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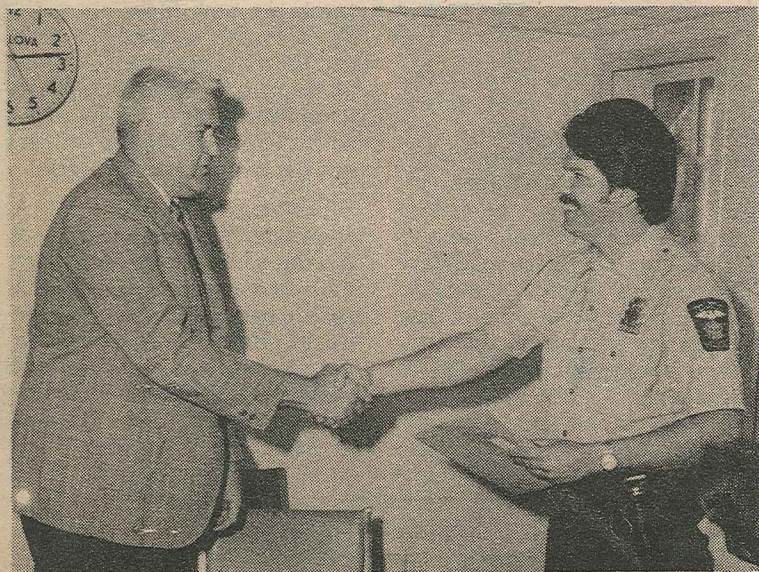
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Patrolman Receives Award



Deputy Chief of Police Ray Vetter gives award to Patrolman Stephen Skeels.

Officer Stephen Skeels is hereby awarded the Toledo Police Division Distinguished Service — Medal of Valor, for his performance on December 21, 1979.

On this date at 0250 hours, Officer Skeels was on routine patrol in the Alexis and Secor Road area when he observed a fire at the home at 3253 Mona Lane. The entire garage end of the house was completely involved in flames. Officer Skeels notified the dispatcher of the fire, while he pulled his car into the drive and turned on his siren. When the officer entered the smoke filled house he found the wife of the owner wandering in the front room as if she were in a daze. He went to the back bedroom where the

owner and the mother-in-law were led safely from the flame and smoke filled house. By the time the fire was brought under control, the house was a total loss.

Officer Skeels inhaled large amounts of smoke which required him to receive Oxygen at the scene and he was later treated at Flower Hospital for smoke inhalation.

Officer Skeels is hereby commended for his bravery, quick thinking and willingness to risk his own personal safety to save the life of three (3) citizens. Officer Skeels exemplifies the courage, initiative and dedication to duty that certainly is a credit to this Division.

IUPA Notes

By GEORGE GERKEN

Before going into my article I would like to thank all those who supported me in my bid for re-election as vice-president. I will continue to work toward the improvement of our working conditions, and increasing our pay rates. As we can see by the recent layoffs of city workers and the talk of holding back our 2% pay increase we still have our work cut out for us trying to maintain our current standards.

Resident Rule Struck Down In New York — New York's highest court struck down New York City's attempt to have its uniformed

employees live in the city. The Court of Appeals overturned provisions of a local residency requirement on the grounds that only the state can legislate the right of civil servants to live where they wished.

Internal Affairs Loses Another Round — Tri-County Association in New York has received a ruling from a federal judge ordering Internal Affairs units to stop the practice of forcing officers to become informants against their fellow officers. The judge

(Continued on Page 3)

Stress

A hidden on-the-job hazard

By BETH KOWALSKI

Stress. The term evokes many images. Executives huddled over desks scattered with paper work. Stomachs plagued by nagging ulcers. A construction crew working overtime to erect a building that is three months behind schedule.

Yet there are images we do not normally associate with stress. A secretary who time and again covers up her boss's mistakes. An aging executive with few, if any, organizational duties, his ability perceived by management to be long gone. A worker continuously absent from the job.

Contrary to what most realize, the concept of stress is not always synonymous with unpleasant situations. A wedding, a new baby or a business victory will produce the same physiological changes in the body as a sports defeat or a marital problem.

A certain amount of stress is both necessary and beneficial in order to create individual stimulation and alleviate boredom. Dr. Hans Seyle, emeritus professor of the University of Montreal and discoverer of the "stress syndrome," defines stress as "essentially the rate of all the wear and tear of life." Stress is experienced by every individual and a moderate level is part of a satisfying existence. The behavior that most of us associate with stress results only when the degree of stress reaches extensive proportions.

When an individual is subject to stress, defense mechanisms in the body are activated. Glands release cortisone, adrenaline and other hormones and changes occur in the central nervous system. Defense mechanisms will wear down if one is exposed to stress over a prolonged period of time. Disease can occur in virtually any part of the body, and if serious, will appear in the form of gastrointestinal ulcers, high blood pressure, allergies, and various cardiac and mental problems.

Most of us experience stress in lesser forms, such as anxie-

ty, difficulty in concentrating, excessive worrying or periods of fatigue. Emotional stress can lead to headaches, backaches, rapid heartbeats and indigestion.

Studies identify stress and boredom as causal factors in psychogenic illness, a disease that strikes suddenly, spreads by contagion and has no identifiable physical cause.

Workers affected by the disease most often are those who perform repetitive tasks at fixed work stations with fixed production quotas. They are usually under pressure to increase production and overtime is often required with no option for refusal. As rumors of a worker's illness spread, other workers who have previously not experienced any symp-

toms become ill because of the mounting anxiety in the plant.

All of these bodily reactions to stress have proven to be causal factors of higher accident rates, absenteeism and poor performance on the job. According to "Giant," an employee publication of the Green Giant Co., Chaska, Minn., it has been estimated in studies that close to \$25 billion is lost annually in this country because of employees' early deaths that are directly stress-related. Many companies are instituting employee physical fitness programs to lower medical insurance costs and reduce the number of worker disabilities.

Stress seminars and time management courses are be-

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Stress Program

By Officer Lawrence (Whitey) Kannlein
Stress Program Officer

The stress program is underway. We officially began operation as of June 2, 1980.

It is the intent of the stress program to help our officers to deal with problems such as emotional, alcohol abuse, marital, financial, and others. The stress program officer does not claim to be an expert on stress; nor can the program offer a panacea for the problems associated with our profession, but the willingness to listen and the desire to help will in no way be lacking if an officer or one of his family members seeks assistance through the stress program.

One key element of the program to remember is that dependent family members can seek assistance on the same basis as police officers. It also needs to be pointed out that the program is voluntary and confidential.

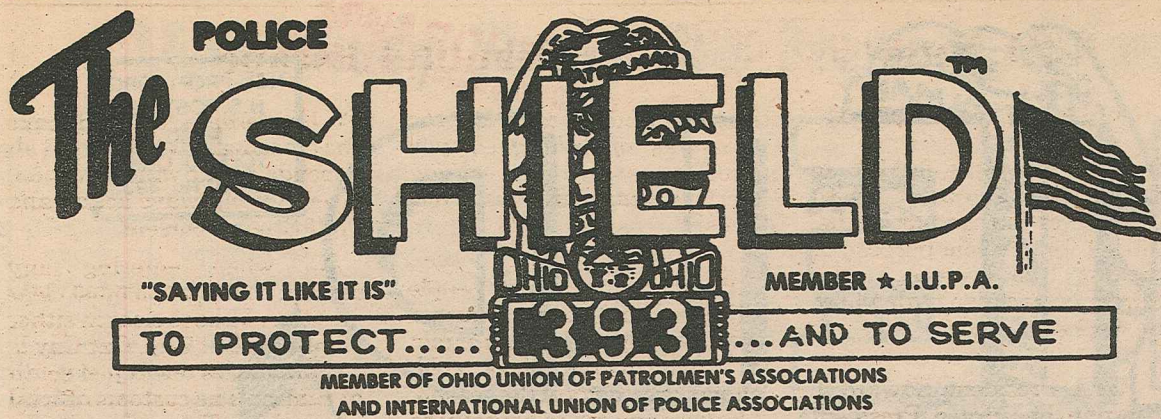
Information about the program will be disseminated to all members of the division during the next few weeks. By the time you receive this publication you may already

have received a letter at your home. Future Shield articles will also provide more information.

Some of the future plans are peer and family workshops to provide ways for us to discuss our problems together, and a running program. Running can do wonders for relieving tension. Some of you have been running for years and we can use your expertise. I'm relatively new at it myself but I've become a real addict. Dave's running shop at 5241 Hill Ave. has offered a \$2.00 discount on running shoes to any police officer and Dave has advised me that we can join the Toledo Runners Club for one-half price after July 1.

Any police officers who would be interested in helping with or participating in any of the new programs, please contact the stress program office.

The stress program will be temporarily located at 2927 Monroe St. Until the new phones are installed the office can be reached by calling 247-6388.



Financial Secretary's Report

By MIKE GOETZ

As the summer months approach and unemployment soars the crime rate will most definitely rise also. But will the ranks of the police division be brought up to a strength that will be able to handle this rise? Probably not. It has been almost eight years since the police division was at a strength which is authorized. The city fathers continue to play a political game with the law enforcement problems of this city. And yet we find enough money to plant trees and buy new furniture for offices and hire assistant city managers and other frivolous positions and expenditures. It was a gratifying fact to see that during these times of belt tightening that the citizens of Toledo saw fit not to give council a raise they felt they needed.

The election of officers has been held and the results are out. All candidates should be congratulated for their campaigns and efforts toward attaining their posts. It was gratifying to see so many patrolmen eligible to run for the three offices available.

If you have not received your Sea World Dolphin Club discount card then contact your shift representative; he has them and will get you one.

Anyone interested in writing articles for the Shield should put the article in the T.P.P.A. box to my attention. If you include pictures they will be returned to you. A reminder, all articles should be either printed or typed with double spacing.

Some officers got a chance to see some new faces since the Scott Park precinct closed to the uniform section. It is good to see more unity. I hope there is no intimidation by us at roll calls. Those command officers are overworked as it — Ha.

Coming soon is a T.P.P.A. sponsored bus Trip to see the Detroit Tigers. The tentative date has been set for August 13th when the Tigers play the Boston Red Sox. Further information as well as lists and costs will be posted near the desk sergeant. Set the date aside.

Once again it is time also to see the new police cruisers being put on the street. I am now finally realizing why there have been changes in hiring practices basically because larger officers cannot fit the smaller police vehicles. The police vehicle usually shows how professional the division is with its equipment. There must obviously be a problem here with our division just by looking at our "cruiserettes."

From The President's Desk

The past few weeks have been very busy due to the rumors concerning the financial situation of the city. This morning the Mayor held a news conference explaining what must be done in order to balance the budget before the year's end. In that proposal, we again must suffer through still another year short-handed. The proposed Police Class of thirty officers has been scratched. Admittedly, the hiring of thirty new employees, while laying off hundreds of others sound absurd, the inability to provide adequate police protection to

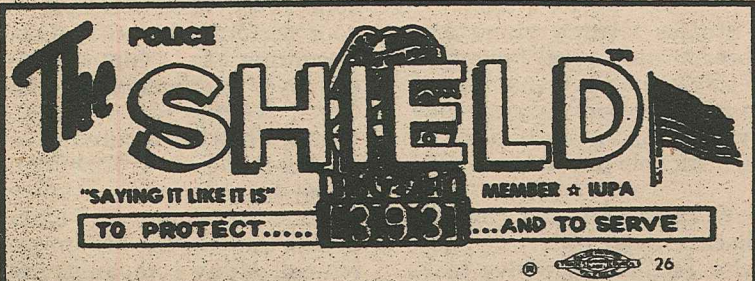
the community is something else.

We have attended a number of meetings concerning the proposed Bargaining Bill and still have a ways to go before there is agreement on a number of key issues. The number one issue to resolve is who will eventually decide on the impasses at the end of the negotiation sessions? We still believe that an impartial third party is the answer.

We would like to congratulate George Gerken, Ron Scanlon and Bill Dunn on their recent elections. All three

have shown a willingness to work on behalf of the membership and we're looking forward to working with them in the coming year. The election was one of the most interesting in recent years due to the three-way race for 1st Vice President. Dan Baz and the old war horse Dick Mohr made a bid to come out of his political retirement.

We believe that the interest is a continued sign of the good health of the union by having such qualified people expressing a willingness to hold office. We certainly hope that both Dan and Dick maintain their interest because the future of the organization is determined by the quality of its leadership. Hoping everyone had an outstanding time at the picnic June 14th, see you next month.



Letter To The Editor

The Police Shield is published in Toledo, Ohio under the sponsorship of the Toledo Police Patrolmen's Association, Inc.

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Brother Officers:

We can no longer stand by while the public is fed the information regarding its safety forces that the city administration wishes it to be fed. There is an important question before City Council at this time and perhaps some input by the people whose taxes keep this city running could solve what seems to be an insurmountable dilemma for our lawmakers. The question is the one regarding the size of our police force and how many new officers should be hired before the end of the year to keep this force functioning on an efficient level. Each officer with his daily contact with the public and by virtue of the fact that he is also a taxpaying citizen, has a chance to influence this input. When you are faced with angry questions by a citizen regarding your response time, some of the following facts may be useful in pointing out the real problem to the complainant.

In a recent Council session, a documented one half the members voted to appoint a fifty member police class before the end of the year. The other half support a thirty member class. Our opinionated mayor has once again seen fit to be out of town on such an important vote. There have been facts and figures set forth by both sides and these facts and figures seem to contradict each other and make the whole issue confusing for the average citizen. And when the average citizen is confused about an

issue, he becomes content to let Council handle it as they see fit. It has been the position of the administration that the entire question hinges on the availability of funds and the pressing need to maintain a balanced budget. That is a very admirable aim but it is not a valid roadblock to the appointment of a fifty member class. The very reason this statement can be made is in the budget itself. Besides the fact that the budget allots money for 743 officers and there is at this time 698 employed by the city, there is also an item in the budget that allows for a class of thirty officers to be appointed by October 1, 1980. A new class could not possibly be appointed until November 15, 1980 due to the long involved process of testing and investigating prospective applicants. The money that would be saved between October 1 and November 15 would pay for the extra twenty officers. And we must not forget that with the new pension bill in effect March 1, 1980, we will lose many more of our brothers by the time these new rookies hit the street in February, 1981. There is no justification for the claim of the administration that a class of fifty would bankrupt the city.

There is no doubt in anyone's mind that these are hard times and we must be very careful of the money spent to run this city. But the priorities of that city government don't seem to have changed from those of more

prosperous times. Perhaps the administration should be less concerned with saving budgetary monies on our safety forces and spend a little less time fishing for matching funds from the federal government. These matching funds only leave us with projects that drain our tax dollars when federal funds run out and we are expected to pick up the whole tab. Toledo's image as a progressive city will be tarnished by its progressing crime rate. The most attractive results of Downtown Redevelopment will be a mere facade without the proper police and fire personnel to protect those we have spent so much money to attract to the downtown area. How many companies are going to be willing to risk their businesses and employees to set up shop in a city which has cut its safety forces to the bare bone? This should be an important consideration in the question of a new police class.

The patrolmen of this division maintain daily contact with the very people who should be deciding this question. Use your influence. Flex your muscles. Tell the people the truth and ask them to help the Councilmen who have seen through the confusion to the important issues. You as taxpayers should use your voice to help guide those four Councilmen who are having a problem with priorities. And you as policemen should urge the public to do the same. Stop our leaders from leading us astray.

Ptlmn. Sharon Farris

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IUPA Notes
 (Continued from Page 1)
 found it improper for I.A. to threaten an officer with charges of misconduct or dismissal for the sole purpose of making him become an informer on the men with whom he works.
 IUPA President Edward J. Kiernan has urged President Carter to issue a proclamation reaffirming support for Peace Officers Memorial Day.

In a joint resolution issued in 1962, Congress declared May 15 to be Peace Officers Memorial Day and the week it falls in to be Police Week.

Noting that "the job of being a police officer has become more and more dangerous," Mr. Kiernan told the President that he would be "deeply appreciative if you could issue a proclamation from your office confirming the intent of the Resolution."

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Beautiful Escape
Dave Sullivan tells of the pleasures of sailing. If you have an enjoyable vacation story to share, drop us a few lines.

Every winter most people think of and desire warmer weather tropical breezes or just a break in the bleak cold, snowy gray days of the season. I have managed to actually be at that somewhere else in the dead of winter. I am able to leave the leafless trees, brown snow covered grass, icy streets for green tropical trees, green grass, gentle breezes, royal blue waters and temperatures in the mid 70's and 80's.

This is done very simply by renting or chartering a sailboat from the Miami area and sailing to the Bahamas. There are over 700 islands in the Bahamas. The closest inhabited island to the Florida coast is Bimini which is approximately 56 miles east of

Ft. Lauderdale. You can make the crossing in 8-10 hours, it all depends on the wind direction, strength and wave action and Gulf Stream current.


As when entering any foreign country you must clear customs. I like to clear in either Bimini or Cat Cay. Cat Cay is a millionaires resort just south of Bimini. The customs official sits in his office and waits for you to come to him. They charge you according to what the official is looking at that day in the Sears catalogue. Once through customs you are free to visit any one of the inhabited or uninhabited islands.

The water there is a blue that cannot be described and is clear enough to see down thirty feet. One of the favorite activities is snorkeling in the clear waters for conch and lobster. The size of the lobsters vary, but most are larger than you would find in any seafood restaurant. When picking up the lobster up off the bottom

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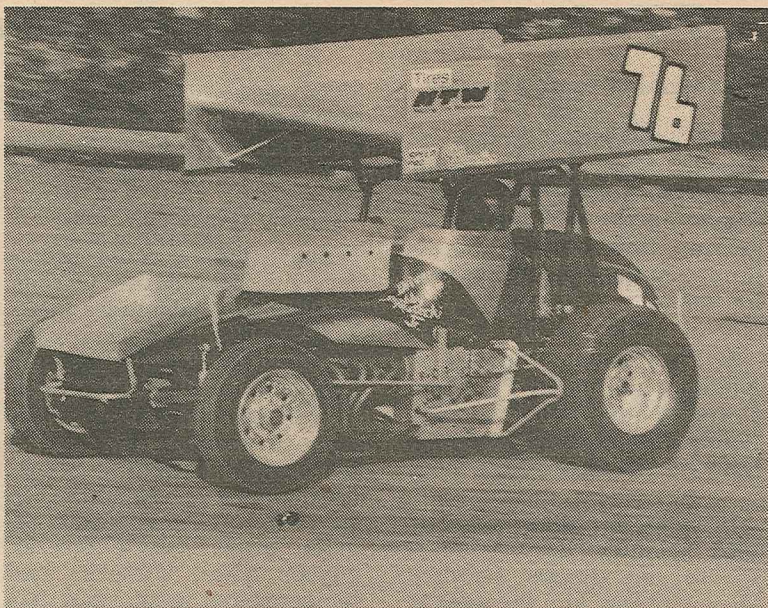
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An Outlaw

Toledo Police Officer Bob Matecki and his wife Delores did not have any idea they would have an outlaw son, but they do. An outlaw, as many would think, are law breakers, robbers, etc. However, Bob Jr. is not that type of outlaw. Bob Jr. is an Outlaw Sprint car driver and owner. He is one of those gents who drive dirt track outlaw sprint cars. The guys in the muddy helmets who steer alcohol slurpin fire-breathers... surely they must be America's most daring racers. Daring enough to put'er into a cushion or a drift or slide at 100 to 130 mph.

An Outlaw sprint car is almost the same as a USAC sprint except they use front and overhead wings and have no regulations on engine size, h.p., fuel, etc. Sprint cars are spectacular, exciting and fast. But the nature of the beast is such that the margin for error is small and the potential for loss is great. On short tracks such as 1/2 mi. or 3/8 mi. nothing gets around quicker and with more style than a sprinter.

Bob Jr. is not only the driver, he is also the builder and owner. One might ask how does one afford a sprint? Well, being young (22), single, living at home and working day and night 6-7 days a week sure helps. Bob Jr. got his start in racing while his dad was still wrenching on cars and engines and by racing in the soap box derby which has been put by the wayside in the Toledo area, a great loss.



Saving his money, Bob went to work looking for a Sprint. He located one in Wisconsin. He now has a new 1980 Stanton 4 bar and one full season under his belt having raced in Ohio, Michigan, Indiana and through the state of Florida. Bob's dad being a police officer and working rotten hours doesn't make all the events but when possible the family is part of the team.

Bob Jr. is currently seeking a sponsor, one who would be proud to have him and his 1980 Stanton alcohol burning Chevrolet - powered outlaw sprint carry his banner.

The picture shows Bob and his sprinter getting around the track in style.

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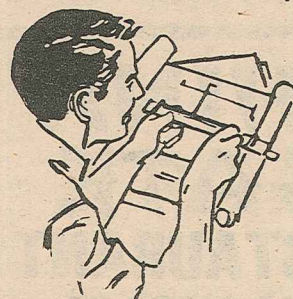
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Beautiful Escape

(Cont. from Page 3)
 you have to be careful of the pinchers on their bottom side. I never has as much lobster as I did this past March. Almost got tired of it . . . almost. We put a big pot of seawater on to boil, add salt to it, bring it to a boil, drop in the lobster and wait for the water to boil again. While waiting for the lobster to boil we make up the usual

butter and garlic butter dip as well as a concoction suggested by the other boat captain. This sauce became the most popular and was used with a lot of other meals. The only problem with catching lobster is that you don't want the local authorities to catch you, it's against their law. But that's not any problem if you eat them right away.

For those of you who don't know what conch (conk) is, it is a fish that lives inside a horn sea shell. Conch is a local delicacy and is a staple in the natives' diet. This food is found just offshore in 10-20 ft. of water. It's just a matter of diving down and picking up the shell. It takes a little work to get these fish out of the shell

but they are well worth it. You can do the work of poking a hole in the shell, cutting the conch loose and then skinning them or just pick up a couple of extra shells and have a native clean them for you and give him a portion of your catch. Conch can be made into conch fritters, conch chowder soup, or served as an hors d'oeuvre dipped in hot sauce and eaten raw. The natives say that it makes everything grow, that's why they have so many kids.

The inhabited islands that I have visited on my different trips are Bimini, Cat Cay, West End, Freeport, Lucaya and Nassau.

Freeport is a very nice tourist trap with the International Bazaar and Gambling Casino. The International Bazaar is a mall built in a maze of narrow streets. On each street the shops are decorated with a decor of that nation. But they all sell T-shirts that say "It's Better in the Bahamas." One of the highlights of Freeport is the gambling casino. They also have different restaurants.

Nassau provides more places to visit. Nassau has the Straw Market, downtown shopping area, historic sites, beaches and Paradise Island. Paradise Island is a plush tourist island with gambling, boating and swimming. The natives are allowed to only work there, not live or visit.

But my favorite spot is Bimini. Bimini is not very big,

about 1/2 mile wide at its widest and about 7 miles long. Commercialism has just become evident within the last one to two years. The docks I like to pull into are Weech's docks. The dockmaster, Jerry, is a local who is always there to help you dock and get into a slip. Normally pulling into a slip is fairly easy but Bimini is noted for its especially strong tides. If a boater is not careful he could lose control and do considerable damage to his boat and others in the area.

Jerry, besides always being there, knows where to go and who to see if you need anything from oil to booze after hours. Of course after the day is done Jerry could be persuaded to come down to the boat, break out the guitar, bongoes, kazoo, the ric-a-rac and a steel drum and go into a variety of modern day calypso songs. Jerry also makes up songs about the people and the conditions which makes everybody feel involved.

A great place to visit while on Bimini is the "Compleat Angler" Hotel where they serve the best Pina colodas and Goombay Smashes. They have calypso - disco type band playing for dancing. The Compleat Angler is the hotel where Hemingway stayed and did a lot of his work. The walls are filled with pictures of him and other greats who have visited there.

This is a class place where they serve drink concoctions and have a decent band. If

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Beautiful Escape

(Cont. from Pg 5)

your tastes are a little simpler such as just a rum and coke or beer then the "End of the World Saloon" would be the place to go with its sand floor and juke box.

The inhabited islands are nice with their customs, their way of life, and their slightly murdered queen's English. But the real beauty of the Bahamas is in the quiet solitude and beauty of other uninhabited islands of which there are many. Pictures and words cannot adequately describe and transmit the green of the islands, the different hues of the clear waters, the clear blue skies and golden sun, it has to be experienced to be realized.

The Bahamian way of life is slow, they live their lives day by day. Why worry about tomorrow, it may never arrive. For those that lead a rush, rush life you will find, after being there a week or so, that it will be hard to jump right back into the swing of things.

I find this vacation rather pleasing, relaxing and a good change from my everyday schedule. The only schedule we have to keep is the day and times we depart and return to Florida. The rest of the time is left to do whatever is of interest to us each day. Whether it be a

steak and lobster roast on a deserted beach, a night and a day in a town, gambling, swimming, snorkeling, sailing, sun bathing, diving around ship wrecks, or just lounging around sipping coconut rum and cokes, the time becomes of little importance.

The boats that I have most frequently used in these charters are 41' long and 14' wide. They have forward and aft staterooms, there are two heads (bathrooms) with showers and a couple of big ice boxes to hold all of the food.

A lot of people think that these boats will be like the Queen Mary and never rock. This is probably the biggest shock to a lot of people and they get seasick because of their mental attitudes and unpreparedness for the trip. Sailboats do rock and roll a bit, especially in any size swells — but they do take the waves better than a power boat.

The water quality in Bimini and many other places is not the same as it is in the states, so water must be conserved. Dishes are done in seawater and rinsed in fresh. Baths are taken in the ocean with a quick rinse down in a shower if needed or desired. Salt does not build up on you when you wash in seawater like you may think. Seawater actually makes your hair soft, kind of acts like a cream rinse. The water on the islands is safe to drink but does not always taste

like what we're accustomed to drinking.

In my charters I provide the food and drinks. There is always more than enough, especially when fish are caught and fried up. Fresh fried fish are quite delicious. Trolling while under sail is a challenging way to get a tasty supper.

This year we caught so much fish, lobster and conch that I was eating food from the trips for six weeks afterwards. The one thing I do not do is go hungry or thirsty so I plan well and stock a lot.

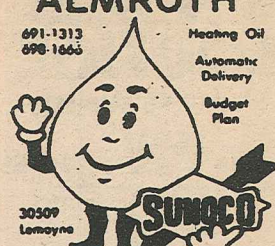
One of the most frequently asked questions asked of me is "Aren't you afraid of the Devil's Triangle?" Well if the devil's going to get you he can get you any time, whether it be crossing the Gulf Stream or

crossing the street going to church. I just enjoy the boring same old days. Boring I guess because it's the same every day — gentle breezes, sun, 70-80° temp., clear blue water, and sailing.

For anybody going down I have compiled a suggested list of items which are desirable to have along. I've been doing this for the last five years — organizing and scheduling for groups of people to go to the Bahamas and really enjoy it.

Dave Sullivan

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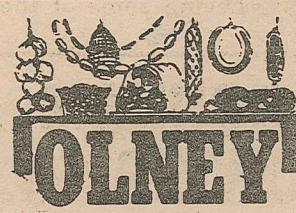
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Stress

(Continued from Page 1)

ing set up by companies to alleviate on - the - job tension experienced by workers. These programs provide a chance for employees to air grievances and develop a sense of autonomy in work roles.

Training programs in relaxation and increased self - awareness have been designed to alleviate the stresses of police work and other similar high - tension occupations.

Michael Abbamonte of the Department of Industrial Engineering, University of Texas, Arlington, found that an awareness of physical tension was a positive influence on six police officers who were tested. "These findings are encouraging for police officers and other people engaged in highly stressful occupations, in that they suggest that a training program in relaxation and physiological self - awareness may reduce their general tension levels," Abbamonte said. "Its long - term value as an anti - stress regimen requires further study."

Attempts have been made by the medical profession to link the severity of illness to the degree of stress. Dr. Thomas H. Holmes, professor of psychiatry and behavioral science at the University of Washington Medical School, Seattle, has conducted extensive research in this area. Holmes and contemporaries assert that certain potentially threatening or disruptive events in an individual's life, such as divorce or the loss of a spouse, have various effects in causing stress-related illnesses.

The main reasoning for this hypothesis is that all major events that occur in an individual's life supplement change in an outgoing life pattern — thus causing stress when that life pattern is interrupted and readjustment is necessary.

Why do some individuals suffer strong stress reactions while others in the same social environment have little if any reaction at all? The key, many psychologists say, is to regard the response on an individual level. Factors such as genetic influence, past experiences and personality types vary and are integral determinants of stress reactions.

Dr. Meyer Friedman and Dr. Ray Rosenman of the Harold Brunn Institute for Cardiovascular Research, San Francisco, have developed a widely used criterion to identify those most likely to suffer from stress.

Their theory is based on behavior patterns of Type A and Type B individuals. While both types work hard, Type B individuals will find it necessary to take a break in the work routine. Type A individuals are those overcome by stress, the stereotyped "work addicts." They experience an inability to relax, a loss of interest in leisure activities and an imbalance between work and home. Most pressure that Type A individuals experience comes from within themselves, because more often than not they believe that they are the only ones who can do the job.

The American economy rests on the productivity and profit of countless businesses and organizations. Workers' general productivity is often measured by organizations, but their potential productivi-

ty is often overlooked. Efforts are not always made by a company to explore individuals' work - related problems, because the interests of the organization itself come first and seldom serve to fully satisfy the needs of those who work within it.

This corporate expansion has resulted in large - scale turnovers, increased "political" climates in organizations ("It's not what you know, but who you know,") and a lack of feedback on individual job performance.

Stress conditions result when there is a vast discrepancy between the needs of a worker and the extent to which those needs are met by the organization.

It is seldom possible to sufficiently alter organizational conditions to meet individual needs. Research indicates, however, that well - informed employees generally perform better and under less stress than those employees who are not furnished with specific goals and do not know what management expects of them.

A survey distributed in 1979 to 6,000 members of American Management Associations inquired about all aspects of executive health, determining such factors as stress - provoking situations, stress behavior and ways management tried to alleviate stress problems.

Work demands and time pressures were the two factors that ranked highest in the survey as the most stress - provoking situations, particularly in organizations where a high value was placed on productivity during tight time schedules.

Because respondents were in managerial positions, they were able to delegate some of the workload to subordinates, thus relieving some of their

tension. Approaches to dealing with on - the - job stress varied. While one - half of the managers surveyed used different outlets to deal with tension or frustration, the other half proceeded to plow through a day of solid work, afraid of falling behind.

Stress outside the work environment was also evaluated in the survey. Ordinary life events, such as financial worries, physical afflictions or problems with children, ranked higher than extraordinary circumstances, such as the death of a loved one or a divorce.

A concept that has been examined by many researchers as being a stress - causing agent is role conflict. A medical student finds relations with his family severely strained because of intense hours of study. A newly promoted worker finds it difficult to maintain the relationship he previously enjoyed with peers.

When multiple roles conflict to block individuals from attaining their goals, stress results. The decision of when and how to perform each role creates tension within the individual.

Many volumes have been written addressing the question, "How do I cope with stress?" While no one method works for everyone, a number of well - documented ways to alleviate stress have proven to be successful.

One should first be aware of a stressful situation and decide which factors in that situation merit concern and which do not. Often, talking with co - workers or a friend or spouse relieves tension and reveals that others may be experiencing similar stress.

Many companies are instituting employee physical fitness programs to lower medical insurance costs and reduce the number of worker disabilities.

Society has tended to group people into highly specialized, often monotonously repetitive occupations. Stress is often regarded as a biologic equalizer — a not - so - subtle reminder that one may be "overdoing it" in a certain area. Overworking one part of

the body or mind by performing the same actions repeatedly can lead to exhaustion. Often because a pace has not been set to go by, an individual may mentally repeat a routine and maintain tension and fatigue long after retiring for the night.

Insomnia acts as an influential stressor in itself. Because the next day's work will be done without sleep, the stress of overexertion can result in yet another sleepless night, thus igniting a vicious circle.

Regular daily meditation and/or relaxation exercises have proven to be relievers of stress, resulting in the upsurge of such practices as transcendental meditation, Zen and yoga. These exercises reduce blood pressure, stabilize the heart rate and increase the level of deep rest, lessening an individual's total stress condition. Many find that by performing these exercises twice a day, they experience a sense of relief equivalent to several hours of sleep.

Recreational activities on a regular basis that rely largely on an individual's own resources provide a physical outlet to blow off steam. While job - related problems will still exist, an individual is less likely to be under as much stress if energy is exerted in another direction. Hobbies and similar alternative interests are tension relievers in much the same manner.

Many executives have found it helpful to establish daily tasks and set workload priorities. When accomplishing essential objectives early in the day (finishing the annual report), they find it much easier to face what the remainder of the day may hold.

All individuals must assess and try to overcome stress factors that are most deserving of their attention, taking an active responsibility for their own mental health and physical well - being. The process of analyzing and coping with job - related stress is not an easy one, but the compensation in lower accident rates, better employee performance, and improved safety and occupational health is well worth the effort.

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LEAA Study Shows Job Freedom Enhances Contentment

Police officers who are given a high degree of participatory freedom in their duties are generally more satisfied with their jobs than officers who work under a centralized system, according to a recently released report.

The study, which was conducted for LEAA by Abt Associates Inc., questioned officers from six metropolitan forces on the issue of job satisfaction. Patrolmen in Portland, Oregon were found to be the most content with their jobs, giving the force a 7.0 rating out of ten, while Atlanta officers gave their department a score of 1.5.

Departments falling in the middle of the lowest and highest scores were those of Montgomery county, Maryland with a 2.0 rating, New Orleans with 3.0, Denver with 3.5, and San Diego with 5.0. The rating system was based on a scale labeled "very dissatisfied" to "very satisfied."

The survey found that job satisfaction was greatest in departments where "the role of the patrol officer was defined by a high degree of autonomy, where procedures governing advancement and discipline encouraged equal application and where patrol officers were given opportunities to participate in decisions affecting their jobs," an Abt spokesman said.

Researchers interviewed a total of 849 officers, representing between 20 and 53 percent of the total patrol - level force in each department. The questionnaires were supported by on - site observations, interviews with command and supervisory personnel, and reviews of each city's policy manuals and departmental memorandums.

A series of ten policy areas was considered to draw an operational profile for each of

the police forces. The procedures included management of the role of the patrol officer, officer input in decision - making, police officer association input, promotion, investigative assignment selection, transfer, discipline, shift assignment, education, and one - versus two - officer patrol units.

The survey departments were selected on the basis of their management practice in the policy areas. The policies in San Diego, Portland and Montgomery County were reputed to reflect a high degree of autonomy, fairness and participation, while Atlanta, Denver and New Orleans had reputations for more centralized types of decision - making.

According to the spokesman, the research findings supported the theory that the department policies affecting job satisfaction would vary widely among the sites.

"In Portland, where patrol officer satisfaction was greatest, the department is managed from the bottom up," he said. "Patrol officers have considerable autonomy in the management of their districts. By contrast, patrol officers in New Orleans and Atlanta are relatively closely supervised and have little voice in the management of their beats."

The Portland force received high marks for encouraging participation through several standing patrol officer advisory committees, which were established to make suggestions to the chief in policy area that directly affect the rank - and - file. Atlanta and New Orleans had no such channels of communications between the top of the force and the bottom, the study observed.

In a section on the role of officer associations, the report

noted that members of the San Diego and Portland forces are represented by single, strong rank - and - file organizations. "In addition to contracts specifying salaries and a range of benefits," the spokesman said, "both cities provide informal opportunities for patrol officers' representatives to participate in management decision - making."

In contrast, officers in Atlanta, Denver and New Orleans are represented by multiple police associations, resulting in dis-unity among the lower echelons of the departments, the study revealed. The officers in each of the three cities have no contract.

Portland was found to have the highest degree of officer input in disciplinary matters. Patrolmen there can serve on the disciplinary hearing board, and an accused officer has the right to reject any two members of the five - member panel.

While Portland allows the local police association to consult with the department's administration in serious disciplinary cases, Denver has no mechanism for formal hearings, and final judgment is left solely to the discretion of the police chief.

Patrolmen accused of wrongdoing in Portland, San Diego and Montgomery County are covered by "Police Officers' Bills of Rights," which set certain procedural safeguards of how the investigation of officers misconduct should be handled.

The same three cities were found to offer a variety of educational incentives to officers in the form of salary increases, tuition refunds and advanced promotional opportunities. Atlanta and New Orleans provided such incentives on a limited basis, while Denver offered none.

Portland's system of promoting officers to detective on the basis of civil service procedures was also rated favorably by the researchers, who noted that the process was based on well - defined, written criteria. New Orleans and Atlanta had no written policy for the selection of detectives, and such assignments were perceived by the officers surveyed to be politically motivated.

Overall, the survey respondents indicated that those departments which more clearly defined promotion, detective selection, transfer and disciplinary policies were less political.

Only limited favoritism in administrative decision making was perceived by members of the Portland and Montgomery County forces. Officers in New Orleans, Denver and Atlanta, however, believed that political connections are necessary to get ahead in their departments, where policies were found to be poorly defined. The San Diego force got mixed reviews from its officers in this area.

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