

Improving Organizational Fairness to Reduce Stress and Increase Work Satisfaction [Training for Supervisors]

Part I – Understanding the Relationship between Organizational Fairness and Stress

Developed by:

Jenn Rineer, PhD (jrineer@rti.org)

RTI International

Travis Taniguchi, PhD (ttaniguchi@policinginstitute.org)

National Policing Institute

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Training Background

- The stress associated with law enforcement jobs has negative effects on individuals, agencies, and communities
- Existing strategies to improve officer health and wellness are limited
 - Fail to consider the complex nature of policing
 - Take a one-size-fits-all approach to managing officer stress
 - Often fail to utilize rigorous evaluation
- Addressing these gaps
 - This training was designed to specifically target stress related to perceptions of favoritism and inconsistent leadership
 - It was created with input from law enforcement practitioners and has been tailored based on the results of this agency's health and wellness survey and interviews with staff
 - This training will be followed up with reminders and an evaluation to encourage meaningful change and measure results

Overview of Activities

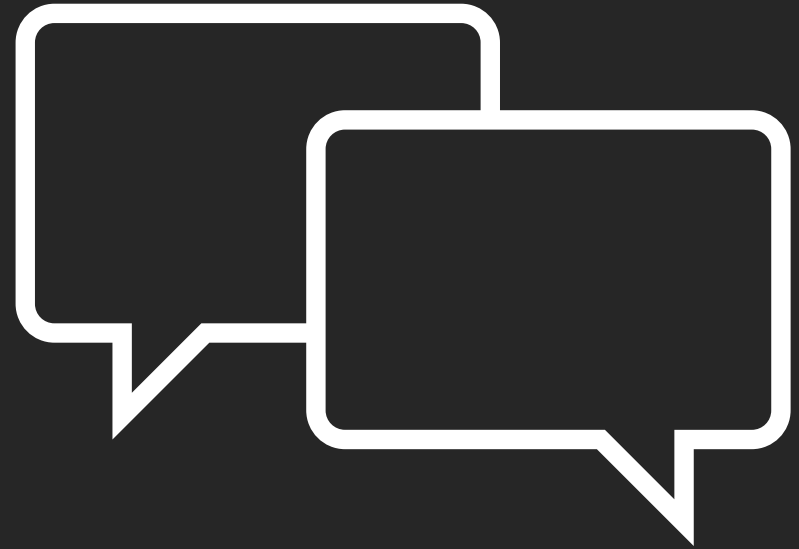
- Assessment to determine focus area of stress-reduction program
- Develop & implement stress reduction program
 - Identify stress-reduction strategy to improve supportive leadership and organizational fairness
- • **Delivery of the program/training** ←
- Check-ins after the training
- Effectiveness evaluation
 - Follow-up survey

Goals of Today

- The goal today is to develop strategies that will improve the health, wellness, and job satisfaction of agency staff
- We have all participated in terrible trainings
- We need your help to make sure this isn't a terrible training!
 - **Speak up. Share your thoughts and experiences**
 - **Keep an open mind and reserve judgement**
 - **Resist the urge to be defensive. Some things will be difficult to hear**
 - **Concerns are about organizational culture, not the actions of any person**
 - **Change is slow and we will encounter barriers – we must try anyway**

Trainer & Participant Introductions

- Name
- Current Position
- Ice-breaker question:
 - Thinking about your favorite supervisor (from any job). What did you most appreciate about them?



Baseline Assessment: Overview

- Fielded COMPASS Survey to identify emerging issues and assess work-related stress and health
 - Organizational Stress
 - Operational Stress
 - Current Issues in Policing
 - Current Health Behaviors & Stress Management Techniques
 - Health & Wellbeing Indicators

Baseline Assessment: Results

- See slide notes below for guidance on how to tailor this slide based on assessment results

Selection of Focus Area

- Perceived favoritism / inconsistent leadership was selected
 - Other stressors are being addressed through existing agency initiatives
 - Personnel are self-addressing some challenges
 - Staff confirmed addressing this issue could reduce stress and improve morale
 - It is an area of concern that supervisors can control

**Perceived favoritism and inconsistent leadership are
issues of procedural justice**

Are there initial reactions to the selection of this focus area?

Understanding the Issue: Staff Input

- Open-ended question responses provided additional context
 - See slide notes below for guidance on how to tailor this slide based on assessment results
- We conducted interviews with staff to understand their experiences with perceived favoritism and inconsistent leadership style

Finding 1: See slide notes below for guidance on how to tailor this slide based on interview findings

- Participants reported that they perceive...

Impact on Staff	Staff Recommendations
<ul style="list-style-type: none">• Impact 1• Impact 2• Impact 3• Etc.	<ul style="list-style-type: none">• Recommendation 1• Recommendation 2• Recommendation 3• Etc.

Finding 2: See slide notes below for guidance on how to tailor this slide based on interview findings

- Participants reported that they perceive...

Impact on Staff	Staff Recommendations
<ul style="list-style-type: none">• Impact 1• Impact 2• Impact 3• Etc.	<ul style="list-style-type: none">• Recommendation 1• Recommendation 2• Recommendation 3• Etc.

Procedural Justice in Policing

The rest of this training will focus on one main question:

How do we improve organizational fairness and reduce the negative impact of inconsistent leadership and favoritism?

Organizational Justice – Why it Matters

- Research has shown that employees' perceptions of organizational justice affect many important individual and organization-level outcomes, such as:
 - Trust
 - Job performance and satisfaction
 - Organizational commitment and citizenship behaviors
 - Counterproductive work behaviors
 - Absenteeism
 - Turnover
 - Emotional exhaustion

Are any of these organization-level outcomes a particular issue for our agency?

Distributive Justice



Fairness in outcomes and distribution of resources – Includes tangible (e.g., pay) and intangible (e.g., praise)

- Examples of distributive justice
 - Who gets hired?
 - Who gets promoted?
 - How are resources allocated (between people, between units)?
 - Who is selected for assignments?
 - Who gets recognition for good work?

Interpersonal Justice



Treating people as individuals, explaining decisions, interacting with sensitivity, politeness, respect

- Examples of Interpersonal Justice
 - How supervisors react when staff express concerns
 - Whether people are given an opportunity to voice their perspective
 - The language and tone that are used in interactions
 - Communication around changes in policies and procedures

Procedural Justice



Fairness in the process determining outcomes –
Consistency,
accuracy, ethicality,
and lack of bias

- Examples of Procedural Justice
 - Tests used in hiring process
 - Criteria used for promotions
 - How assignments to shifts and specialized positions are determined
 - Process used to investigate complaints

Procedural Justice in Policing

- Fairness in organizational processes, also known as “procedural justice”, is important. When implemented correctly, resources are allocated equally, and disputes are resolved equitably. Procedural justice leads to positive change for an organization and better co-worker relationships. Procedural justice encompasses four principals:

Fairness in the process	Opportunities for voice
Transparency in actions	Impartiality in decision making

Procedural Justice in Policing

Internal Procedural Justice	External Procedural Justice
<p>Procedural justice within your agency – an example of this type of procedural justice might be the quality and tone of communication when a change that affects officers' work schedules is announced</p>	<p>Procedural justice between officers/the department and the community – an aspect of this type of procedural justice might be the communication that exists between an officer and a member of the public during a traffic stop</p>

What opportunities exist to improve internal procedural justice in our agency?

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Part II – Developing Intervention Strategies

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Strategies to Improve Internal Procedural Justice

- In the remainder of this training, we will develop strategies to improve internal procedural justice
- Individual strategies
 - Actions you, as a supervisor, can take to improve the procedural justice experienced by your staff
- Group strategies
 - Strategies that require more coordinated efforts from different areas of the Department

Acknowledging Limitations

- There are real challenges that you cannot change, or cannot change right now
 - Inadequate staffing is a continuing challenge
 - Some aspects of police work can't be changed
 - There may be legal issues that prevent some changes
- Despite these limitations, there are effective changes that can be made

Your Individual Strategies

- Identify changes **YOU** can make to improve perceptions of fairness among those that work with you
- Your action plan should consider:
 - Area for improvement
 - Why this is an issue
 - Desired outcome
 - Motivation for wanting to change this outcome
 - Behaviors needed to achieve desired outcome (the “what”)
 - Action plan
 - How to assess change

Your Individual Strategies – An Example

Activity	Example
Area for improvement	Officers and staff think supervisors don't want to hear their suggestions/concerns
Why this is an issue	Officers feel frustrated and it negatively affects morale and motivation
Desired outcome	I want my staff to know that I care about them and take their input seriously
Motivation for wanting to change this outcome	I want to reduce my officers' frustration, keep them motivated, and use their input to make positive changes
Behaviors needed to achieve desired outcome (the "what")	Proactively ask for input on what's going well and what could be done better. Actively listen when issues are raised. Explain how feedback will be used; if no action can be taken, explain why.
Action plan	I will ask each of my officers what's going well and what could be going better each week, either in person or via text.
How to assess change	I will tell my officers that I want them to know their feedback is heard and valued. I will track my interactions with my officers on the behavior tracking card to document my goal progress.

Your Individual Strategies – Development

- For the next 10 minutes, work on developing the strategy that you will implement over the next 90 days
- Remember to develop a strategy that you can implement immediately

Your Individual Strategies – Reporting

- Report on the individual strategy that you developed
- Tell the group
 - What you are going to do
 - Why you choose this strategy

Discussion & Brainstorming: Identifying Other Causes

- A reminder of the findings so far... **See slide notes below for guidance on how to tailor this slide based on interview findings**
 1. Finding 1
 2. Finding 2
 3. Etc.
- Discussion and Reflection
 - What additional factors may be contributing to perceptions of unfairness?
 - Which of the identified causes are the biggest problem?
 - What are potential solutions to address each?
 - Which solutions are under your control as supervisors?

Group Strategy – Development

- Identify changes to make in one or two key areas to improve perceptions of fairness throughout the agency
- These are changes that will...
 - Take place at the agency or leadership level
 - Require a coordinated effort between staff or organizational units
 - Have the potential to positively affect all agency personnel

Group Strategy – Development

- Remember the framework
 - Area for improvement
 - Why this is an issue
 - Describe the desired outcomes
 - Changes needed to achieve desired outcome (the “what”)
 - Action plan
 - What are the barriers and how will you overcome them?
 - Who needs to be involved?
 - Timeline (what to implement immediately, and at 30, 60, and 90 days from now)
 - How to assess progress

Group Strategy– Reporting

- Report on the strategy that the group developed
 - What are you going to do?
 - Are there other considerations that need to be integrated into the action plan?
 - Who must be involved to implement the action plan?
 - What are the barriers and how will they be overcome?

~ Next, we will develop messaging and outreach plans for the intervention ~

Messaging Plan for your Group Strategy

- Messaging content
 - Develop the messages you want to convey
 - Emphasize that causes & solutions were informed by supervisors and non-supervisors
 - How will you measure progress?
- Messaging strategy
 - Identify the best ways to reach staff
 - What is the right frequency of messaging?
 - Who is responsible for each component?

Wrap Up and Next Steps

- Information & reminders will be sent in the coming months to encourage action and progress tracking
- Questions or final thoughts?

