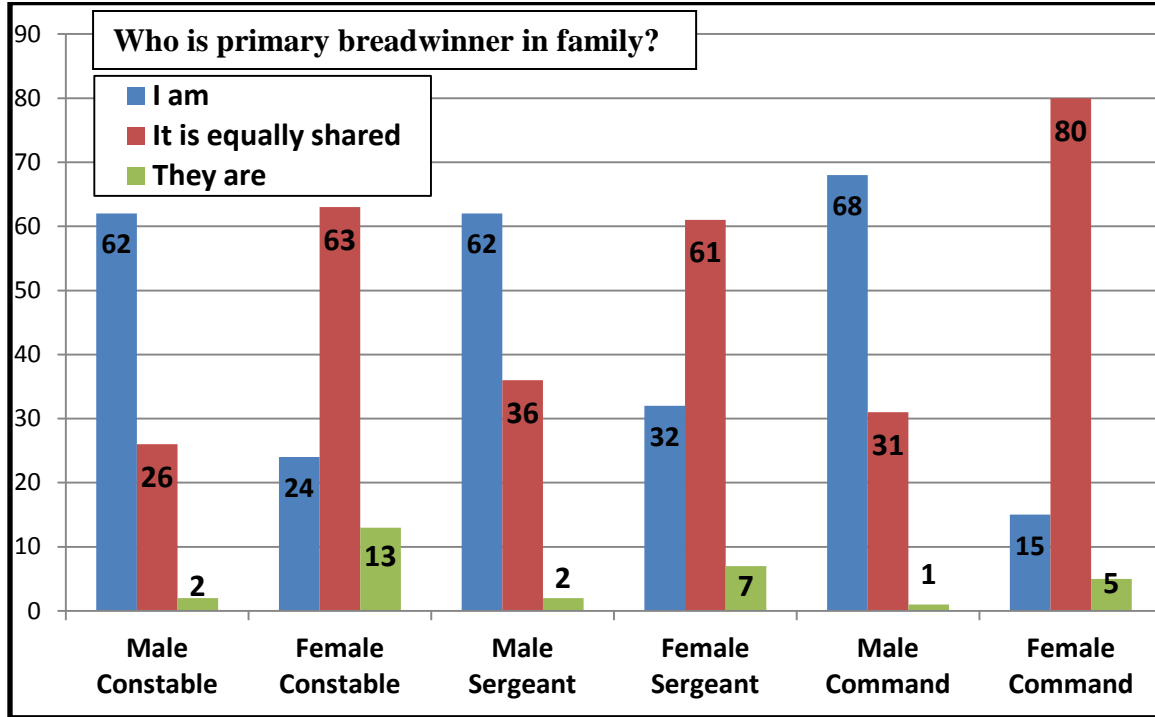
**Figure 18: Relationship between gender and financial status of family**



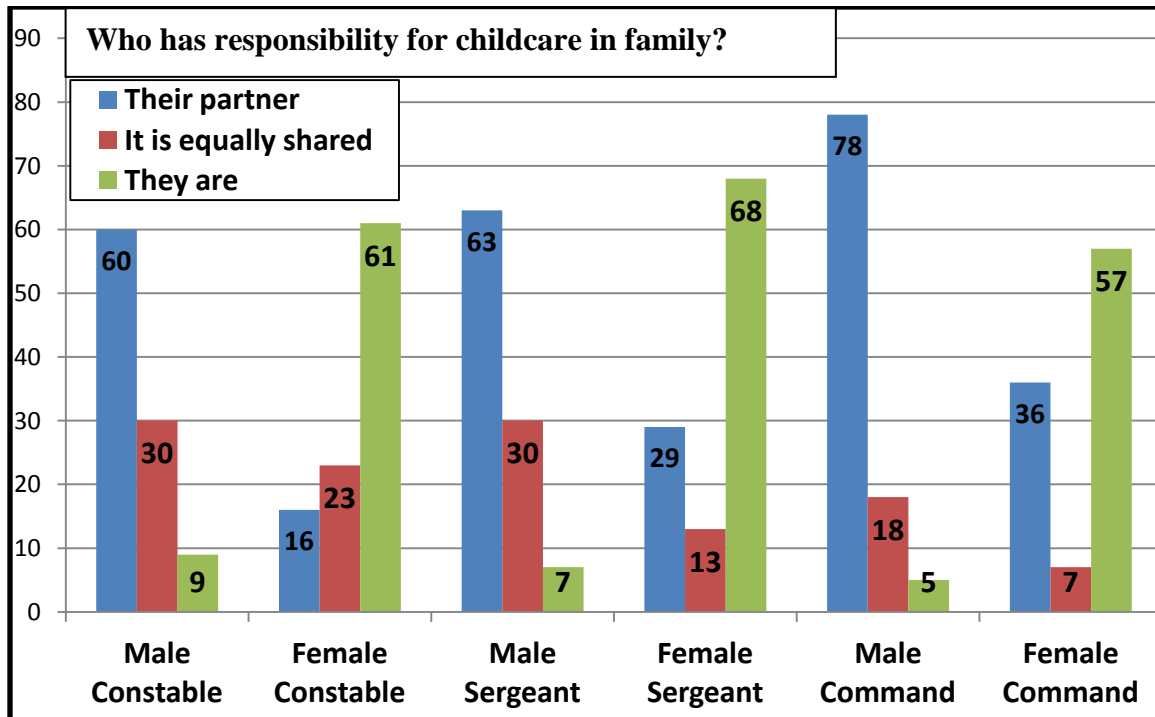
**Figure 19: Relationship between gender and parental status**



**Figure 20: Relationship between Gender and Breadwinner Status**



**Figure 21: Relationship between Gender and Responsibility for Childcare**



## Work Demands

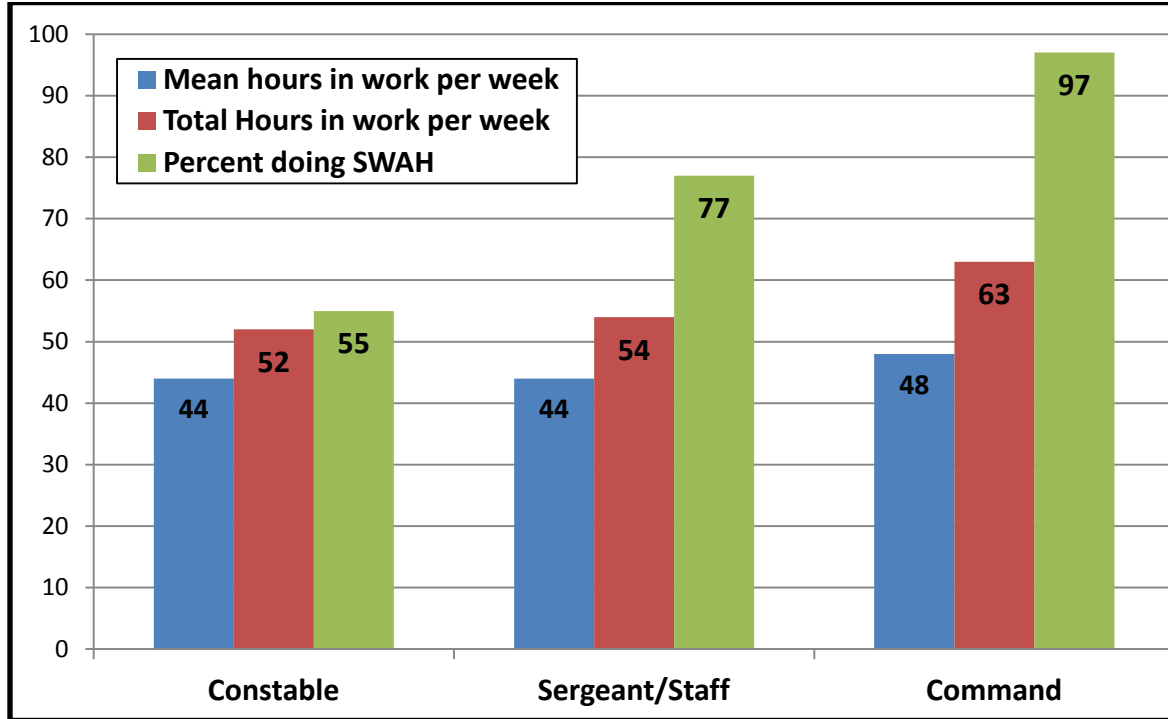
### Impact of Rank

The following conclusions can be drawn with respect to the association between rank and work demands:

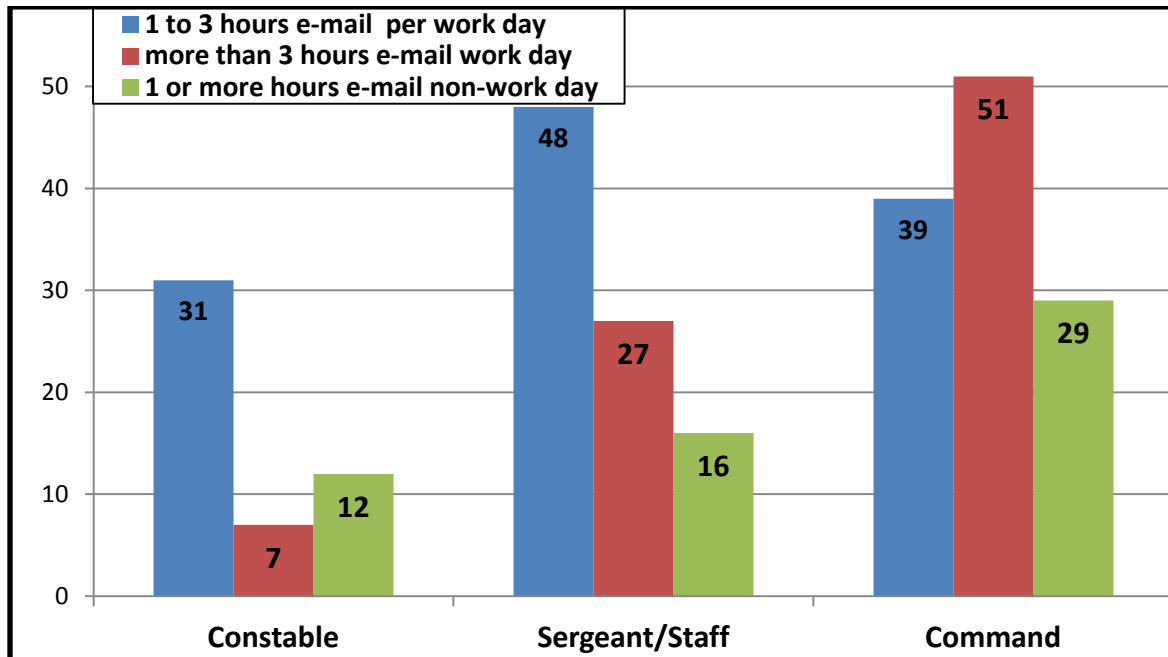
- While all police officers work hard, time in work/workload increases dramatically with rank (Figure 22).
- It is likely that police forces across Canada could not get their work done and meet their mandates if their officers did not donate a substantive amount of their personal time each week to the organization.
- Those in Command donate more than 10 hours per week of their time to their organization (more than a day a week in Supplemental work at home - SWAH).
- Constables (6 hours per week in SWAH) and sergeants/staff sergeants (7 hours per week in SWAH) also perform a significant amount of unpaid overtime work per week.
- The partners of police officers in Command positions spend significantly fewer hours in work per week overall than do the partners of those in the other two ranks (almost 3 hours less per week than the other partners in the sample). While the direction of causality is unclear from these data (i.e. we cannot tell from these data if police officers who have partners with less demanding work roles are more able to advance, or if those individuals who are married to someone who gets promoted to a command role have to reduce their work commitments because their partner's demands are so significant) it would appear from these data that the police command role exerts significant pressures on the couple.
- The amount of time spent using e-mail on work days and non-work days increases dramatically with rank (Figure 23).
- The negative impacts of technology on the employee increases with rank (Figure 24).



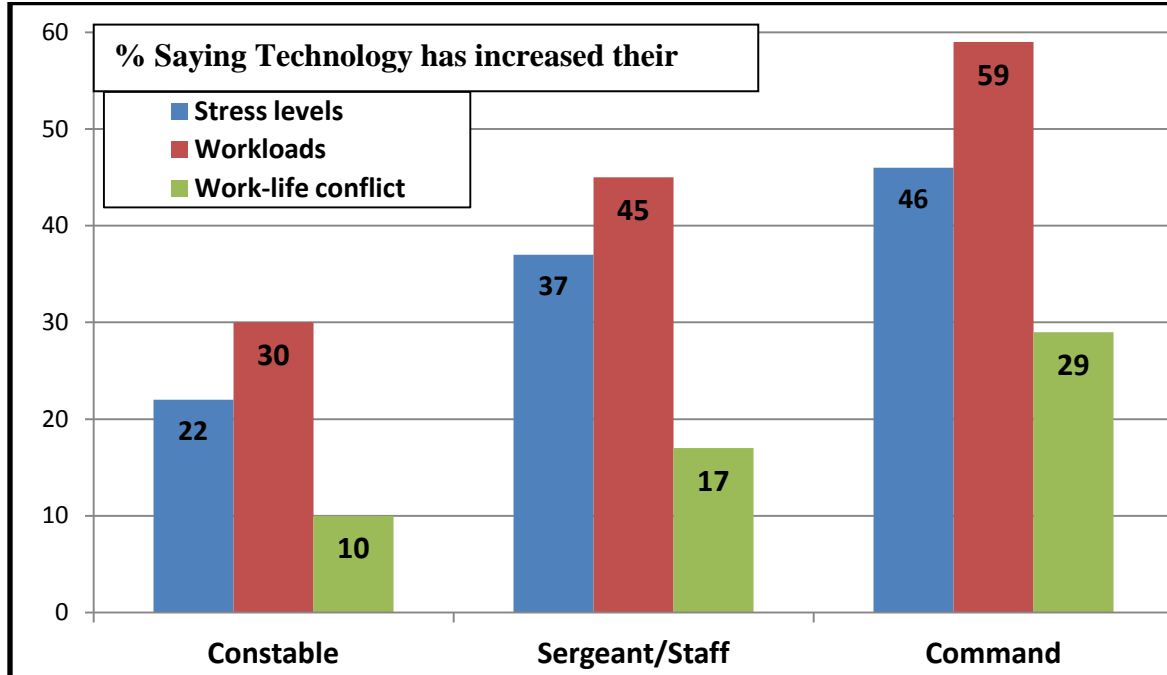
**Figure 22: Relationship between rank and work demands**



**Figure 23: Relationship between rank and time spent on e-mail**



**Figure 24: Relationship between rank and impact of office technology on employee**



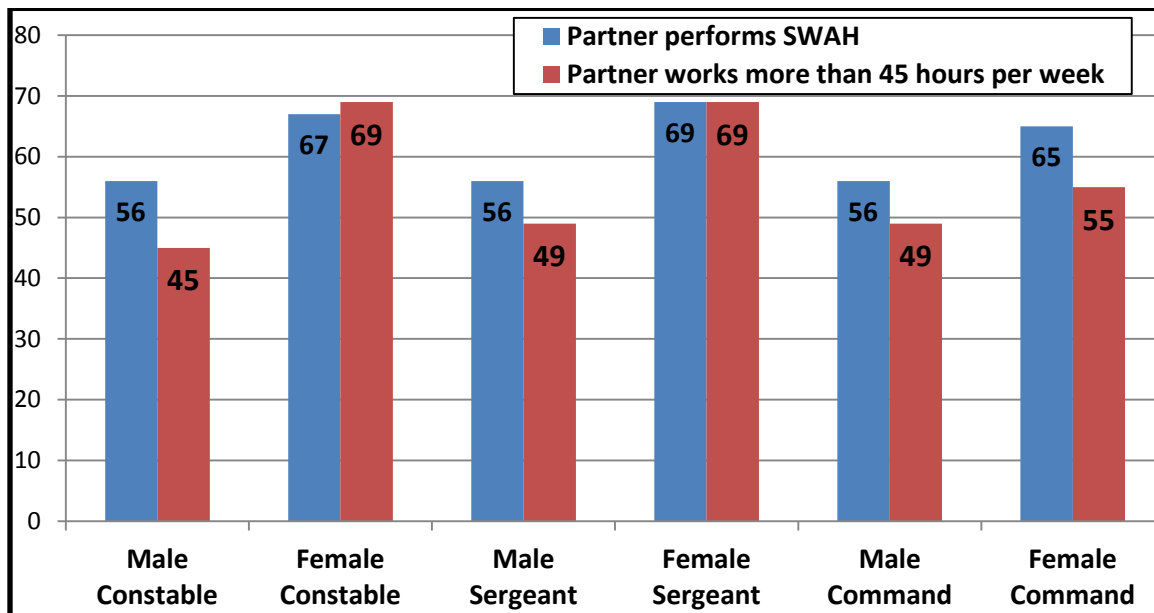
## Impact of Gender

The following conclusions can be drawn with respect to the association between gender and work demands when rank is taken into account:

- In the Constable and sergeant/staff groups gender is not associated with either the likelihood that an officer will perform SWAH or time spent in work per week.
- Within the Command group, the women were less likely than their male counterparts to perform SWAH (96% of men versus 86% of women).
- Women in the Command group who did perform SWAH spent less time working during their time off than their male counterparts (11 hours per week versus 8 hours per week).
- Women in the Command group spent fewer hours per week in work than their male counterparts (65 hours per week versus 58 hours per week).
- Women, regardless of rank, are more likely to be married to an individual who also has heavy work demands (i.e. the partner's of female officers are more likely to perform SWAH and work 48+ hours per week than are the partners of their male counterparts (Figure 25).
- If we control for rank, the impact of office technology on stress and the amount of work done is not associated with gender.

- Within the Constable and Sergeant/Staff Sergeant groups, gender is not associated with the impact of technology on work life balance.
- The men in the Command group are twice as likely as their female counterparts to say that office technology has negatively impacted their work life balance (35% of men in the Command group gave this response versus 18% of their female counterparts). This finding is consistent with the fact that females in Command position limit their use of technology outside of work hours to a greater extent than do the men.

**Figure 25: Relationship between gender and work demands of partner**



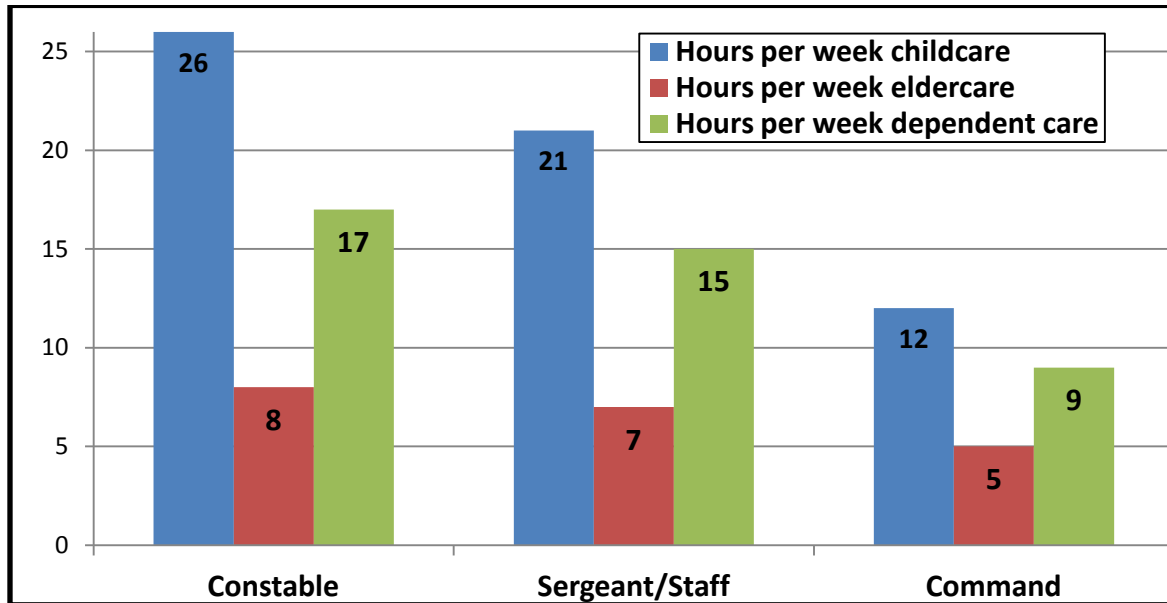
## Non-work Demands

### Impact of Rank

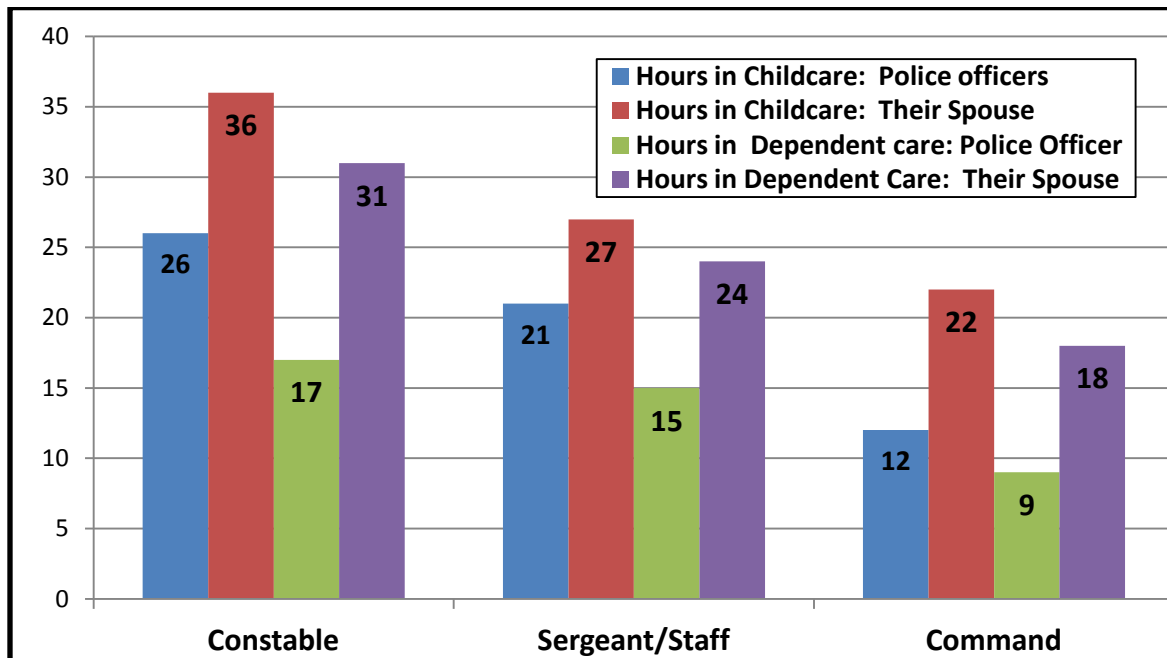
The following conclusions can be drawn with respect to the association between rank and non-work demands:

- The higher the rank the fewer hours per week the respondent spends in childcare, eldercare, and dependent care overall (Figure 26).
- Regardless of rank, partners of police officers spend more time in childcare and total dependent care than do the police officers themselves. These differences can be attributed to differences in time spent in childcare as there were no differences in time spent in eldercare within the family (Figure 27).
- Time per week in childcare and dependent care overall declines with rank (the higher the rank the less time in childcare and eldercare by both the police officer and their partner).

**Figure 26: Relationship between rank and time in dependent care**



**Figure 27: Relationship between rank and time in dependent care by officers and their partners**

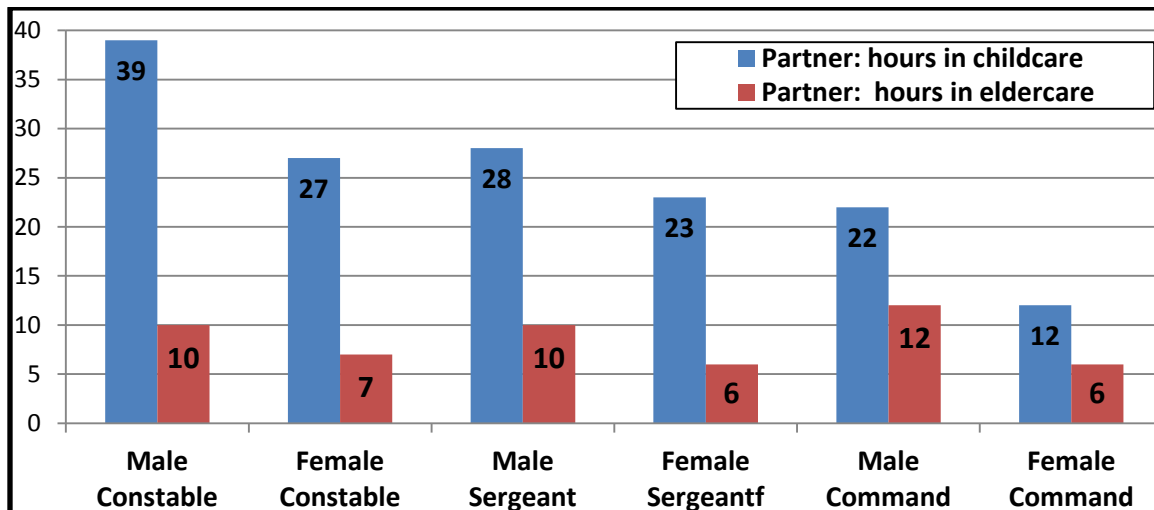


## Impact of Gender

The following conclusions can be drawn with respect to the association between gender and non-work demands when rank is taken into account:

- With one exception (Sergeant/Staff Sergeant group) women were less likely than men to spend time each week in childcare - a finding that is consistent with the fact that they are less likely to have children. For example
  - Constable: 65% of men and 56% of women spend time each week in childcare
  - Sergeants: 66% of men and 58% of women spend time each week in childcare
  - Command: 62% of men and 32% of women spend time each week in childcare
- With one exception (Command), female police officers who do have children spend more time per week in childcare than their male counterparts. For example
  - Constable with children: men spend an average of 24 hours a week in childcare and women spend 30 hours
  - Sergeant/Staff Sergeant with children: men spend an average of 19 hours a week in childcare and women spend 26 hours
  - Command with children: men spend an average of 12 hours a week in childcare and women spend 13 hours
- Gender was not associated with the likelihood that one would spend time in eldercare. Nor was it associated with the amount of time spent per week in eldercare.
- When rank is taken into account, partners of male police officers spend more time in childcare and in eldercare than do the partners of female police officers (Figure 28).
- Taken as a whole the data support the idea that female police officers with dependent care shoulder a higher proportion of the burden at home than their male counterparts.

**Figure 28: Relationship between gender and time in dependent care by partner**



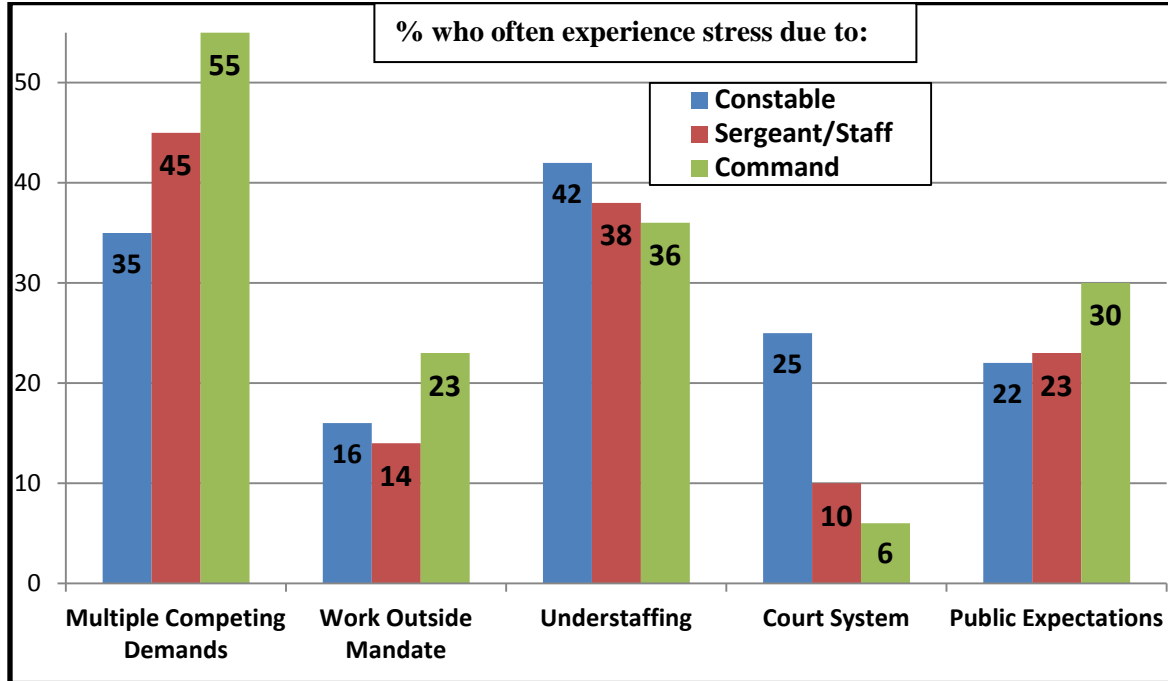
## Work Stressors

### 3.3.1 Impact of Rank on the Findings

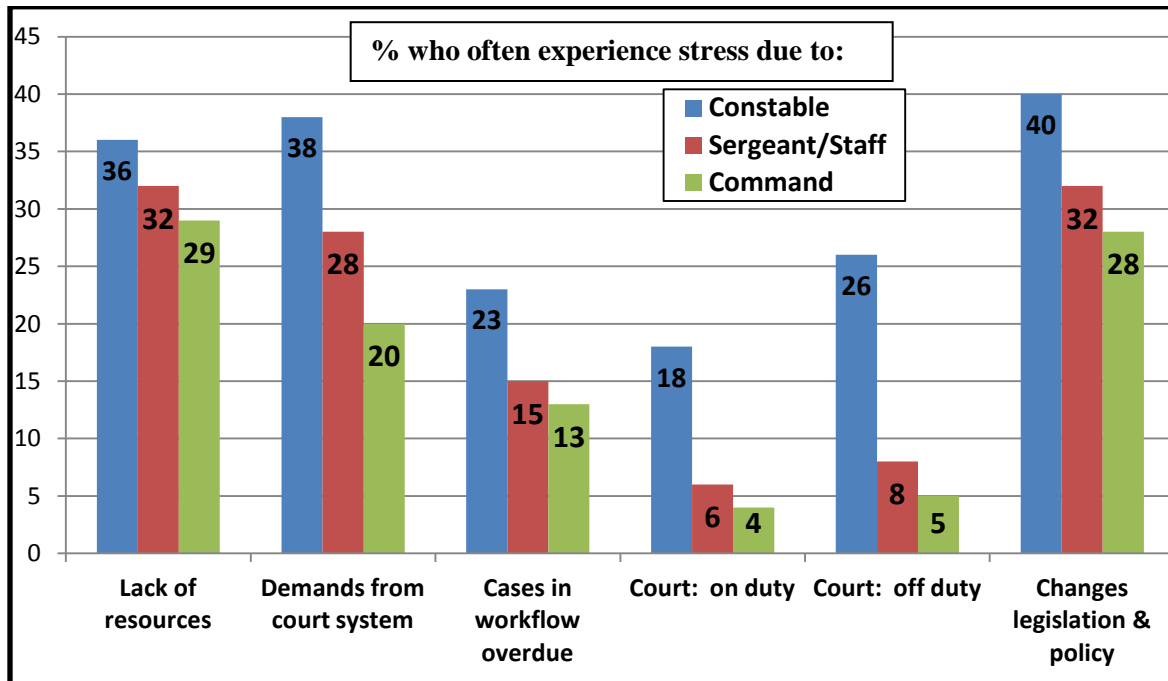
The following conclusions can be drawn with respect to the association between rank and the likelihood of experiencing the various stressors associated with police work:

- The extent to which police experience the various job stressors examined in this study is strongly associated with rank (Figure 29).
- The main stressors for those at the rank of Constable include not enough staff to do the work, multiple competing demands and the court system (Figure 30)
- The main stressors for those at the rank of Sergeant/Staff Sergeant include multiple competing demands, not enough staff to do the work and managing public expectations
- The main stressors for those in Command include multiple competing demands, not enough staff, managing the expectations of the public and doing work that is outside their mandate.
- Police officers within the Command group are more likely to report that they often experience three of the five type of stressors identified in this study: multiple competing demands, work outside mandate and managing expectations of public
- Police officers at the rank of Constable are more likely to report they often face stress that is due to not having enough staff to do the work.
- The prevalence of half of the stressors examined in this study are not associated with rank
- The extent to which 6 of the stressors studied in this analysis are experienced by the police officers in this sample decreases with rank (Figure 30).
- Dealing with the court system is more stressful for front line police officers (Figure 30)
- The extent to which 10 of the stressors studied in this analysis are experienced by the police officers in this sample increases with rank (Figure 31).
- Stresses relating to the volume of the work and managing competing priorities and relationships increase with rank (Figure 31).

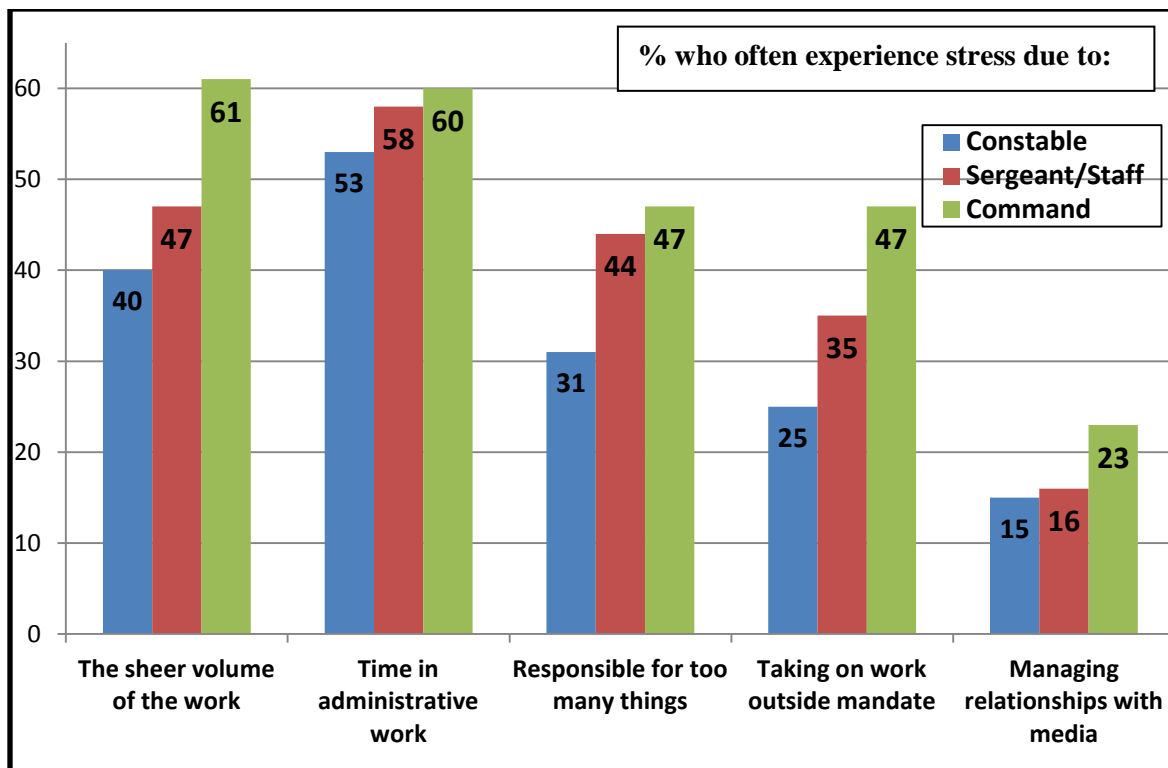
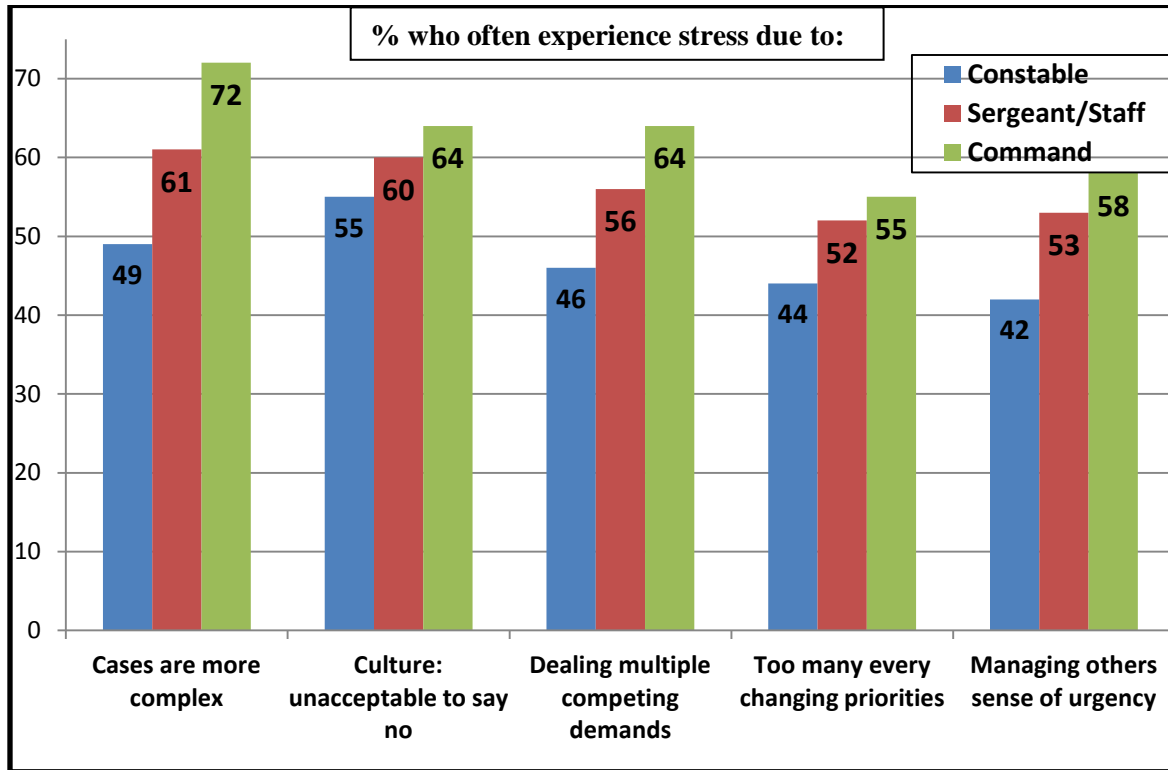
**Figure 29: Relationship between rank and exposure to different sources of job stress**



**Figure 30: The extent to which police officers encounter the following stressors decreases with rank**



**Figure 31** The extent to which police officers encounter the following stressors increases with rank





## Impact of Gender

Gender differences in exposure to the various stressors examined in this study are shown in Table 1. It should be noted that there are only four cases where women are more likely than men to report that they often experienced a particular stressor.

**Table 1: Gender differences (within rank) in the extent to which police officers experience key stressors**

Stressor: % experiencing stressor <u>often</u>	Men versus Women		
	Constable	Sergeant	Command
The culture makes it unacceptable to say no	58% vs 49%	--	63% vs 70%
The cases I deal with are more complex than in the past	53% vs 39%	63% vs 48%	--
The amount of time spent in administrative work	56% vs 47%	59% vs 51%	--
Not enough staff to do the work required	--	--	--
Dealing with multiple competing demands simultaneously	48% vs 40%	57% vs 50%	65% vs 52%
Too many competing ever changing number one priorities	47% vs 37%	--	--
Meeting work demands when people are away from work	--	--	43% vs 59%
Unfilled positions in my area	--	--	44% vs 53%
Managing other people's sense of urgency	--	--	--
The sheer volume of the work (assigned files, phone calls, walk ins, e-mails)	--	--	63% vs 47%
The culture makes it difficult to seek help	--	--	--
Not enough staff coverage to allow people to take breaks during work hours	44% vs 33%	--	26% vs 33%
Constant changes in policy and legislation	43% vs 31%	34% vs 24%	--
I am responsible for too many different things/roles	--	46% vs 39%	49% vs 37%
Managing the expectations of the public	--	37% vs 26%	42% vs 34%
Pressures to do a high quality job while meeting an unrealistic deadline	--	--	--
Lack of resources to do the job (equipment, supplies)	39% vs 30%	--	--
The demands placed on me by the court system	41% vs 32%	30% vs 19%	22% vs 4%
Ineffective communication/Lack of timely feedback	34% vs 28%	--	--
Lack of control over my work	35% vs 25%	35% vs 27%	--
Pressures to engage in volunteer activities when off duty	--	--	--
Taking on work that falls outside job mandate	--	--	49% vs 37%
The shortage of skilled experienced staff	--	--	--
The IT infrastructure ("email jail")	--	--	--
Politically motivated requests that fall outside my mandate	--	--	38% vs 30%
Work itself is emotionally taxing	--	--	--
High levels of mobility has reduced productivity	--	--	--
Cases that are overdue in my workflow	--	--	15% vs 5%
Having to attend court when off duty	--	--	--
Worry about cases falling through the cracks	--	16% vs 24%	--
Managing relationships with the media	--	18% vs 9%	22% vs 15%
Having to attend court when on duty	--	--	--
	Women more likely than men to experience stress often		

## Organizational Outcomes

### Impact of Rank

The following conclusions can be drawn with respect to the association between rank and the organizational outcomes examined in this analysis:

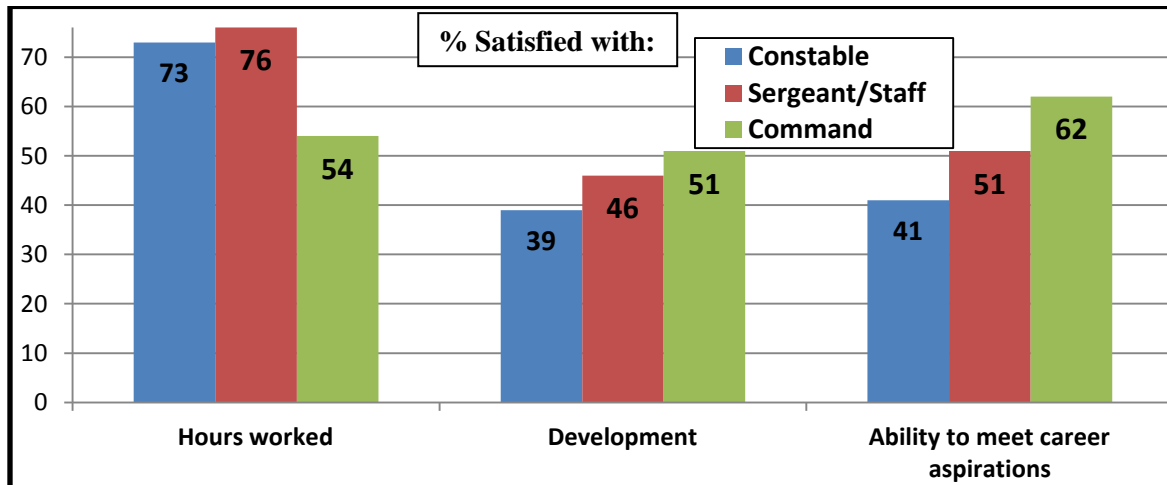
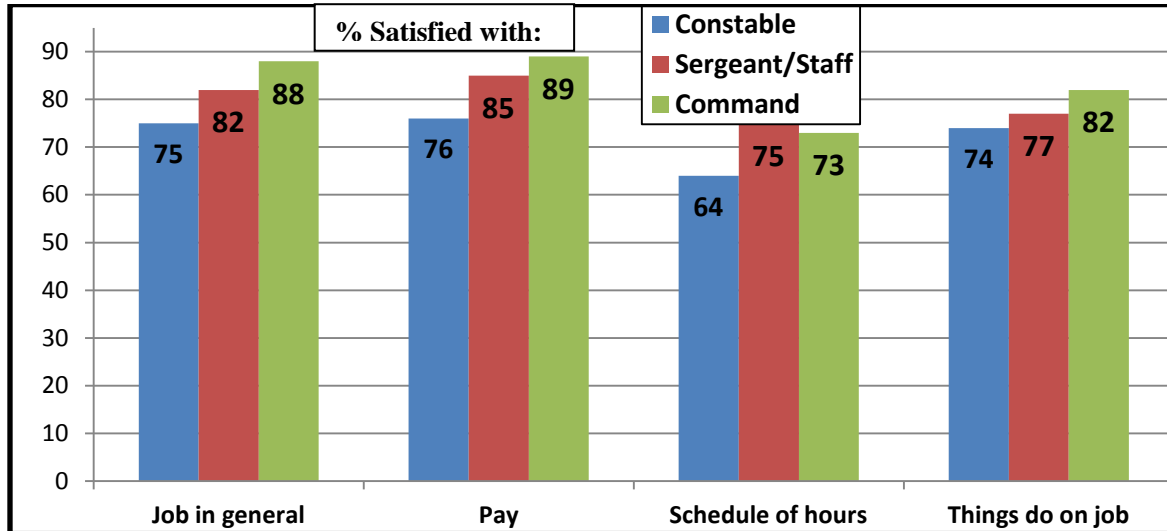
- Rank is not associated with intent to turnover.
- Commitment increases substantively with rank (Figure 32).
- Only 50% of front line police officers are committed to their organization (Figure 32)
- Front line police officers are less likely than those at higher rank to be satisfied with their job (Figure 32).
- Rank is not associated with satisfaction with job security and current workload.
- Satisfaction with all but one of the other job facets examined in this study (number of hours worked) increases with rank.
- Satisfaction with the job itself, pay, development opportunities and ones' ability to meet career goals increases significantly with rank (Figure 33).
- Those in the Constable group are less likely than those in the sergeant, staff sergeant and Command groups to be satisfied with how their work is scheduled,.
- Twice as many of the Constables in the sample report high dissatisfaction with their work schedules (23% dissatisfied) as those in the Command, sergeant and staff sergeant groups (Figure 34). These findings are not surprising given the high use of shift work at this rank.
- Police officers in Command positions are significantly less likely to be satisfied with the number of hours they work than are those in more junior positions (only 50% satisfied).
- Twice as many of the respondents in Command positions report high dissatisfaction with their workloads (24% dissatisfied) as those in the Constable, sergeant and staff sergeant groups (Figure 34). These findings are not surprising given the workloads reported by those in Command positions and reinforces the need to address this issue as it is likely to negatively impact succession planning.
- The data indicate that career development opportunities and ability to meet career aspirations are problematic at all level. That being said, dissatisfaction with both these job facets decreases as rank increases (Figure 34).

- Highly experienced individuals within the Sergeant/Staff Sergeant and Command groups are more likely to be close to retirement than are those within the Constable group (Figure 35).
- Rank is not associated with the likelihood an employee will say work-life challenges have impacted their work hours, their productivity or the desire for a promotion.
- Constables are more likely than those in more senior ranks to say that work life challenges have caused them to be absent from work, make greater use of the organization’s benefits plan, and suffer a reduction in income (Figure 36).
- The likelihood that a police officer will be absent from work due to health problems, childcare, mental or emotional fatigue or all causes considered is negatively associated with rank (i.e. the lower the rank, the higher the absenteeism) (Figure 37).
- Absenteeism due to eldercare is not associated with rank
- The mean number of days absent from work is not strongly associated with rank.

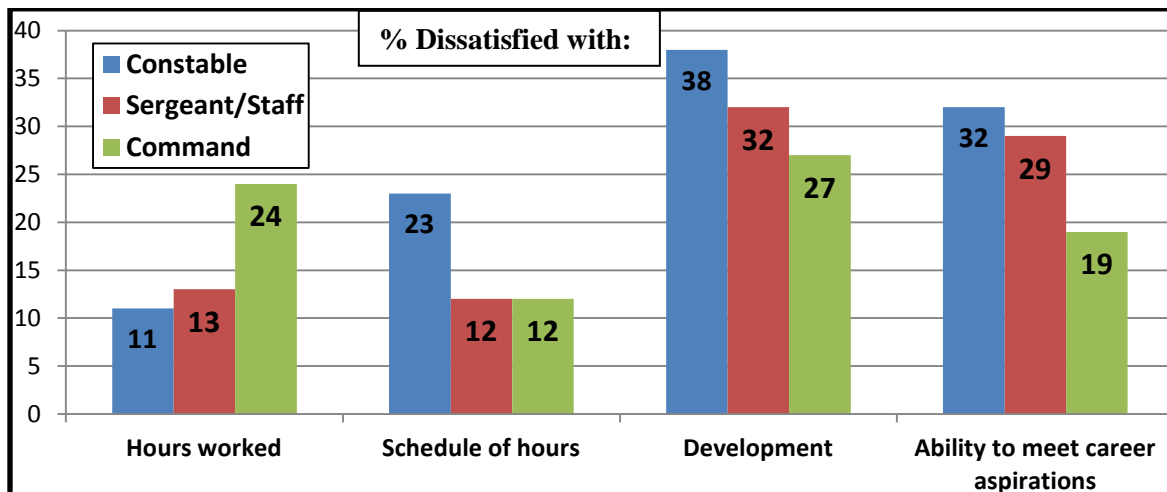
**Figure 32: The relationship between rank and employee commitment and job satisfaction**



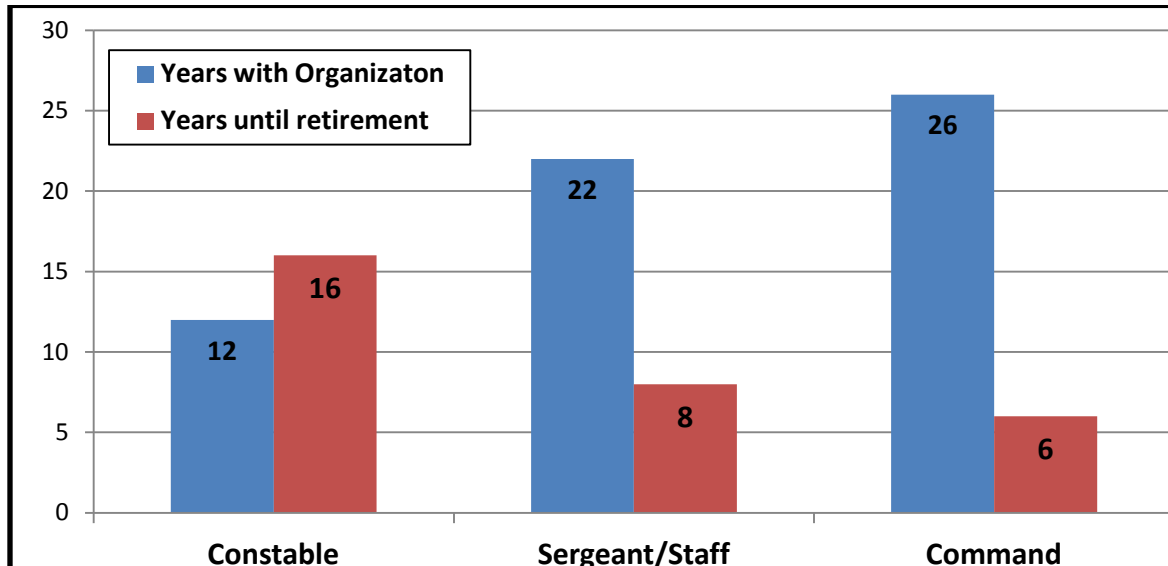
**Figure 33: The relationship between rank and job satisfaction: % satisfied**



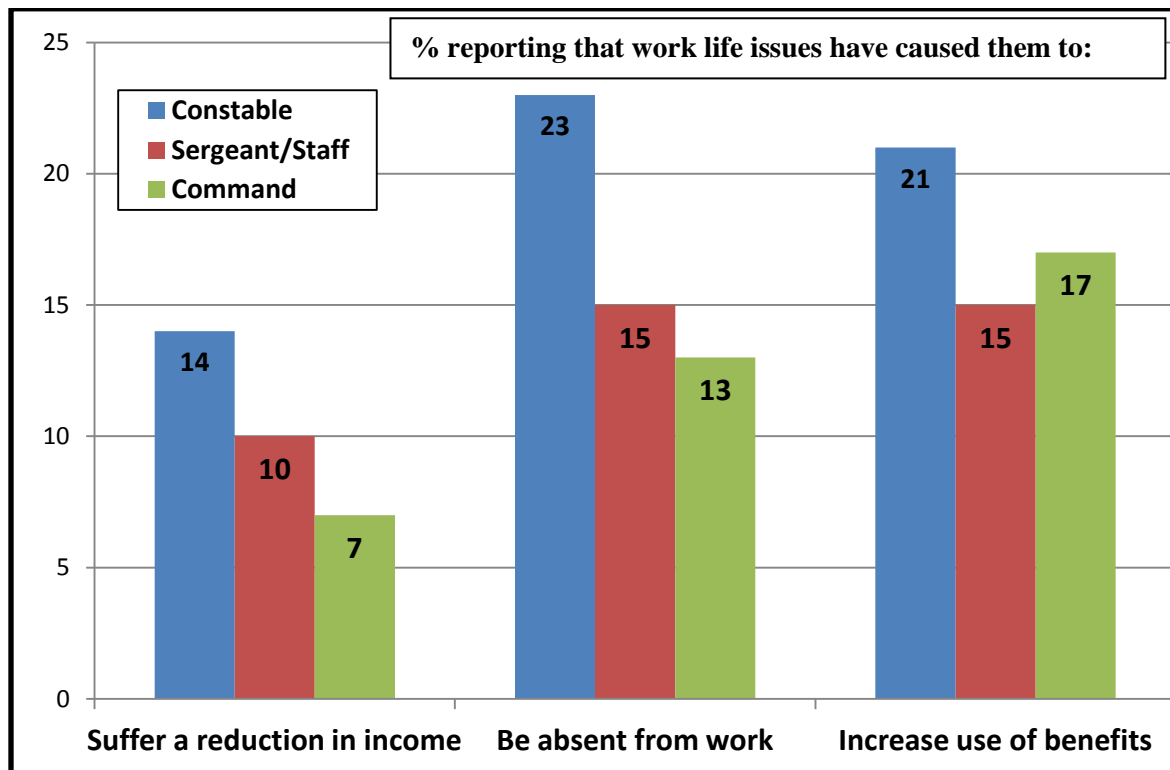
**Figure 34: The relationship between rank and job satisfaction: % dissatisfied**



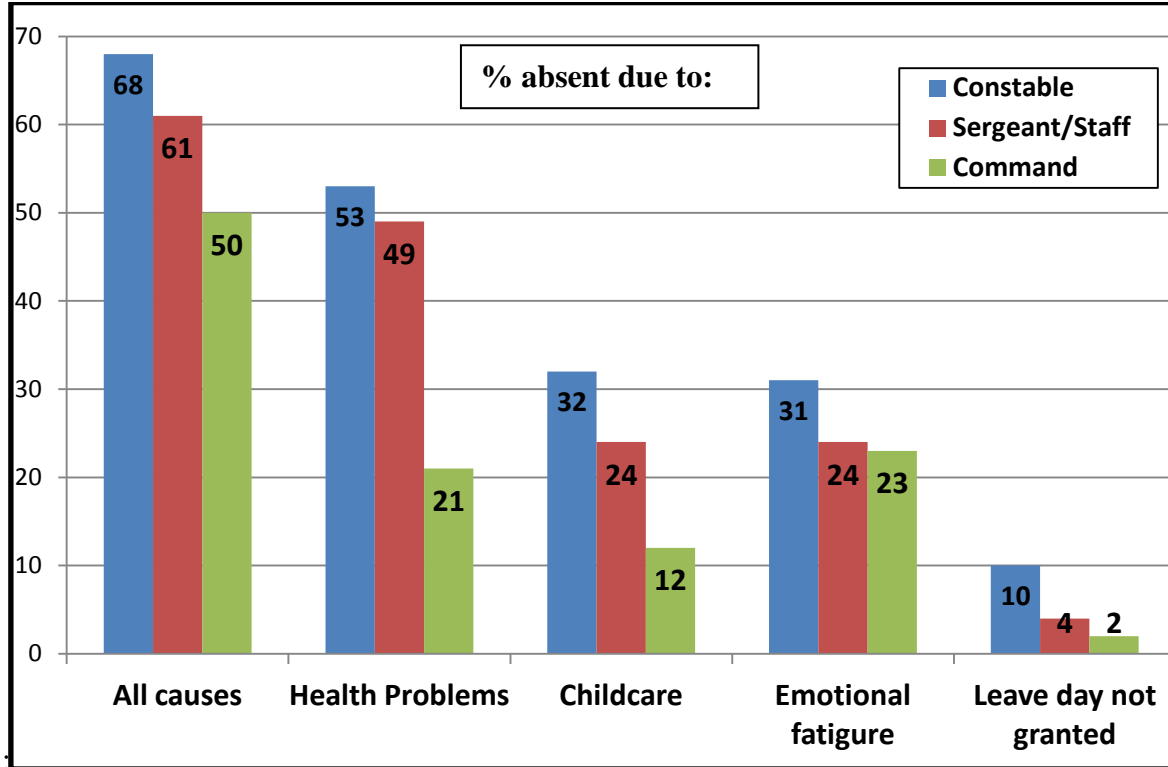
**Figure 35: Relationship between rank and years to retirement**



**Figure 36: Relationship between rank and impact of work-life conflict on key outcomes**



**Figure 37: Relationship between rank and absenteeism**



## Impact of Gender

The following conclusions can be drawn with respect to the association between gender and key organizational outcomes when rank is taken into account:

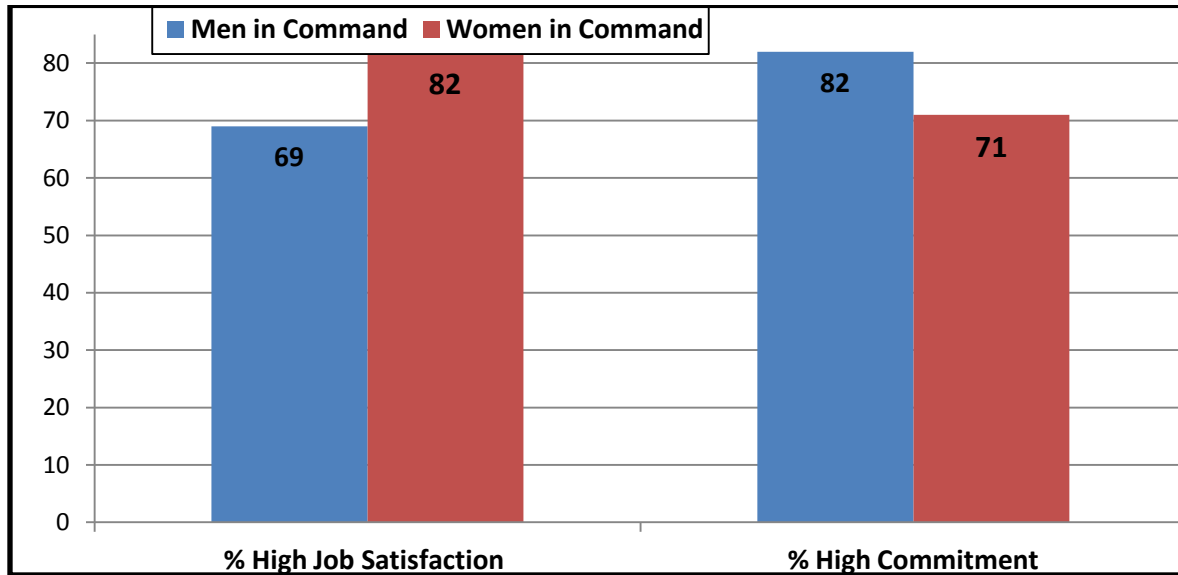
- If we control for rank there are no gender differences within the Constable and Sergeant/Staff Sergeant groups in the following outcomes:
  - organizational commitment,
  - turnover intentions,
  - job satisfaction, satisfaction with pay and the sorts of things done on the job, and
  - impact of work-life conflict on key organizational outcomes.
- If we control for rank there are no gender differences within the Command group with respect to turnover intentions and the impact of work-life conflict on organizational outcomes.
- Within the Command group men report higher commitment than women while women report higher job satisfaction than men (Figure 38).
- Within the Constable and sergeant groups there are no gender difference in satisfaction with number of hours worked, current workload and career development opportunities.

- In the Command group, the women are more likely than the men to report high levels of satisfaction with the number of hours worked, their current workload, and the career development opportunities offered by their organization (Figure 39). They are also more likely than their male counterparts to be satisfied with how their work hours are scheduled (71% of men satisfied versus 86% of women).
- In the Command group, the men are more likely than the women to report high levels of dissatisfaction with the number of hours worked, their current workload, and the career development opportunities offered by their organization (Figure 39).
- Women in the Constable and sergeant groups are more likely than their male counterparts to be satisfied with their ability to meet their career goals and aspirations (Figure 40). No such gender difference was observed in the Command group.
- These data are cause for concern as they suggest that efforts to retain and promote woman may be leading to dissatisfaction for male police officers. Efforts need to be made to reduce these gender gaps by increasing satisfaction with each of these job dimensions within the male population, not decreasing satisfaction within the female ranks.
- Men are more likely than women to be within 5 years of retirement, regardless of the rank examined (Figure 41).
- There are a number of gender differences within the Command group with respect to retirement intentions:
  - the men in the Command group have spent more years with their current organization and have fewer years until retirement than the women
  - the men in the Command group are also more likely to be planning on working full time (16% versus 4%) and part time (46% versus 36%) after retirement than are the women.
- There are several gender differences in absenteeism when the comparison is done within rank
  - In the Constable and Command groups, the women are more likely than the men to miss work due to ill health and when all causes are combined (Table 2).
  - Within the Sergeant/Staff Sergeant group the men are more likely than the women to miss work due to ill health while the women are more likely to take time off because of mental or emotional fatigue (Table 2).

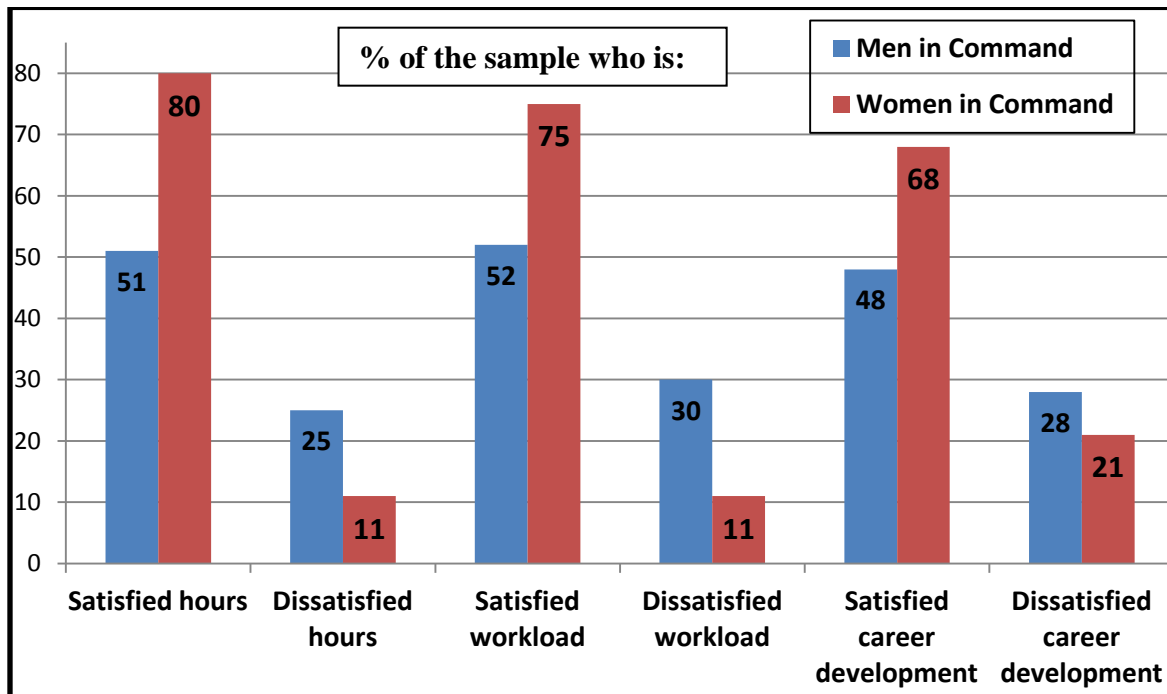
**Table 2: Relationship Between Gender and Absenteeism**

Absenteeism: Percent absent due to	Men versus Women		
	Constable	Sergeant	Command
Health problems	50% vs 60%	50% vs 42%	30% vs 42%
Child-care	--	--	--
Eldcarecare	--	--	--
Emotionally or physically fatigued	--	23% vs 30%	--
Total - all causes	65% vs 75%	--	49% vs 57%

**Figure 38: Relationship between gender, job satisfaction and organizational commitment within the Command group**

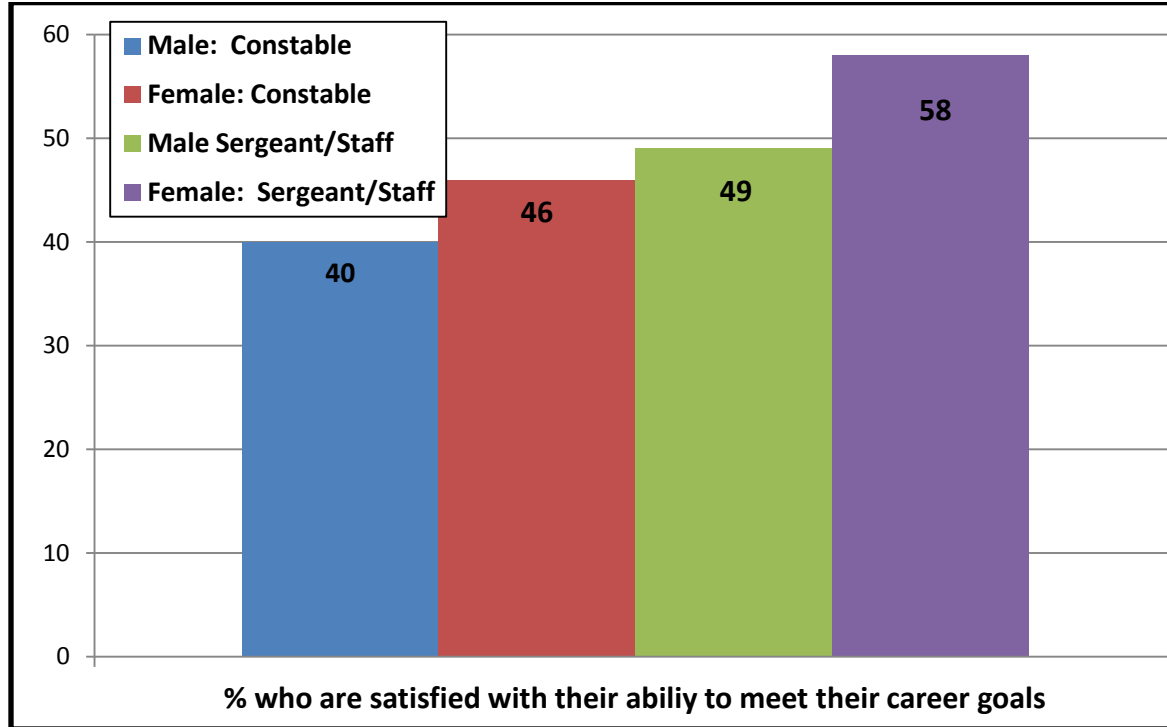


**Figure 39: Relationship between gender and job satisfaction within the Command group**

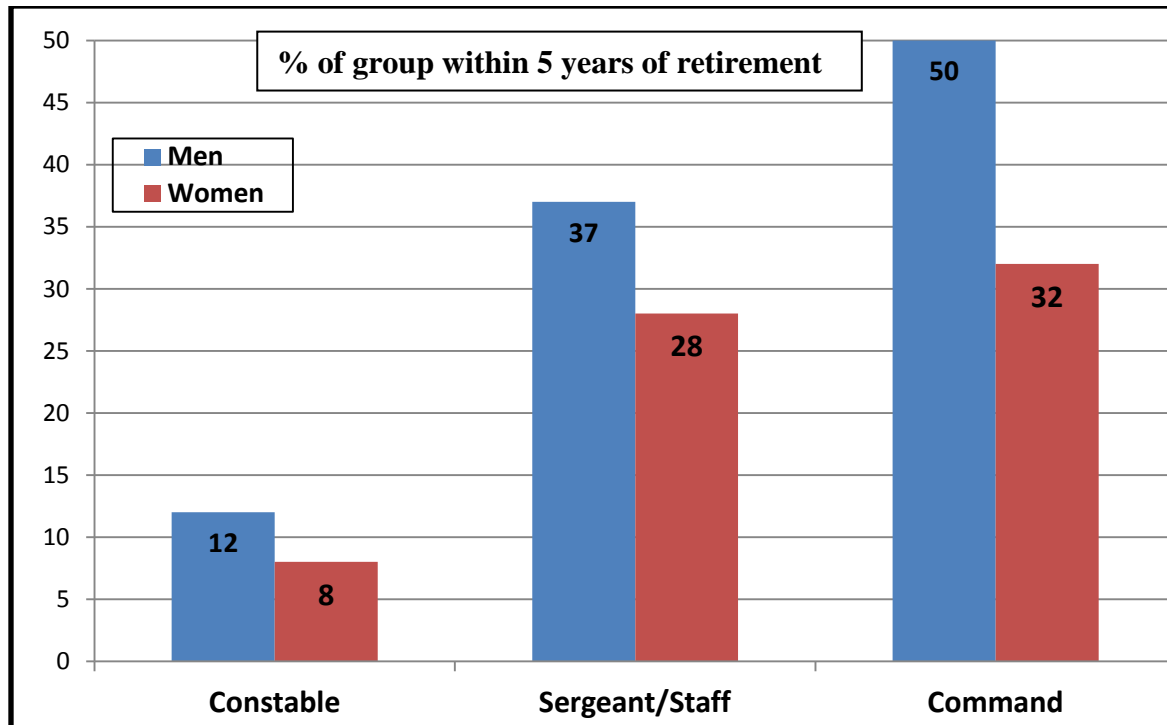




**Figure 40: Relationship between gender and satisfaction with ability to meet career goals**



**Figure 41: Relationship between gender and years until retirement**



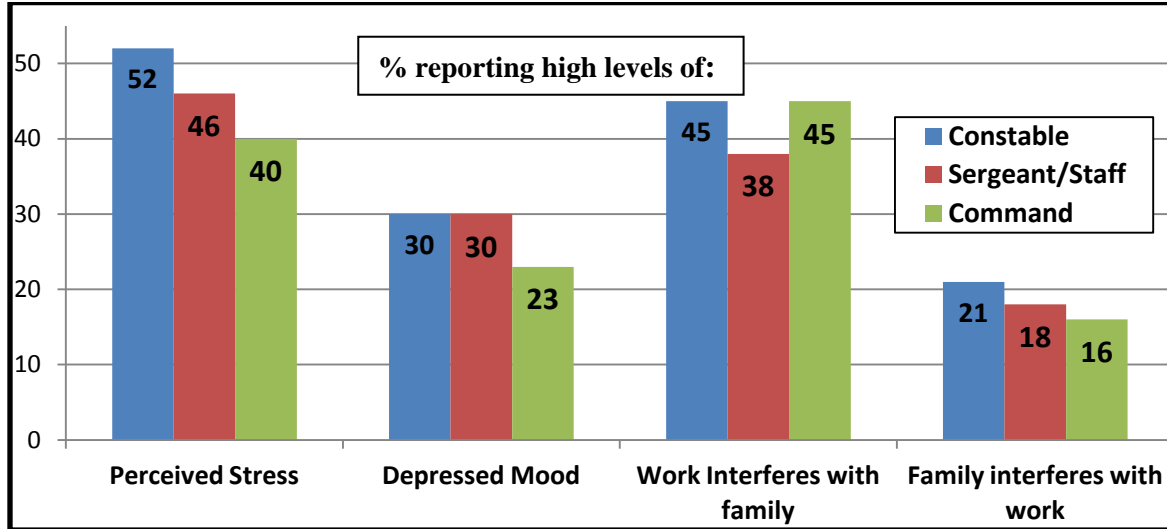
## Well-being Outcomes

### Impact of Rank

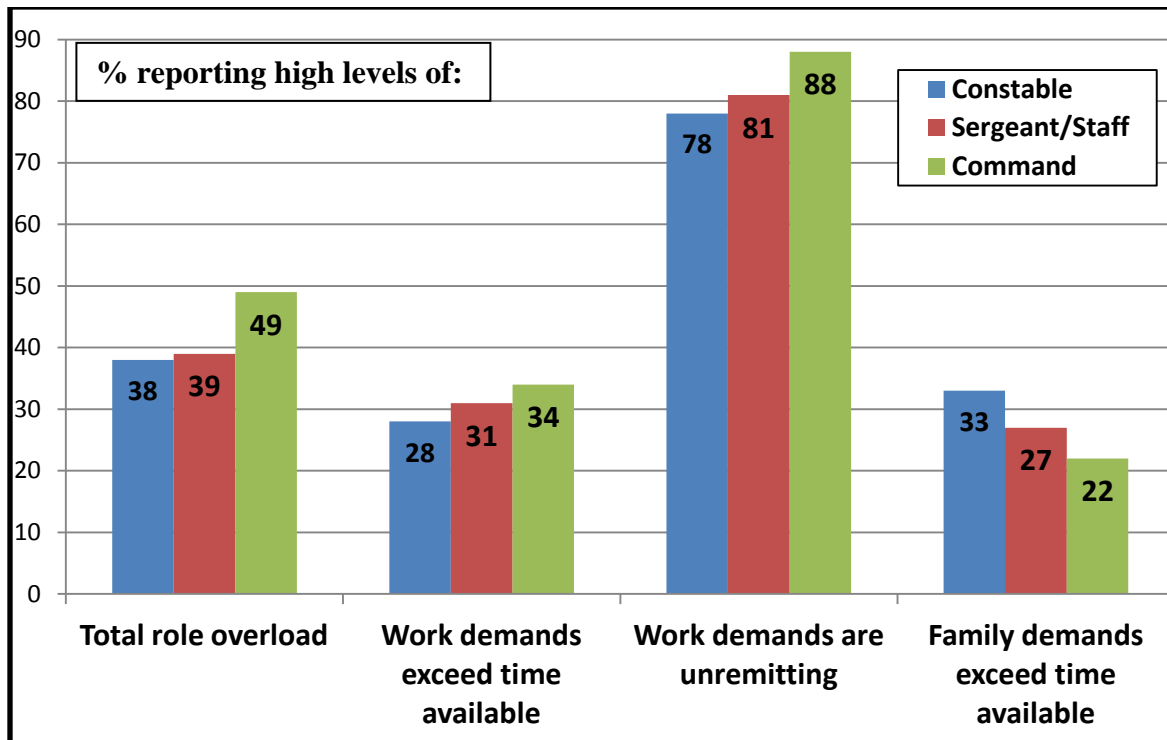
The following conclusions can be drawn with respect to the association between rank and the employee outcomes examined in this analysis:

- Neither perceived health nor use of the health care system is associated with rank
- The higher the rank, the lower the perceived levels of stress (Figure 42).
- Sergeants and Staff Sergeants are less likely to report high levels of work interferes with family than are those in Command and Constable positions (Figure 42).
- Family interferes with work is negatively associated with rank (i.e. the higher the rank, the lower the levels of family interferes with work) (Figure 42).
- Those in Command are less likely to report high levels of depressed mood (Figure 42).
- Rank is not associated with the likelihood that a respondent will say that family demands are unremitting.
- Those in the Command group are more likely to report high levels of total role overload and work role overload than are officers at lower ranks (Figure 43).
- The higher the rank the more likely the officer is to report being time crunched at work and that work demands are unremitting (Figure 43).
- The lower the rank the more likely the officer is to report that family demands exceed the amount of time available.

**Figure 42: Relationship between rank and employee well being**



**Figure 43: Relationship between rank and role overload**



### Impact of Gender

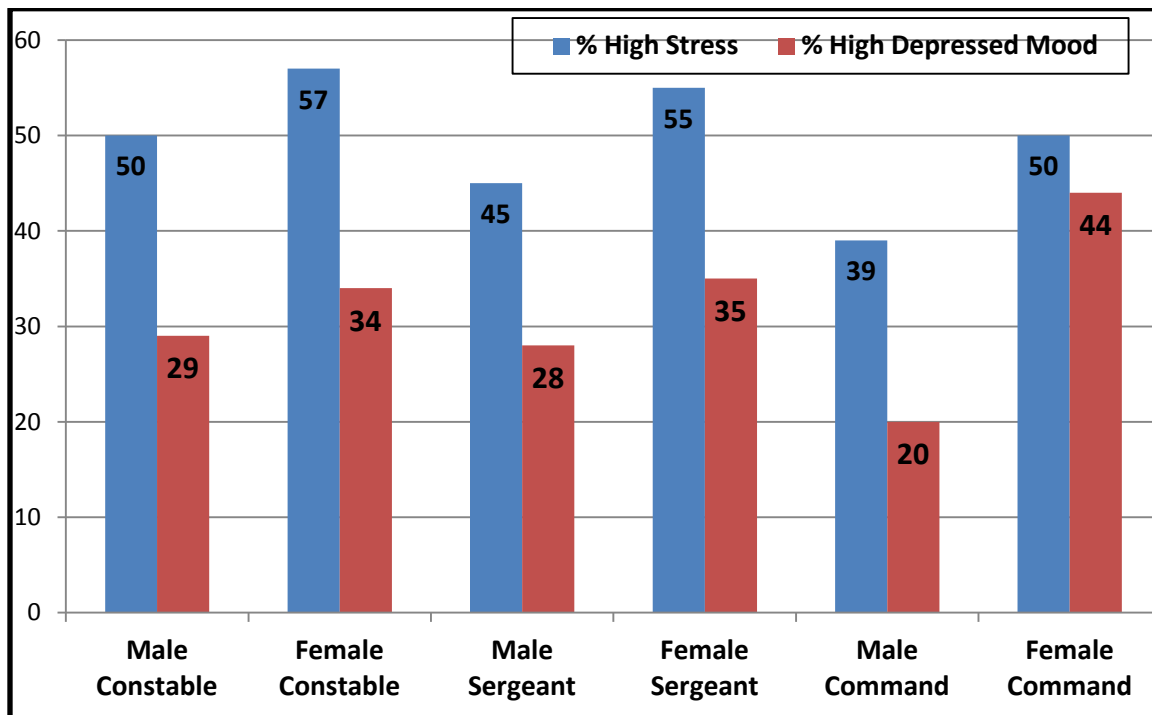
The following conclusions can be drawn with respect to the association between gender and key employee outcomes when rank is taken into account:

- Gender is not associated with perceived health

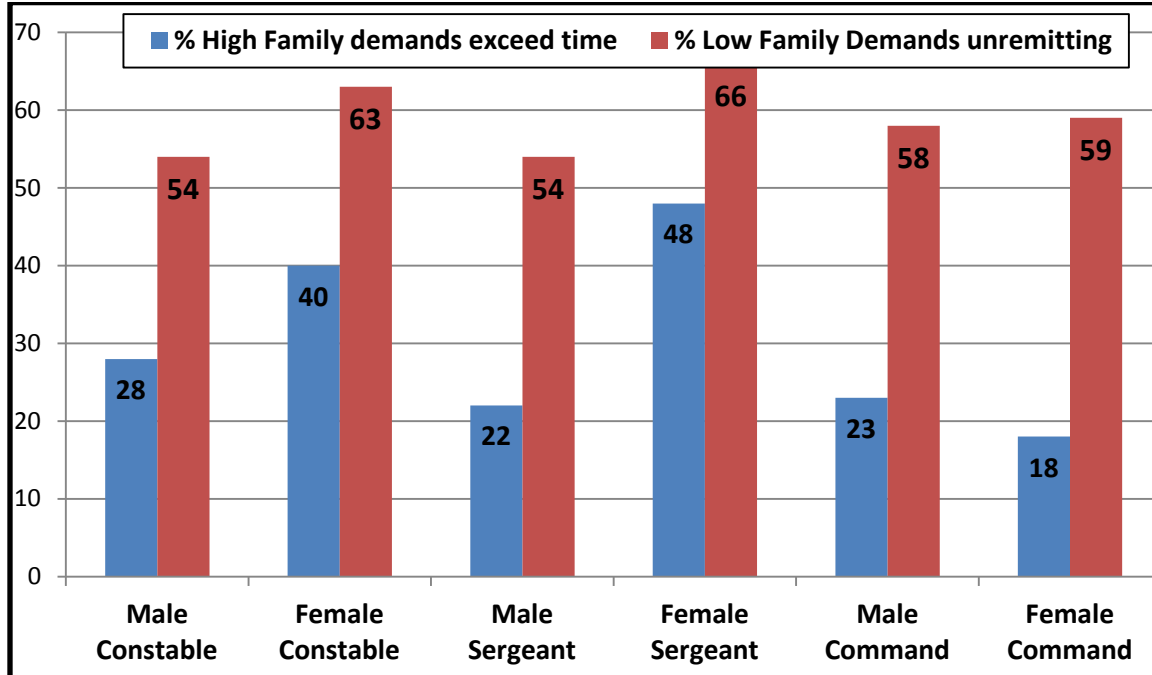
- At all ranks, women were more likely to report high levels of stress than men (Figure 44).
- At all ranks, women were more likely to report high levels of depressed mood than men (Figure 44).
- The percent of men with high levels of stress and depressed mood decreases with increasing rank. This relationship was not observed in the female sample (Figure 44).
- Females in the Constable and Sergeant/Staff Sergeant groups report higher levels of stress than do women in Command positions (Figure 44).
- Women in Command positions report higher levels of depressed mood than do women at lower ranks (Figure 45).
- Gender is not associated with the number of visits to the hospital or the emergency department made by the respondent in the six months prior to the study.
- Women in the Constable group were more likely than their male counterparts to have seen a physician two + times in past six months (17% of men saw physician versus 26% of women).
- Men in the Command group were more likely than their female counterparts to have seen a physician two + times in the past six months (20% of men saw physician versus 14% of women).
- Men in the Constable (48% versus 39%) and the Command (45% versus 39%) more likely than their female counterparts to report high work interferes with family. No gender difference in the Sergeant group.
- Females in the Sergeant/Staff Sergeant group more likely to report high family interferes with work than their male counterparts (28% versus 16%)
- Males in the Command group were more likely to report high family interferes with work than their female counterparts (19% versus 4%)
- There are no gender differences in total role overload within the Constable and sergeant groups.
- There are no gender differences in either form of work role overload examined in this study when rank is taken into account.
- Women in the Command group are more likely than their male counterpart to report high levels of total role overload (56% of women in Command report high overload versus 48% of men).

- With one exception (Command) women at all ranks are more likely than their male counterparts to report high levels of family demands exceed the amount of time available (Figure 45).
- Men at all ranks are more likely than their female counterparts to report low levels of family demands are unremitting (Figure 45).
- Men report lower levels of family interferes with work than women (Figure 45).
- Rank is not associated with the likelihood that a male police officer will report high levels of family interferes with work (Figure 45).
- Females in the Sergeant and Staff Sergeant positions are the most likely and females in the Command group the least likely to report being time crunched at home (Figure 45).
- Rank is not associated with the likelihood that a female police officer will report that their family demands are unremitting (Figure 45).

**Figure 44: Relationship between rank and role overload**



**Figure 45: Relationship between rank and family interferes with work**



## Moderators

### Impact of Rank

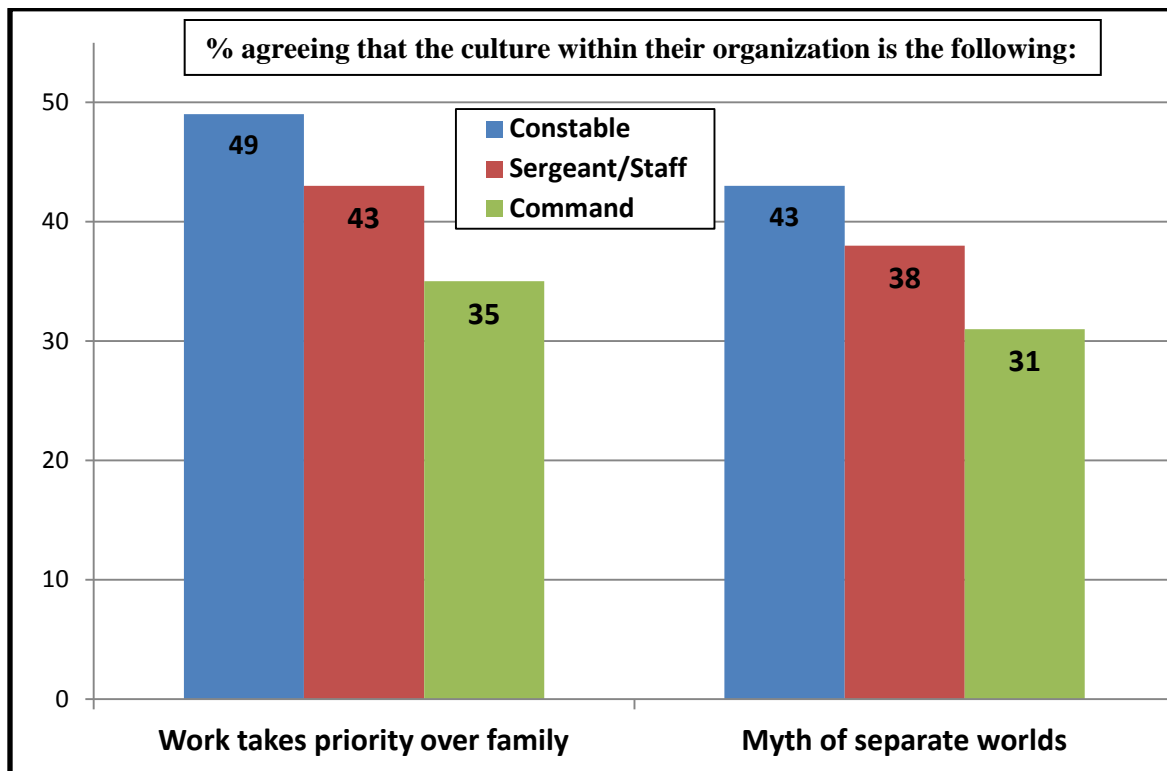
The following conclusions can be drawn with respect to the association between rank and the moderators included in this study

- The view of the culture is strongly associated with rank (Figure 46)
- The lower the rank the more likely the employee is to believe the culture is one that values employees who keep their family problems at home (i.e. myth of separate worlds (Figure 46)
- The likelihood that a police officer will agree that their organization believes that people who are highly committed to their family cannot be highly committed to work is highest in the Constable group and lowest within Command (Figure 47).
- The likelihood that a police officer will agree that their organization views individuals who take time off for personal or family matters as not committed to their work is highest in the Constable group and lowest within Command (Figure 47).
- Command is less likely to agree that police organizations believe that the most productive employees put work first and that the ideal employee is one who is available 24/7 (Figure 47).

- Control over the family domain is not associated with rank.
- Those working as Constables are twice as likely as those in Command to report low levels of control over work (44% of Constables report low control versus 22% of those in Command). One in three of those in the Sergeant/Staff Sergeant groups report low control over work.
- Only 17% of those in Command positions report high levels of control over work (versus 12% of those in the sergeant group and 10% of Constables). These are very low levels of control for those in senior management positions.
- The likelihood of having a supportive manager increases with rank (Figure 48).
- Rank has no impact on the extent to which police officers agree that their manager displays the following management behaviours: Gives recognition, provides constructive feedback, makes expectations clear, listens to concerns, is available to answer questions, is effective at planning the work to be done, has the operational knowledge to do the job.
- Constables are more likely than employees in other ranks to disagree that their manager listens to their concerns (25%), shares information with them (30%), asks for input before making decisions that affect their work (38%) and has the people skills necessary to do the job (23%) (Figure 49).
- Respondents in the Sergeant/Staff Sergeant group are more likely to rate their manager as unsupportive in one area: has unrealistic expectations about how much work can be done.
- Constables are more likely than employees in other ranks to agree that their manager makes them feel guilty for time off for family reasons (18%), focuses on hours of work not output (16%), and micromanages their work (25%) (Figure 50).
- Those in Command are more likely than employees in other ranks to agree that their manager puts in long hours and expects them to do the same (Figure 50).
- Those in Command are less likely than employees in other ranks to agree that their manager cares more about their own career than the career of their staff (Figure 50).
- In all cases those at the top have the most flexibility and those in the Constable rank the least amount of flexibility (Figure 51).
- Those in the Constable group are more likely than those at other ranks to say that it is difficult for them to arrange their shift schedules, interrupt their work day to deal with personal matters and return to work, have meals with their family, vary their working hours, take time off to attend a course or a conference, and take their holidays when they want. These findings are unfortunate as officers in this group are more likely to need these types of flexibility as they have younger children and a partner who is also employed outside the home.

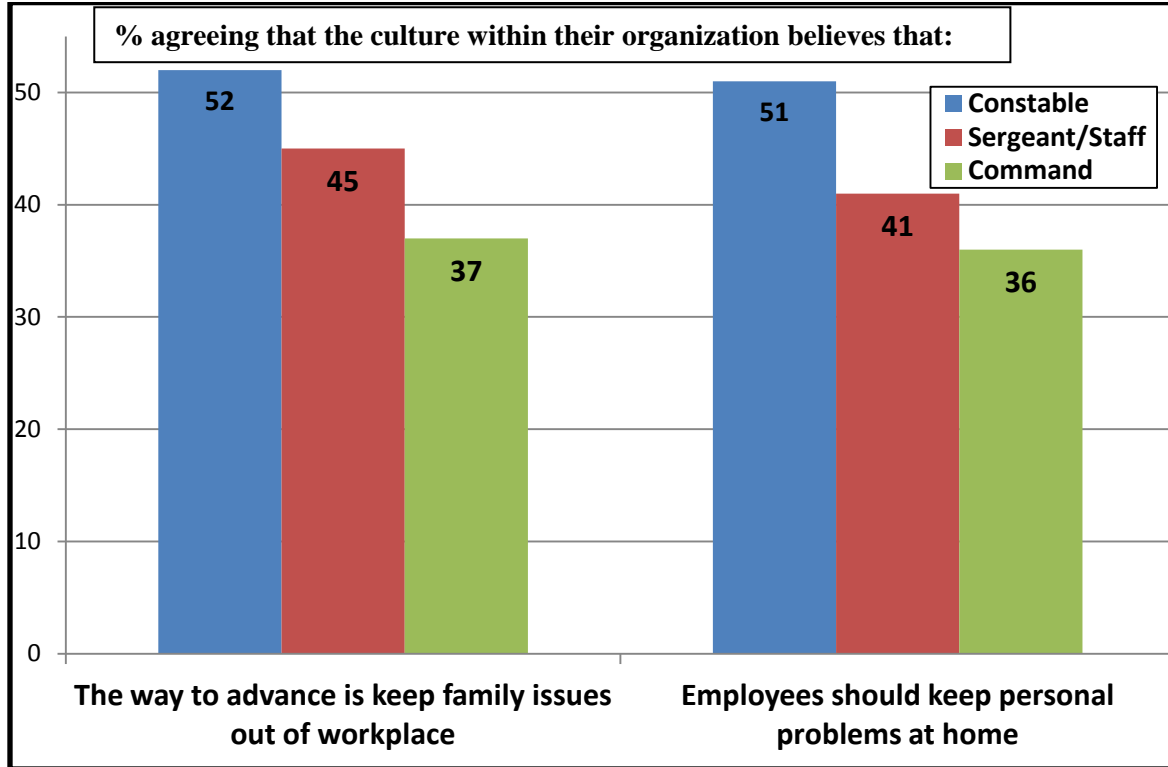
- Family role boundary permeability is associated with rank (Figure 52).
- Those in Command positions are the most likely while those in the Constable group are the least likely to report that their family supports them doing work at home (Figure 52).
- The decision on how many children to have is strongly associated with rank with 20% of those in the Constable group agreeing that they had fewer children because of work compared to 13% in the Sergeant/Staff Sergeant group and 8% of those in Command.
- While almost three quarters of the sample (72%) disagreed that they had not yet started a family because of their career, one in ten agreed with this statement. Again, response to this question was strongly associated with rank with only 3% of those in the Command and Sergeant/Staff Sergeant groups agreeing with this statement versus 11% of those in the Constable group.

**Figure 45: Relationship between rank and the how officer views the culture**

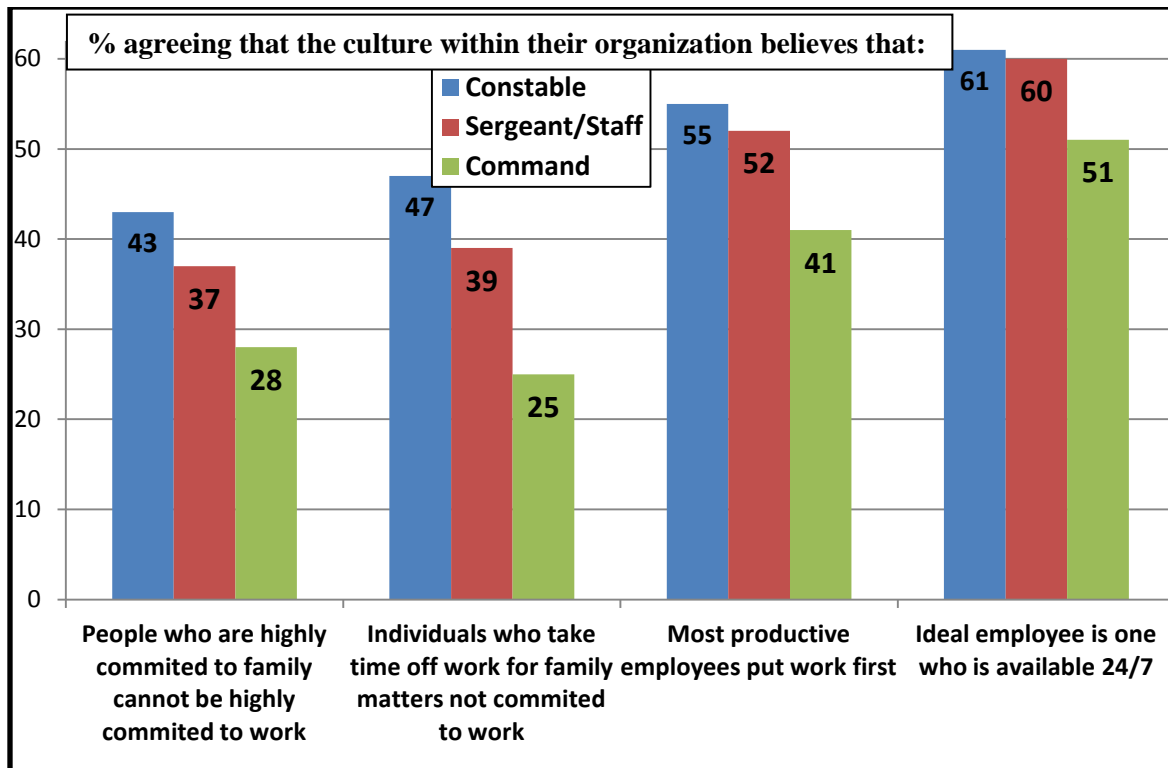




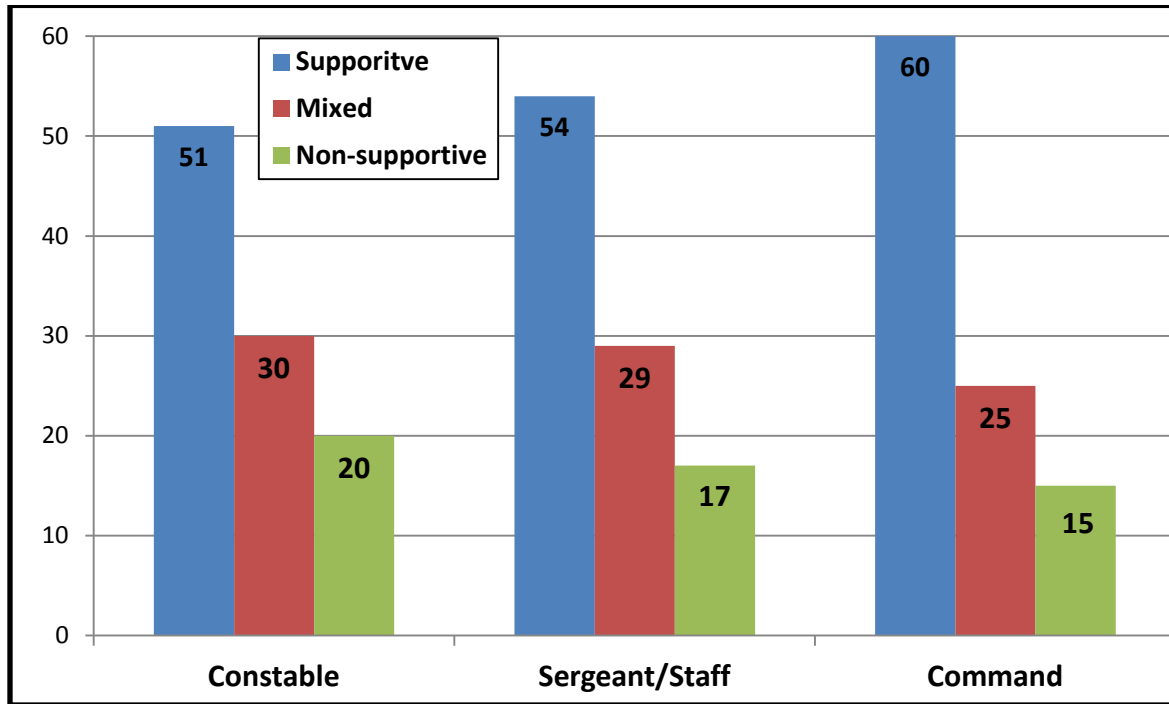
**Figure 46: Relationship between rank and belief in the "myth of separate worlds"**



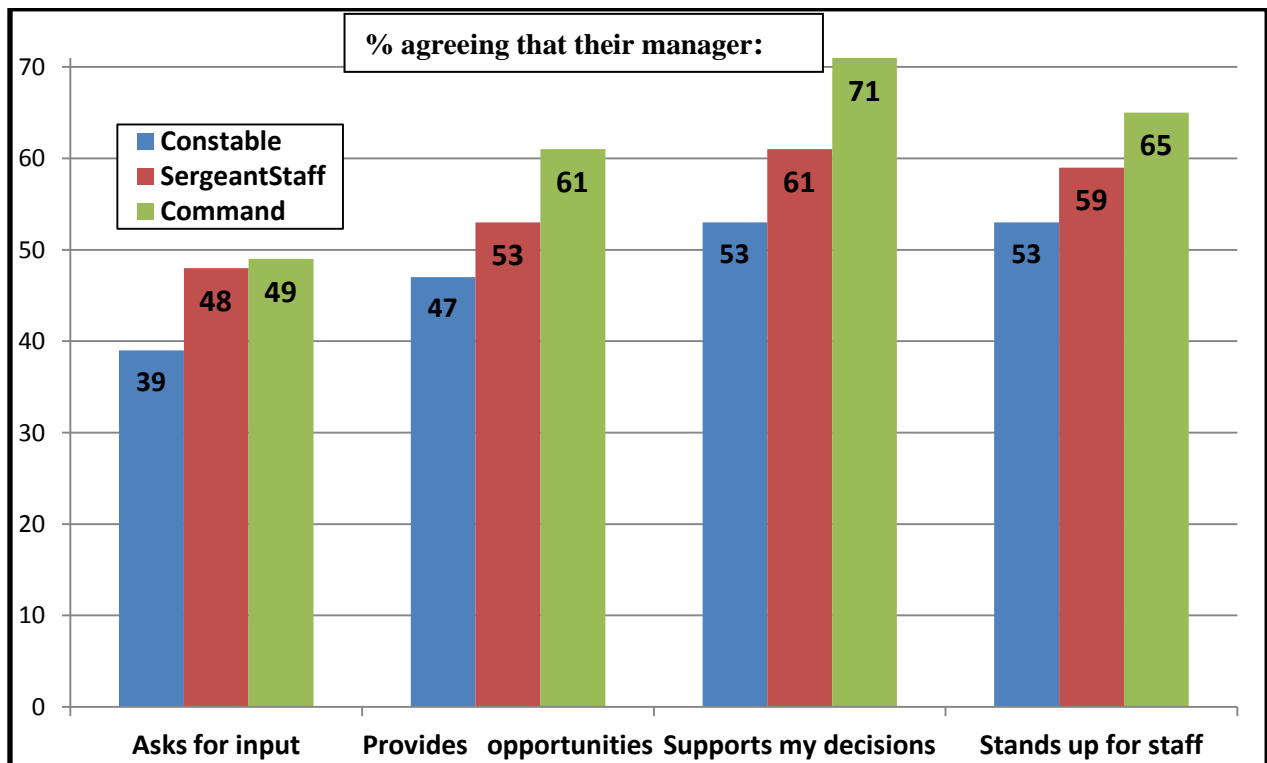
**Figure 47: Relationship between rank and the belief that work comes first**



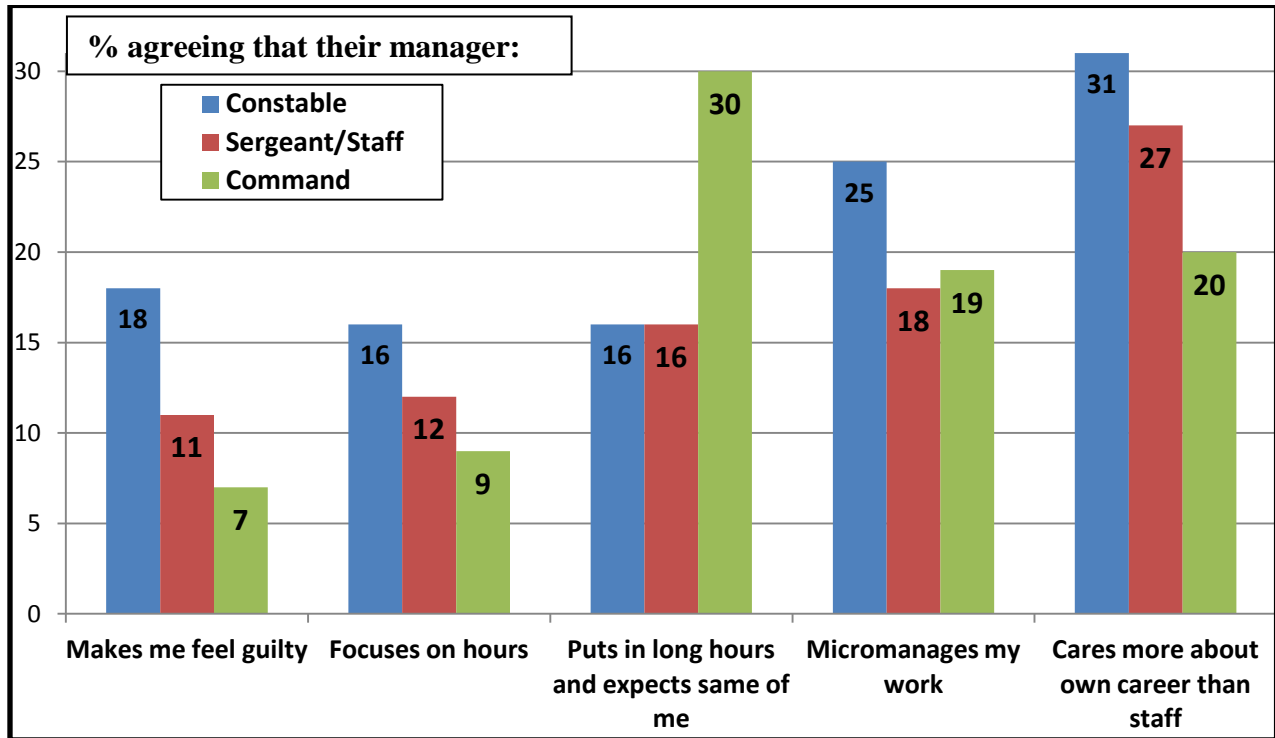
**Figure 48: Relationship between rank and supportive management**



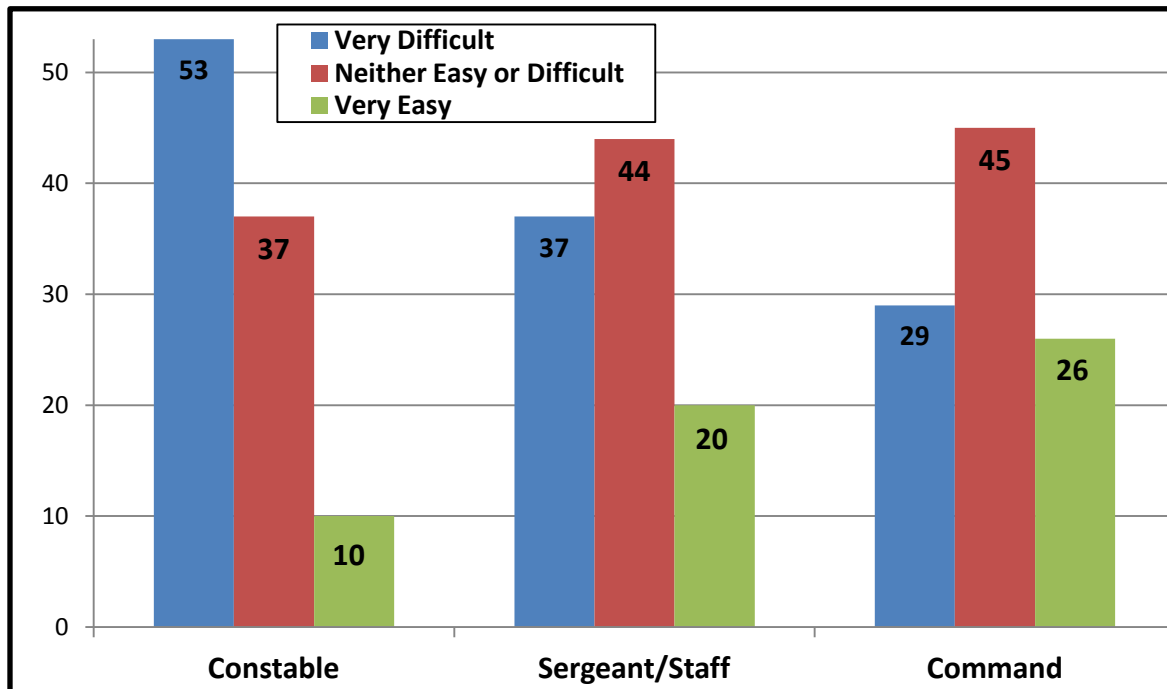
**Figure 49: Constables less likely to agree their manager displays supportive behaviours**



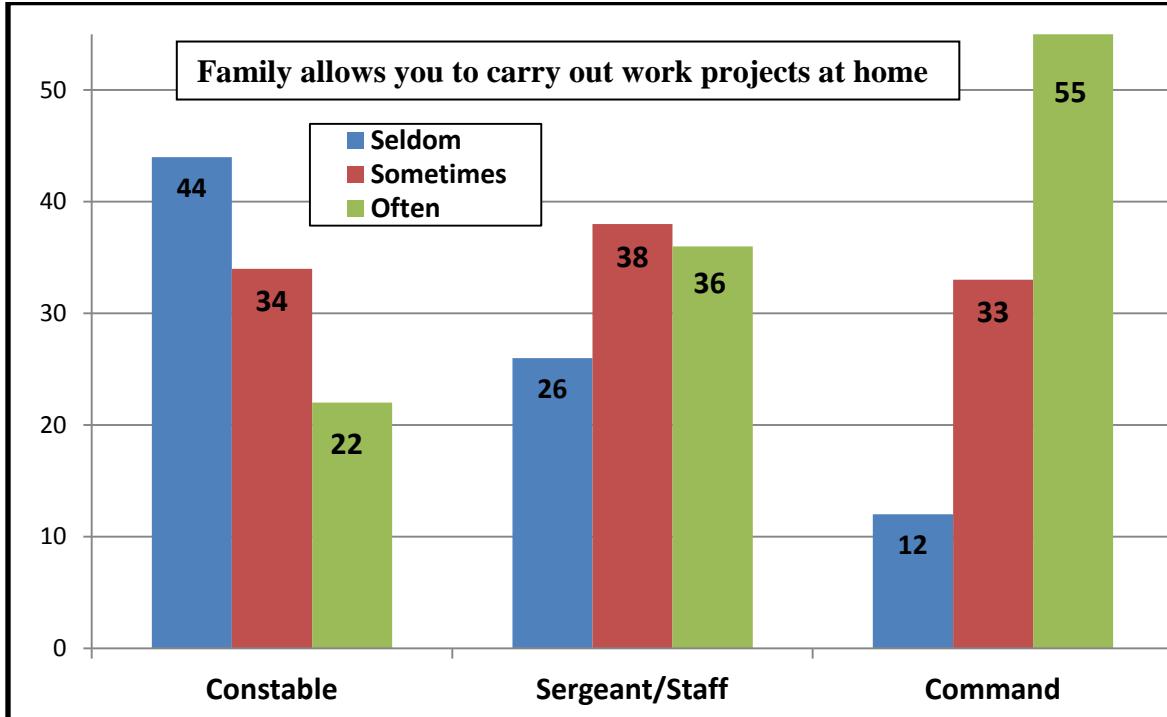
**Figure 50: Constables more likely to agree their manager displays non-supportive behaviours**



**Figure 51: Relationship between rank and perceived flexibility**



**Figure 52: Relationship between rank and family allows you to do work at home**



### **Impact of Gender**

The following conclusions can be drawn with respect to the association between gender and the moderators examined in this study when rank is taken into account:

- Men in the Constable group are more likely than female Constables to agree that the culture in their organization was one where work takes priority over family (52% agree versus 45%)
- Women in the Command group are more likely than their male counterparts to agree that the culture was one where work takes priority over family (34% agree versus 40%)
- There are no gender differences in the Sergeant/Staff Sergeant groups with respect to view of the culture.
- Belief in the "myth of separate" worlds culture is associated with gender within the Constable and Sergeant/Staff Sergeant groups.
- Women in the Command group are more likely than their male counterparts to feel that the culture in policing was once that ascribed to the "myth of separate worlds" (29% of men agree versus 39% of women)

- Men within the Constable (45% vs 40%) and Sergeant/Staff Sergeant (35% vs 24%) groups are significantly more likely to perceive that they have little control over their work. There was no gender difference within the Command group.
- Women within the Constable (43% vs 60%) and Command (52% vs 78%) groups are significantly more likely to perceive that they have high control over their family. There was no gender difference within the Sergeant/Staff Sergeant group.
- Women in the Command group are more likely than their male counterparts to rate their immediate manager as non-supportive (14% versus 21%).
- Women in the Sergeant/Staff Sergeant group are more likely than their male colleagues to rate their immediate manager as supportive (52% vs 58%).
- Perceived management support was not associated with gender within the Constable group.
- There are a number of interesting gender differences (within rank) with respect to management behaviour. These differences are summarized in Table 3.
- There are no gender differences in perceived flexibility when rank is taken into account
- There are no gender differences in work facilitates family or family facilitates work when rank is taken into account
- Women were more likely than men to agree that they have had fewer children and not started a family because of their career (Figure 53).
- For the men in the sample the likelihood that an officer will agree that they had fewer children or not started a family because of their career declines with rank.
- For the women in the sample the likelihood that an officer will agree that they had fewer children because of their career increases with rank.

**Table 3a: Gender differences (within rank) of management support**

% who agree that their manager is supportive	Men versus Women		
	Constable	Sergeant	Command
Asks for input before making decisions that affect my work	--	--	--
Shares information with me	--	--	57% vs 50%
Gives recognition when do job well	--	--	61% vs 54%
Is effective at planning work to be done	--	--	--
Makes it clear what is expected of me (i.e. good at communicating goals, objectives)	--	52% vs 58%	52% vs 39%
Provides constructive feedback when performance standards not met	--	--	--
Listens to my concerns	--	--	--
Provides me with challenging career opportunities	--	--	64% vs 43%
Has the people skills to do the job	--	--	--
Stands up for their staff with respect to resources, external requests, workload etc.	--	57% vs 65%	--
Supports my decisions with upper management, public	--	60% vs 66%	74% vs 54%
Has the operational knowledge necessary to do the job			
Is available to answer questions	--	--	75% vs 57%

**Table 3b: Gender differences (within rank) of non-supportive management**

% who agree that their manager is non-supportive	Men versus Women		
	Constable	Sergeant	Command
Puts me down in front of colleagues or clients	--	--	--
Only talks to me when I make a mistake	--	--	--
Makes me feel guilty for time off for personal or family reasons	--	--	--
Focuses on hours of work not output	--	--	--
Has unrealistic expectations about how much work can be done	--	--	15% vs 21%
Puts in long hours and expects me to do the same	--	--	33% vs 14%
Micro-manages my work	26% vs 21%	--	--
Cares more about their own career than the well-being of their staff	32% vs 27%	--	--

**Figure 53: Relationship between gender and decision to have children**

