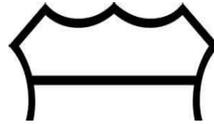


Peer Support Team Utilization and Outcome Survey Report

Fort Collins Police Services
Larimer County Sheriff's Office
Loveland Police Department



LAW ENFORCEMENT PEER SUPPORT



Serve - Protect - Support - Surpass

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**Peer Support Team Utilization and Outcome Survey
Report: Law Enforcement Peer Support**

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Fort Collins, Colorado
March, 2018

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ABSTRACT: Law Enforcement Peer Support Team Utilization and Outcome Survey Report

The peer support experiences of employees of three northern Colorado law enforcement agencies were assessed utilizing the *Peer Support Team Utilization and Outcome Survey*. The peer support teams of each agency were well-established and similarly structured. Each member of the peer support teams had been initially trained within the Police Peer Support Team Training program. The results of the survey showed a differential rate of agency employees that reported having participated in peer support interactions. This ranged from 43% to over 63%. A notable 88.7% of employees that participated in peer support interactions reported that peer support was “helpful” to “very helpful” in addressing the issues discussed or addressing the stress associated with the issues. Over half of those that had used peer support reported that it had directly or indirectly helped them to better perform their job and/or improve their home life. The efficacy of peer support was demonstrated in its reported helpfulness, the rate at which those that had used peer support would again seek peer support, the rate at which those that had used peer support would recommend peer support to co-workers, and the rate at which those that had not used peer support stated they would engage it in the event of stressful circumstances. For employees that had not used peer support, “I have not had a need for peer support” was the most cited reason; followed by, “I’m not the kind of person that asks for peer support from peer support team members.” There were no meaningful associations between the most prevalent reasons for non-use of peer support and years of service. A significant degree of confidence was expressed for the confidentiality of peer support interactions. Results supported the use and efficacy of law enforcement peer support.

INTRODUCTION: PEER SUPPORT TEAM UTILIZATION AND OUTCOME SURVEY PROJECT

The Peer Support Team Utilization and Outcome Survey Project

The personnel of three northern Colorado law enforcement agencies were surveyed utilizing the *Peer Support Team Utilization and Outcome Survey* (Survey): Fort Collins Police Services, Larimer County Sheriff's Office, and Loveland Police Department.

The participating law enforcement agencies were selected because of the similarity of their peer support teams. The peer support teams are similarly trained, similarly structured, and well-established. All peer support team members of each peer support team were initially trained through the Police Peer Support Team Training program (Digliani, J.A. 2015a). Each of the peer support teams are structured under the "clinical supervisor" model and function within the oversight of a licensed mental health professional (Digliani, J.A., 2015c). This similarity minimized the variability of these factors across the agency peer support teams.

The Peer Support Team Utilization and Outcome Survey Project was approved by each participating agency's Chief or Sheriff, peer support team, and licensed mental health professional.

Peer Support Team Utilization and Outcome Survey

The Peer Support Team Utilization and Outcome Survey is designed to gather information about employee experiences with their agency's peer support team. It is comprised of an information page, ten primary questions, and a comments section (Appendix A).

The Law Enforcement Agencies When Fully Staffed

Fort Collins Police Services (FCPS): Fort Collins is the county seat and most populous city within Larimer County, Colorado. Fort Collins Police Services is comprised of approximately 220 sworn officers and 115 civilian employees. It was one of the first police agencies in Colorado to develop a peer support team, having created the four-officer "Traumatic Incident Debriefing Team" in 1986. After several years, the team's name was changed to "Critical Incident Team." In 2001, the name was changed again to "Peer Support Team." Today, the Fort Collins Police Services Peer Support Team is comprised of 14 members - 10 officers and 4 civilian employees.

Larimer County Sheriff's Office (LCSO): Larimer County covers over 2,600 square miles. Larimer County is located in north central Colorado and shares a border with the State of Wyoming. The Larimer County Sheriff's Office serves the law enforcement needs of the unincorporated areas of Larimer County and provides contractual law enforcement services to several incorporated towns within the County. The Larimer County Sheriff's Office is staffed by over 400 personnel including approximately 275 deputies and over 125 civilian employees. The Larimer County Sheriff's Office Peer Support Team was first developed in the mid 1990's and existed in several forms throughout the following years. It adopted its current structure in 2007. The Larimer County Sheriff's Office Peer Support Team consists of 22 personnel - 19 deputies and 3 civilian employees.

Loveland Police Department (LPD): The City of Loveland is located 50 miles north of Denver within Larimer County. The Loveland Police Department is comprised of over 110 sworn officers and more than 50 civilian employees. The Loveland Police Department Peer Support Team was established in 1990 and adopted its current structure circa 1992. The Loveland Police Department Peer Support Team consists of 17 members - 12 officers and 5 civilian employees.

Survey Distribution and Collection

The survey was conducted within the law enforcement agencies during the months of December, 2017 and January, 2018. All surveyed personnel were eligible for peer support services, and included sworn and civilian employees of

various ranks and positions. Law enforcement officers in basic academy training and personnel hired after January 1, 2018 were not included in the survey.

Survey Methodology

The researcher visited various shift briefings, training sessions, and work group meetings of agency employees. The Survey was distributed while the researcher provided information pertaining to Survey confidentiality, anonymity, and voluntary completion. The sealed agency-specific survey collection box was presented. Employees were asked to either (1) respond to Survey information page item #9, complete the Survey, and place the completed Survey in the collection box, or (2) choose not to complete the Survey and place the blank Survey into the collection box.

Employees were instructed to begin once the researcher left the room. After a sufficient period of time, the researcher returned to the room and retrieved the collection box. The collection box was not unsealed until the survey project was completed for each participating agency.

The researcher's departure from the room following distribution of the Survey mitigated any influence that the presence of the researcher might have had on perceived employee obligation to complete the Survey. It also prevented the researcher from observing which employees completed or declined to complete the Survey.

Information

Within this report, the terms "agency" and "department" are used interchangeably and are intended to reference Fort Collins Police Services, Larimer County Sheriff's Office, and Loveland Police Department. The data presented in this report has been included with the informed consent of each participating agency.

Employees were asked to specify whether they were sworn or civilian personnel. Most provided this information. In cases where employees neglected to report their status, the respondent's survey information was included in the "unknown" category.

Some "completed" surveys included items that were left blank. This accounts for the variation in the number of some item response frequencies. The number of specific items left blank was reported as "no response."

Survey results thought to be most relevant have been presented in a format believed to be most useful to readers. Not all possible calculations pertaining to the collected data were completed. Instead, collected data has been presented in a manner that permits additional calculations by those that have a special interest in specific areas.

Acknowledgements

I would like to thank the supervisors, training instructors, and agency personnel that facilitated the distribution and collection of the Survey, especially FCPS Sgt. Joel Tower, LCSO Cpl. Bryce Griffin, and LPD Sgt. Jeff Pyle. Thank you to the employees of the participating agencies that completed the Survey. This study would not have been possible without their cooperation and willingness to share their experiences. I am grateful for the assistance and support of the peer support teams of FCPS, LCSO, and LPD and their clinical supervisors, Dr. Dan Dworkin, Tim Brown, LPC and Dr. Teresa Richards. Their thoughts and discussion during the development of the Survey proved invaluable. Special thanks to Fort Collins Police Services Chief Terry Jones, Larimer County Sheriff Justin Smith, and Loveland Police Department Chief Robert L. Ticer for their consent to conduct the survey and their support of the survey project. Thank you to my wife Lorie for her tireless work in calculating and organizing survey information, and Dr. Julia L. Sharp, statistician, for her suggestions on data-table format and examination of survey-generated data.

SECTION 1: ITEM ANALYSIS OF INDIVIDUAL AND COMBINED AGENCIES

Survey Results: Item Analysis of Individual and Combined Agencies

For the combined agencies, there were 827 survey-eligible employees during the period of Survey distribution and collection. A total of 644 Surveys were collected. This represents approximately 77.9% of the survey-eligible population. Of the 644 surveys that were collected, 631 were completed (Table 1).

Agency	Number of employees at end of survey period*	Number of survey eligible employees during survey	Number of surveys collected with percent of eligible	Number of surveys completed	Percent of completed to collected surveys
FCPS	313	298	225 (75.5%)	221	98.2%
LCSO	391	373	285 (76.4%)	278	97.5%
LPD	156	156	134 (85.9%)	132	98.5%
Total	860	827	644 (77.9%)	631	Overall 98.0%

Table 1. Number of employees, surveys collected, and surveys completed. *Number of employees at end of survey period information provided by participating agencies.

The Survey

Survey items are presented below in numbered bold print. The agency identifier and Survey item response options are presented in bold print on line 1 of each item table.

Survey Item Analysis

Item analysis is presented in terms of response frequency and percentage of response total. Frequency is reported in the column under the response option. Response percentages are reported in parentheses adjacent to the frequency total. For a more detailed analysis of agency-specific results, see Section 2 (FCPS), Section 3 (LCSO), and Section 4 (LPD). Additional years-of-service analysis is provided in Section 5.

Depending upon the response to Item 1, participants were asked to continue to Item 2 and complete the survey, or respond to Items 1A and 1B, skip to Item 8 and complete the survey. The bifurcation of Item 1 is responsible for the difference in the total frequency of responses observed between Item groups 2 through 7 and 8 through 10.

Item analysis of completed surveys:

A total of 305 participants respond “yes” to Item 1 and were prompted to continue to Item 2. 326 participants responded “no” or “uncertain” to Item 1, and were asked to respond to Items 1A and 1B, then skip to Item 8.

1. Have you ever participated in an interaction with a member of your department’s peer support team for peer support, either in person or by any other means of communication?

Agency	Yes	No	Uncertain	Row total	Total “No” & “Uncertain”
FCPS	95 (43.0%)	125 (56.6%)	1 (0.5%)	221 (35.0%)	126 (57.0%)
LCSO	126 (45.3%)	145 (52.2%)	7 (2.5%)	278 (44.1%)	152 (68.8%)
LPD	84 (63.6%)	48 (36.4%)	0 (0.0%)	132 (20.9%)	48 (21.7%)
Combined	305 (48.3%)	318 (50.4%)	8 (1.3%)	631	326 (51.7%)

N (%) for each row; Row total % is percent of total. 631 employees completed Item 1. Number of possible responses to Items 1A and 1B: 326. Number of possible responses to Items 2 through 7: 305. Number of possible responses to Items 8 through 10: 631.

If **Yes to #1**, continue to **#2** and complete survey. If **No** or **Uncertain to #1**, respond to **1A** and **1B**, then skip to **#8** and complete survey:

For the combined agencies, 318 employees responded “no” to Item 1. Of these 318, 290 completed Item 1A with 314 responses. The differential between the number of respondents and the number of responses was made possible by the “check all that apply and/or fill in reason” component of Item 1A. The 8 “uncertain” responses to Item 1 and any accompanying responses to Items 1A and 1B are not included in the analysis of these items due to the ambiguity involving the use/non-use of peer support.

1A. I have not utilized the peer support team because: (check all that apply and/or fill in reason)

- I have not had a need for peer support
- I don't know how to initiate peer support
- I'm not the kind of person that asks for support from peer support team members
- For this reason _____

Agency	Number of responses	Have not had a need for peer support	Do not know how to initiate peer support	Not the kind of person to ask for peer support
FCPS	119	91 (76.5%)*	4 (3.4%)	17 (14.3%)
LCSO	148	114 (77.0%)	6 (4.1%)	18 (12.2%)
LPD	47	37 (78.7%)	1 (2.1%)	8 (17.0%)
Combined	314	242 (77.1%)	11 (3.5%)	43 (13.7%)

Agency	For this reason	For this reason	For this reason	For this reason	For this reason	For this reason	For this reason
	Lack of trust **	Confidentiality concerns	Have other support	Unknown eligibility	Do not find team useful	Bias for sworn	No similar rank peer on team
FCPS	2	1	2	0	1	0	1
LCSO	5	1	2	1	0	1	0
LPD	1	0	0	0	0	0	0
Combined	8 (2.5%)	2 (<1%)	4 (1.3%)	1 (<1%)	1 (<1%)	1 (<1%)	1 (<1%)

Number of respondents: 290. Number of responses: 314. *(%) of agency-specific response total. **Any intended difference between a stated lack of trust and expressed confidentiality concerns was not readily discernable.

273 employees completed Item 1B. Of the 290 employees that responded to Item 1A, 267 completed Item 1B. 6 employees that did not complete 1A, completed 1B.

1B. Based on what you know about the peer support team, how likely are you to seek peer support should stressful circumstances arise for you in the future?

- 1 2 3 4 5
 Not at all Likely Very likely

Agency	1	2	3	4	5	Row total	Ave	NR
FCPS	15 (14.3%)*	30 (28.6%)	29 (27.6%)	16 (15.2%)	15 (14.3%)	105 (38.5%)	2.9	20
LCSO	16 (12.4%)	33 (25.6%)	36 (27.9%)	19 (14.7%)	25 (19.4%)	129 (47.3%)	3.0	16
LPD	3 (7.7%)	13 (33.3%)	15 (38.5%)	3 (7.7%)	5 (12.8%)	39 (14.3%)	2.8	9
Combined	34 (12.5%)	76 (27.8%)	80 (29.3%)	38 (13.9%)	45 (16.5%)	273	2.9	45

N (%) for each row; Row total % is percent of total. Number of responses: 273. Number of responses “3” (Likely) and above: 163 (59.7%). Number of responses “2” and below: 110 (40.3%). NR = no response. *(%) of agency-specific Item 1B total.

2. Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?

1 2 3 4 5
 Not at all Helpful Very helpful

Agency	1	2	3	4	5	Row total	Ave	NR
FCPS	1 (1.1%)	10 (10.6%)	24 (25.5%)	24 (25.5%)	35 (37.2%)	94 (31.1%)	3.9	1
LCSSO	4 (3.2%)	10 (8.1%)	43 (34.7%)	25 (20.2%)	42 (33.9%)	124 (41.1%)	3.7	2
LPD	1 (1.2%)	8 (9.5%)	25 (29.8%)	21 (25.0%)	29 (34.5%)	84(27.8%)	3.8	0
Combined	6 (2.0%)	28 (9.3%)	92 (30.5%)	70 (23.2%)	106 (35.1%)	302	3.8	3

N (%) for each row; Row total % is percent of total. Number of responses: 302. Number of responses “3” (Helpful) and above: 268 (88.7%). Number of responses “2” and below: 34 (11.3%). NR = no response.

3. For your most recent peer support interaction, did the peer support team member explain, review, or remind you of the limits of peer support confidentiality before the interaction?

Agency	Yes	No	Uncertain	Row total	No response
FCPS	57 (60.6%)	26 (27.7%)	11 (11.7%)	94 (31.1%)	1
LCSSO	82 (66.1%)	23 (18.5%)	19 (15.3%)	124 (41.1%)	2
LPD	52 (61.9%)	23 (27.4%)	9 (10.7%)	84 (27.8%)	0
Combined	191 (63.2%)	72 (23.8%)	39 (12.9%)	302	3

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 111 (36.8%).

4. Based on your overall experience with peer support, would you seek peer support in the event of future stressful circumstances?

Agency	Yes	No	Uncertain	Row total	No response
FCPS	64 (69.6%)	10 (10.9%)	18 (19.6%)	92 (30.6%)	3
LCSSO	96 (76.8%)	9 (7.2%)	20 (16.0%)	125 (41.5%)	1
LPD	70 (83.3%)	7 (8.3%)	7 (8.3%)	84 (27.9%)	0
Combined	230 (76.4%)	26 (8.6%)	45 (15.0%)	301	4

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 71 (23.6%).

5. Based on your overall experience with peer support, would you recommend peer support to other department employees that you know are dealing with stressful circumstances?

Agency	Yes	No	Uncertain	Row total	No response
FCPS	82 (88.2%)	3 (3.2%)	8 (8.6%)	93 (30.7%)	2
LCSSO	111 (88.1%)	8 (6.3%)	7 (5.6%)	126 (41.6%)	0
LPD	79 (94.0%)	2 (2.4%)	3 (3.6%)	84 (27.7%)	0
Combined	272 (89.8%)	13 (4.3%)	18 (5.9%)	303	2

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 31 (10.2%).

6. Do you feel that peer support has directly or indirectly helped you to better perform your job?

Agency	Yes	No	Uncertain	Not applicable	Row total	NR
FCPS	51 (54.3%)	22 (23.4%)	14 (14.9%)	7 (7.4%)	94 (30.9%)	1
LCSSO	74 (58.7%)	18 (14.3%)	21 (16.7%)	13 (10.3%)	126 (41.4%)	0
LPD	55 (65.5%)	13 (15.5%)	12 (14.3%)	4 (4.8%)	84 (27.6%)	0
Combined	180 (59.2%)	53 (17.4%)	47 (15.5%)	24 (7.9%)	304	1

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 100 (32.9%). NR = no response.

7. Do you feel that peer support has directly or indirectly helped you to improve your home life?

Agency	Yes	No	Uncertain	Not applicable	Row total	NR
FCPS	48 (51.6%)	29 (31.2%)	3 (3.2%)	13 (14.0%)	93 (30.7%)	2
LCSO	59 (46.8%)	28 (22.2%)	19 (15.1%)	20 (15.9%)	126 (41.6%)	0
LPD	45 (53.6%)	20 (23.8%)	6 (7.1%)	13 (15.5%)	84 (27.7%)	0
Combined	152 (50.2%)	77 (25.4%)	28 (9.2%)	46 (15.2%)	303	2

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 105 (34.7%). NR = no response. 129 employees (102 sworn, 24 civilian, 3 unknown) that replied “yes” to Item 6 also responded “yes” to Item 7 (42.3% of possible responses).

8. Has a member of your department’s peer support team ever contacted you with an offer of peer support, either in person or by any other means of communication?

Agency	Yes	No	Uncertain	Row total	No response
FCPS	126 (57.8%)	84 (38.5%)	8 (3.7%)	218 (35.5%)	3
LCSO	155 (57.4%)	106 (39.3%)	9 (3.3%)	270 (44.0%)	8
LPD	92 (73.0%)	31 (24.6%)	3 (2.4%)	126 (20.5%)	6
Combined	373 (60.7%)	221 (36.0%)	20 (3.3%)	614	17

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 241 (39.3%).

9. Have you ever experienced work-related circumstances where you felt you should have been contacted by the peer support team and were not contacted?

Agency	Yes	No	Uncertain	Row total	No response
FCPS	44 (20.8%)	157 (74.1%)	11 (5.2%)	212 (35.2%)	9
LCSO	48 (18.0%)	202 (75.7%)	17 (6.4%)	267 (44.4%)	11
LPD	30 (24.4%)	91 (74.0%)	2 (1.6%)	123 (20.4%)	9
Combined	122 (20.3%)	450 (74.8%)	30 (5.0%)	602	29

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 480 (79.7%).

10. Within the limits specified by statute and department policy, how confident are you in the confidentiality of peer support interactions?

1 2 3 4 5 I don’t know enough about peer support confidentiality to rate my confidence
 Not at all Confident Very confident

Agency	1	2	3	4	5	Don’t know	Row total	Average*	No response
FCPS	8 (3.8%)	18 (8.5%)	35 (16.5%)	56 (26.4%)	76 (35.8%)	19 (9.0%)	212 (35.3%)	3.9	9
LCSO	14 (5.3%)	32 (12.0%)	49 (18.4%)	43 (16.2%)	107 (40.2%)	21 (7.9%)	266 (44.3%)	3.8	12
LPD	5 (4.1%)	16 (13.1%)	23 (18.9%)	21 (17.2%)	51 (41.8%)	6 (4.9%)	122 (20.3%)	3.8	10
Combined	27 (4.5%)	66 (11.0%)	107 (17.8%)	120 (20.0%)	234 (39.0%)	46 (7.7%)	600	3.6	31

N (%) for each row; Row total % is percent of total. Number of responses: 600. Number of numerical ratings: 554 (193 FCPS, 245 LCSO, 116 LPD). Number of ratings “3” (Confident) and above: 461 (76.8% of response total) (83.2% of numerical ratings). Number of ratings “2” and below: 93 (15.5% of response total) (16.8% of numerical ratings). Number of “Don’t know” responses: 46 (7.7% of response total). *Average of numerical ratings.

Survey Comments

Survey comments were optional. For the combined agencies, 83 comments were written (13.2% of completed surveys). Most of the comments reflected survey responses. For example, respondents that recorded high ratings for Item 2, “Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?” included comments commending the work of the peer support team. Conversely, those that reported low ratings on Item 2 commented that peer support had been less than helpful.

Comments are interesting and can be informative, however, they should not be over-interpreted. A single comment or a small number of similar comments would not automatically justify a change in the manner in which peer support is conducted. Nonetheless, comments are not without value. The value of a single comment or small number of similar comments is that they may identify a larger issue that, upon consideration, peer support teams elect to address. Consider the single comment (included below) made by one agency civilian employee. He or she indicated that when hired, no information about the peer support team was provided. This single comment may identify a larger issue for civilian employees and one that peer support teams may choose to address.

A majority of comments, approximately 57%, conveyed an appreciation for peer support and the efforts of the peer support teams. A number of comments, 12 (14.5% of comments total) (1.9% of the surveyed population) expressed a lack of trust in the peer support team or concerns about peer support team members keeping information confidential. This group included one employee from each agency (civilian from FCPS) (sworn from LCSO) (civilian from LPD) that responded “no” to Item 1 (had not participated in peer support), recorded a lack of trust or a confidentiality concern on Item 1A, and wrote a comment reflecting their Item 1A response. There were 4 comments that indicated the respondents had a greater level of trust in some peer support team members than others. One comment emphasized that peer support saves lives and careers.

Single comments that identify potential issues that may merit the attention of all peer support teams:

1. A civilian employee indicated that when hired, no information about the peer support team was provided.
2. A sworn employee stated that supervisors should more often request peer support for subordinates involved in stressful incidents.
3. A sworn employee reported feeling uncomfortable when a peer support team member asked about religious views and said they would pray for the recipient.
4. A sworn employee stated that a civilian member of the peer support team was assigned following a critical incident when a sworn peer support team member that had experienced a similar incident would have been preferred. It was suggested that those involved in a critical incident be given the opportunity to select their peer support team person following a critical incident.
5. A civilian employee reported that a peer support outreach contact seemed insincere because the peer support team member mentioned that the agency mental health professional had asked them to reach out.
6. A sworn supervisor stated that peer support following a stressful circumstance was not used because there were no supervisor-peers on the peer support team.
7. A civilian employee mentioned the behavior of peer support team members outside of their peer support role as a factor in whether confidence in the peer support team is enhanced or diminished.
8. A sworn employee reported an initial positive experience with a peer support team member following a stressful incident, but no contact or follow up afterward.
9. A civilian employee recommended that the peer support team become more proactive.
10. A sworn employee suggested more law enforcement officer suicide prevention training.

SECTION 2: FORT COLLINS POLICE SERVICES

Survey Results: Fort Collins Police Services Sworn-Civilian

FCPS	Number of survey eligible personnel	Number of surveys collected (% of eligible)	Number of surveys completed (% of eligible)	Percent of completed to collected surveys
Total	298	225 (75.5%)	221 (74.2%)	98.2%

Number of Surveys completed: 221 (156 Sworn –55 Civilian – 10 status unknown)

FCPS Survey item analysis:

1. Have you ever participated in an interaction with a member of your department’s peer support team for peer support, either in person or by any other means of communication?

FCPS	Yes	No	Uncertain	Row total
Sworn	71 (45.5%)	84 (53.8%)	1 (0.6%)	156 (70.6%)
Civilian	21 (38.2%)	34 (61.8%)	0 (0.0%)	55 (24.9%)
Unknown	3 (30.0%)	7 (70.0%)	0 (0.0%)	10 (4.5%)
Total	95 (43.0%)	125 (56.6%)	1 (0.5%)	221

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 126 (57.0%).

If Yes to #1, continue to #2 and complete survey. If No or Uncertain to #1, respond to 1A and 1B, then skip to #8 and complete survey:

1A. I have not utilized the peer support team because: (check all that apply and/or fill in reason)

- I have not had a need for peer support
- I don’t know how to initiate peer support
- I’m not the kind of person that asks for support from peer support team members
- For this reason _____

125 employees responded “no” to Item 1. Of the 125 employees that responded “no” to Item 1, 110 completed Item 1A with 119 responses. “Uncertain” responses to Item 1 were not included in the analyses of Items 1A and 1B due to the ambiguity involving the use/non-use of peer support.

FCPS	Have not had a need for peer support	Do not know how to initiate peer support	Not the kind of person to ask for peer support	For this reason:	Row total	NR
Sworn	64	2	9	1 confidentiality concern 1 no similar rank peer	77 (64.7%)	13
Civilian	22	1	7	2 lack of trust 2 have other support 1 do not find team useful	35 (29.4%)	1
Unknown	5	1	1	0	7 (5.9%)	1
Total: 119 responses	91 (76.5%)	4 (3.4%)	17 (14.3%)	7 (5.9%)	119 (100%)	15

Reasons for non-use of peer support provided by 110 employees (74 sworn - 67.3%) (30 civilian - 27.3%) (6 unknown 5.5%) that responded “no” to Item 1 and completed Item 1A. Multiple responses: 1 sworn reported “had no need” and “do not know how to initiate,” 2 sworn reported “had no need” and “not the kind of person,” 1 civilian reported “had no need” and “do not know how to initiate,” 2 civilian reported “had no need” and “not the kind of person,” 1 civilian reported “not the kind of person” and “lack of trust,” 1 civilian reported “not the kind of person” and “do not find team useful,” 1 unknown reported “had no need” and “don’t know how to initiate.” NR = no response.

105 employees completed Item 1B. Of the 110 employees that responded to Item 1A, 101 completed Item 1B. 4 employees that did not complete 1A, completed 1B.

1B. Based on what you know about the peer support team, how likely are you to seek peer support should stressful circumstances arise for you in the future?

1 2 3 4 5
 Not at all Likely Very likely

FCPS	1	2	3	4	5	Row total	Average	No response
Sworn	7 (10.1%)	20 (29.0%)	20 (29.0%)	10 (14.5%)	12 (17.4%)	69 (65.7%)	3.0	18
Civilian	7 (23.3%)	8 (26.7%)	7 (23.3%)	5 (16.7%)	3 (10.0%)	30 (28.6%)	2.6	1
Unknown	1 (16.7%)	2 (33.3%)	2 (33.3%)	1 (16.7%)	0 (0.0%)	6 (5.7%)	2.5	1
Total	15 (14.3%)	30 (28.6%)	29 (27.6%)	16 (15.2%)	15 (14.3%)	105	Overall 2.9	20

N (%) for each row; Row total % is percent of total. Number of responses: 105. Number of responses “3” (Likely) and above: 60 (57.1% of response total) (42 sworn - 60.9% of sworn) (15 civilian - 50.0% of civilian) (3 unknown - 50.0% of unknown). Number of responses “2” and below: 45 (42.9% of response total) (27 sworn, 15 civilian, 3 unknown).

2. Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?

1 2 3 4 5
 Not at all Helpful Very helpful

FCPS	1	2	3	4	5	Row total	Average	No response
Sworn	1 (1.4%)	5 (7.0%)	22 (31.0%)	19 (26.8%)	24 (33.8%)	71 (75.5%)	3.8	0
Civilian	0 (0.0%)	3 (14.3%)	2 (9.5%)	5 (23.8%)	11 (52.4%)	21 (22.3%)	4.1	0
Unknown	0 (0.0%)	2 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (2.1%)	2.0	1
Total	1 (1.1%)	10 (10.6%)	24 (25.5%)	24 (25.5%)	35 (37.2%)	94	Overall 3.9	1

N (%) for each row; Row total % is percent of total. Number of responses: 94. Number of responses “3” (Helpful) and above: 83 (88.3% of response total) (65 sworn - 91.5% of sworn) (18 civilian - 85.7% of civilian) (0 unknown - 0.0% of unknown). Number of responses “2” and below: 11 (11.7% of response total) (6 sworn, 3 civilian, 2 unknown).

3. For your most recent peer support interaction, did the peer support team member explain, review, or remind you of the limits of peer support confidentiality before the interaction?

FCPS	Yes	No	Uncertain	Row total	No response
Sworn	43 (60.6%)	21 (29.6%)	7 (9.9%)	71 (75.5%)	0
Civilian	13 (62.0%)	5 (23.8%)	3 (14.3%)	21 (22.3%)	0
Unknown	1 (50.0%)	0 (0.0%)	1 (50.0%)	2 (2.1%)	1
Total	57 (60.6%)	26 (27.7%)	11 (11.7%)	94	1

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 37 (39.4%).

4. Based on your overall experience with peer support, would you seek peer support in the event of future stressful circumstances?

FCPS	Yes	No	Uncertain	Row total	No response
Sworn	50 (71.4%)	7 (10.0%)	13 (18.6%)	70 (76.1%)	1
Civilian	14 (70.0%)	2 (10.0%)	4 (20.0%)	20 (21.7%)	1
Unknown	0 (0.0%)	1 (50.0%)	1 (50.0%)	2 (2.2%)	1
Total	64 (69.6%)	10 (10.9%)	18 (19.6%)	92	3

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 28 (30.4%).

5. Based on your overall experience with peer support, would you recommend peer support to other department employees that you know are dealing with stressful circumstances?

FCPS	Yes	No	Uncertain	Row total	No response
Sworn	64 (90.1%)	2 (2.8%)	5 (7.0%)	71 (76.3%)	0
Civilian	18 (90.0%)	0 (0.0%)	2 (10.0%)	20 (21.5%)	1
Unknown	0 (0.0%)	1 (50.0%)	1 (50.0%)	2 (2.2%)	1
Total	82 (88.2%)	3 (3.2%)	8 (8.6%)	93	2

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 11 (11.8%).

6. Do you feel that peer support has directly or indirectly helped you to better perform your job?

FCPS	Yes	No	Uncertain	Not applicable	Row total	No response
Sworn	38 (53.5%)	16 (22.5%)	11 (15.5%)	6 (8.5%)	71 (75.5%)	0
Civilian	13 (61.9%)	4 (19.0%)	3 (14.3%)	1 (4.8%)	21 (22.3%)	0
Unknown	0 (0.0%)	2 (100%)	0 (0.0%)	0 (0.0%)	2 (2.1%)	1
Total	51 (54.3%)	22 (23.4%)	14 (14.9%)	7 (7.4%)	94	1

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 36 (38.3%).

7. Do you feel that peer support has directly or indirectly helped you to improve your home life?

FCPS	Yes	No	Uncertain	Not applicable	Row total	No response
Sworn	37 (52.9%)	22 (31.4%)	1 (1.4%)	10 (14.3%)	70 (75.2%)	1
Civilian	11 (52.4%)	5 (23.8%)	2 (9.5%)	3 (14.3%)	21 (22.6%)	0
Unknown	0 (0.0%)	2 (100%)	0 (0.0%)	0 (0.0%)	2 (2.2%)	1
Total	48 (51.6%)	29 (31.2%)	3 (3.2%)	13 (14.0%)	93	2

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 32 (34.4%). 41 employees (30 sworn, 11 civilian) that replied “yes” to Item 6 also responded “yes” to Item 7 (43.2% of possible responses).

8. Has a member of your department’s peer support team ever contacted you with an offer of peer support, either in person or by any other means of communication?

FCPS	Yes	No	Uncertain	Row total	No response
Sworn	88 (57.5%)	58 (37.9%)	7 (4.6%)	153 (70.2%)	3
Civilian	34 (61.8%)	20 (36.4%)	1 (1.8%)	55 (25.2%)	0
Unknown	4 (40.0%)	6 (60.0%)	0 (0.0%)	10 (4.6%)	0
Total	126 (57.8%)	84 (38.5%)	8 (3.7%)	218	3

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 92 (42.2%).

9. Have you ever experienced work-related circumstances where you felt you should have been contacted by the peer support team and were not contacted?

FCPS	Yes	No	Uncertain	Row total	No response
Sworn	31 (20.8%)	109 (73.2%)	9 (6.0%)	149 (70.3%)	7
Civilian	10 (18.9%)	41 (77.4%)	2 (3.8%)	53 (25.0)	2
Unknown	3 (30.0%)	7 (70.0%)	0 (0.0%)	10 (4.7%)	0
Total	44 (20.8%)	157 (74.1%)	11 (5.2%)	212	9

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 168 (79.2%).

10. Within the limits specified by statute and department policy, how confident are you in the confidentiality of peer support interactions?

1 2 3 4 5 I don't know enough about peer support confidentiality to rate my confidence
 Not at all Confident Very confident

FCPS	1	2	3	4	5	Don't know	Row total	Ave*	NR
Sworn	4 (2.7%)	14 (9.4%)	22 (14.8%)	46 (30.9%)	58 (38.9%)	5 (3.4%)	149 (70.3%)	4.0	7
Civilian	3 (5.7%)	4 (7.5%)	12 (22.6%)	7 (13.2%)	15 (28.3%)	12 (22.6%)	53 (25.0%)	3.7	2
Unknown	1 (10.0%)	0 (0.0%)	1 (10.0%)	3 (30.0%)	3 (30.0%)	2 (20.0%)	10 (4.7%)	3.9	0
Total 212 (%) of total	8 (3.8%)	18 (8.5%)	35 (16.5%)	56 (26.4%)	76 (35.8%)	19 (9.0%)	212	Overall 3.9	9

N (%) for each row; Row total % is percent of total. Number of responses: 212. Number of numerical ratings: 193 (91.0% of response total). Number of ratings “3” (Confident) and above: 167 (78.8% of response total) (86.5% of numerical ratings) (126 sworn - 87.5% of sworn numerical ratings) (34 civilian – 82.9% of civilian numerical ratings) (7 unknown - 87.5% of unknown numerical ratings). Number of ratings “2” and below: 26 (12.3% of response total) (13.5% of numerical ratings) (18 sworn, 7 civilian, 1 unknown). *Average of numerical ratings. NR = no response.

FCPS Survey Comments

Of the 221 completed surveys, 20 (9.0%) respondents included optional comments (Table 8).

FCPS	Replied “Yes” to Item 1: used peer support and provided a comment	Replied “No” to Item 1: had not used peer support and provided a comment	Replied “Uncertain” to Item 1 and provided a comment	Row total
Sworn	6	6	0	12
Civilian	5	3	0	8
Total	11	9	0	20

Table 8. Status and number of FCPS survey comments. See “Survey Comments” in Section 1.

SECTION 3: LARIMER COUNTY SHERIFF’S OFFICE

Survey Results: Larimer County Sheriff’s Office Sworn-Civilian

LCSO	Number of survey eligible personnel	Number of surveys collected (% of eligible)	Number of surveys completed (% of eligible)	Percent of completed to collected surveys
Total	373	285 (76.4%)	278 (74.5%)	97.5%

Number of Surveys completed: 278 (201 Sworn – 71 Civilian – 6 status unknown).

Of the *assigned division* information collected, only the Survey responses of LCSO sworn-patrol, LCSO sworn-jail, and LCSO sworn-other are independently reported. The “sworn other” group was comprised of deputies not assigned to either community patrol or to the jail. Sworn-other included deputies assigned to the investigations division. There were several notable differences among the peer support experiences of the variously assigned sworn personnel:

- (1) Sworn other (SO) reported the highest rate of peer support interactions (66.7%). This was followed by sworn patrol (SP) (56.2%) and sworn jail (SJ) (47.3%).
- (2) Of the 90 sworn that reported not participating in peer support interactions, 79 (87.8%) responded to Item 1B. Of the 79, 20 SP (74.1% of SP), 30 SJ (65.2% of SJ) and 3 SO (50.0% of SO) indicated that they were likely to very likely to seek peer support should stressful circumstances arise.
- (3) Of the 18 SO that used peer support, 13 (72.2%) reported that peer support had directly or indirectly helped them to better perform their job; compared to 25 (69.4%) of SP and 26 (50.0%) of SJ. “Not applicable” responses (11.1% for SO, 0.0% for SP, and 15.4% for SJ) suggest issues discussed were not job related.
- (4) Of the 18 SO that used peer support, 12 (66.7%) reported that peer support had directly or indirectly helped them to improve their home life; compared to 20 (55.6%) of SP and 19 (36.5%) of SJ. “Not applicable” responses (16.7% for SO, 5.6% for SP, and 21.2% for SJ) suggest issues discussed did not involve home life.
- (5) Of the 61 SP that responded to Item 9, 16 (26.2%) indicated that they had experienced work-related circumstances where they thought they should have been contacted by the peer support team and were not contacted; compared to 5 (18.5%) of SO and 16 (15.1%) of SJ.

LCSO Survey item analysis:

1. Have you ever participated in an interaction with a member of your department’s peer support team for peer support, either in person or by any other means of communication?

LCSO	Yes	No	Uncertain	Row total
Sworn patrol	36 (56.2%)	28 (43.8%)	0 (0.0%)	64 (23.0%)
Sworn jail	52 (47.3%)	55 (50.0%)	3 (2.7%)	110 (39.6%)
Sworn other	18 (66.7%)	7 (25.9%)	2 (7.4%)	27 (9.7%)
Civilian	18 (25.4%)	51 (71.8%)	2 (2.8%)	71 (25.5%)
Unknown	2 (33.3%)	4 (66.7%)	0 (0.0%)	6 (2.2%)
Total	126 (45.3%)	145 (52.2%)	7 (2.5%)	278

N (%) for each row; Row total % is percent of total. Number of responses: 278 (201 sworn – 72.3%) (71 civilian – 25.5%) (6 unknown – 2.2%). Number of “no” and “uncertain:” 152 (54.7%).

If Yes to #1, continue to #2 and complete survey. If No or Uncertain to #1, respond to 1A and 1B, then skip to #8 and complete survey:

1A. I have not utilized the peer support team because: (check all that apply and/or fill in reason)

- I have not had a need for peer support
- I don’t know how to initiate peer support
- I’m not the kind of person that asks for support from peer support team members
- For this reason _____

2. Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?

1 2 3 4 5
 Not at all Helpful Very helpful

LCSO	1	2	3	4	5	Row total	Average	No response
Sworn patrol	1 (2.8%)	3 (8.3%)	9 (25.0%)	11 (30.6%)	12 (33.3%)	36 (29.0%)	3.8	0
Sworn jail	3 (6.0%)	4 (8.0%)	21 (42.0%)	8 (16.0%)	14 (28.0%)	50 (40.3%)	3.5	2
Sworn other	0 (0.0%)	1 (5.6%)	5 (27.8%)	3 (16.7%)	9 (50.0%)	18 (14.5%)	4.1	0
Civilian	0 (0.0%)	1 (5.6%)	8 (44.4%)	3 (16.7%)	6 (33.3%)	18 (14.5%)	3.8	0
Unknown	0 (0.0%)	1 (50.0%)	0 (0.0%)	0 (0.0%)	1 (50.0%)	2 (1.6%)	3.5	0
Total	4 (3.2%)	10 (8.1%)	43 (34.7%)	25 (20.2%)	42 (33.9%)	124	Overall 3.7	2

N (%) for each row; Row total % is percent of total. Number of responses: 124 (104 sworn – 83.9%) (18 civilians – 14.5%) (2 unknown – 1.6%). Number of responses “3” (Helpful) and above: 110 (88.7% of response total) (92 sworn - 88.5% of sworn) (17 civilian - 94.4% of civilian) (1 unknown - 50.0% of unknown). Number of ratings “2” and below: 14 (11.3% of response total) (12 sworn, 1 civilian, 1 unknown).

3. For your most recent peer support interaction, did the peer support team member explain, review, or remind you of the limits of peer support confidentiality before the interaction?

LCSO	Yes	No	Uncertain	Row total	No response
Sworn patrol	26 (72.2%)	6 (16.7%)	4 (11.1%)	36 (29.0%)	0
Sworn jail	33 (66.0%)	11 (22.0%)	6 (12.0%)	50 (40.3%)	2
Sworn other	13 (72.2%)	3 (16.7%)	2 (11.1%)	18 (14.5%)	0
Civilian	9 (50.0%)	3 (16.7%)	6 (33.3%)	18 (14.5%)	0
Unknown	1 (50.0%)	0 (0.0%)	1 (50.0%)	2 (1.6%)	0
Total	82 (66.1%)	23 (18.5%)	19 (15.3%)	124	2

N (%) for each row; Row total % is percent of total. Number of responses: 124 (104 sworn – 83.9%) (18 civilian – 14.5%) (2 unknown – 1.6%). Number of “no” and “uncertain:” 42 (33.9%).

4. Based on your overall experience with peer support, would you seek peer support in the event of future stressful circumstances?

LCSO	Yes	No	Uncertain	Row total	No response
Sworn patrol	26 (72.2%)	3 (8.3%)	7 (19.4%)	36 (28.8%)	0
Sworn jail	41 (80.4%)	4 (7.8%)	6 (11.8%)	51 (40.8%)	1
Sworn other	13 (72.2%)	1 (5.6%)	4 (22.2%)	18 (14.4%)	0
Civilian	14 (77.8%)	1 (5.6%)	3 (16.7%)	18 (14.4%)	0
Unknown	2 (100%)	0 (0.0%)	0 (0.0%)	2 (1.6%)	0
Total	96 (76.8%)	9 (7.2%)	20 (16.0%)	125	1

N (%) for each row; Row total % is percent of total. Number of responses: 125 (105 sworn – 84.0%) (18 civilian – 14.4%) (2 unknown – 1.6%). Number of “no” and “uncertain:” 29 (23.2%).

5. Based on your overall experience with peer support, would you recommend peer support to other department employees that you know are dealing with stressful circumstances?

LCSO	Yes	No	Uncertain	Row total	No response
Sworn patrol	31 (86.1%)	3 (8.3%)	2 (5.6%)	36 (28.6%)	0
Sworn jail	43 (82.7%)	4 (7.7%)	5 (9.6%)	52 (41.3%)	0
Sworn other	18 (100%)	0 (0.0%)	0 (0.0%)	18 (14.3%)	0
Civilian	17 (94.4%)	1 (5.6%)	0 (0.0%)	18 (14.3%)	0
Unknown	2 (100%)	0 (0.0%)	0 (0.0%)	2 (1.6%)	0
Total	111 (88.1%)	8 (6.3%)	7 (5.6%)	126	0

N (%) for each row; Row total % is percent of total. Number of responses: 126 (106 sworn – 84.1%) (18 civilian – 14.3%) (2 unknown – 1.6%). Number of “no” and “uncertain:” 15 (11.9%).

6. Do you feel that peer support has directly or indirectly helped you to better perform your job?

LCSO	Yes	No	Uncertain	Not applicable	Row total	No response
Sworn patrol	25 (69.4%)	5 (13.9%)	6 (16.7%)	0 (0.0%)	36 (28.6%)	0
Sworn jail	26 (50.0%)	10 (19.2%)	8 (15.4%)	8 (15.4%)	52 (41.3%)	0
Sworn other	13 (72.2%)	0 (0.0%)	3 (16.7%)	2 (11.1%)	18 (14.3%)	0
Civilian	9 (50.0%)	3 (16.7%)	3 (16.7%)	3 (16.7%)	18 (14.3%)	0
Unknown	1 (50.0%)	0 (0.0%)	1 (50.0%)	0 (0.0%)	2 (1.6%)	0
Total	74 (58.7%)	18 (14.3%)	21 (16.7%)	13 (10.3%)	126	0

N (%) for each row; Row total % is percent of total. Number of responses: 126 (106 sworn – 84.1%) (18 civilian – 14.3%) (2 unknown – 1.6%). Number of “no” and “uncertain:” 39 (31.0%).

7. Do you feel that peer support has directly or indirectly helped you to improve your home life?

LCSO	Yes	No	Uncertain	Not applicable	Row total	No response
Sworn patrol	20 (55.6%)	11 (30.6%)	3 (8.3%)	2 (5.6%)	36 (28.6%)	0
Sworn jail	19 (36.5%)	13 (25.0%)	9 (17.3%)	11 (21.2%)	52 (41.3%)	0
Sworn other	12 (66.7%)	0 (0.0%)	3 (16.7%)	3 (16.7%)	18 (14.3%)	0
Civilian	7 (38.9%)	4 (22.2%)	3 (16.7%)	4 (22.2%)	18 (14.3%)	0
Unknown	1 (50.0%)	0 (0.0%)	1 (50.0%)	0 (0.0%)	2 (1.6%)	0
Total	59 (46.8%)	28 (22.2%)	19 (15.1%)	20 (15.9%)	126	0

N (%) for each row; Row total % is percent of total. Number of responses: 126 (106 sworn – 84.1%) (18 civilian – 14.3%) (2 unknown - 1.6%). Number of “no” and “uncertain:” 47 (37.3%). 48 employees (40 sworn, 7 civilian, 1 unknown) that replied “yes” to Item 6 also responded “yes” to Item 7 (38.1% of possible responses).

8. Has a member of your department’s peer support team ever contacted you with an offer of peer support, either in person or by any other means of communication?

LCSO	Yes	No	Uncertain	Row total	No response
Sworn patrol	39 (62.9%)	22 (35.5%)	1 (1.6%)	62 (23.0%)	2
Sworn jail	66 (62.9%)	33 (31.4%)	6 (5.7%)	105 (38.9%)	5
Sworn other	14 (51.9%)	13 (48.1%)	0 (0.0%)	27 (10.0%)	0
Civilian	32 (45.7%)	36 (51.4%)	2 (2.9%)	70 (25.9%)	1
Unknown	4 (66.7%)	2 (33.3%)	0 (0.0%)	6 (2.2%)	0
Total	155 (57.4%)	106 (39.3%)	9 (3.3%)	270	8

N (%) for each row; Row total % is percent of total. Number of responses: 270 (194 sworn – 71.9%) (70 civilian – 25.9%) (6 unknown – 2.2%). Number of “no” and “uncertain:” 115 (42.6%).

9. Have you ever experienced work-related circumstances where you felt you should have been contacted by the peer support team and were not contacted?

LCSO	Yes	No	Uncertain	Row total	No response
Sworn patrol	16 (26.2%)	39 (63.9%)	6 (9.8%)	61 (22.8%)	3
Sworn jail	16 (15.1%)	84 (79.2%)	6 (5.7%)	106 (39.7%)	4
Sworn other	5 (18.5%)	20 (74.1%)	2 (7.4%)	27 (10.1%)	0
Civilian	11 (16.4%)	53 (79.1%)	3 (4.5%)	67 (25.1%)	4
Unknown	0 (0.0%)	6 (100%)	0 (0.0%)	6 (2.2%)	0
Total	48 (18.0%)	202 (75.7%)	17 (6.4%)	267	11

N (%) for each row; Row total % is percent of total. Number of responses: 267 (194 sworn – 72.7%) (67 civilian – 25.1%) (6 unknown – 2.2%). Number of “no” and “uncertain:” 219 (82.0%).

10. Within the limits specified by statute and department policy, how confident are you in the confidentiality of peer support interactions?

1 2 3 4 5 I don't know enough about peer support confidentiality to rate my confidence
 Not at all Confident Very confident

LCSO	1	2	3	4	5	Don't know	Row total	Ave*	NR
Sworn patrol	2 (3.2%)	7 (11.3%)	15 (24.2%)	8 (12.9%)	27 (43.5%)	3 (4.8%)	62 (23.3%)	3.9	2
Sworn jail	6 (5.8%)	12 (11.5%)	19 (18.3%)	18 (17.3%)	45 (43.3%)	4 (3.8%)	104 (39.1%)	3.8	6
Sworn other	2 (7.4%)	3 (11.1%)	4 (14.8%)	7 (25.9%)	11 (40.7%)	0 (0.0%)	27 (10.2%)	3.8	0
Civilian	4 (6.0%)	10 (14.9%)	8 (11.9%)	10 (14.9%)	21 (31.3%)	14 (20.9%)	67 (25.2%)	3.6	4
Unknown	0 (0.0%)	0 (0.0%)	3 (50.0%)	0 (0.0%)	3 (50.0%)	0 (0.0%)	6 (2.3%)	4.0	0
Total 266 (%) of total	14 (5.3%)	32 (12.0%)	49 (18.4%)	43 (16.2%)	107 (40.2%)	21 (7.9%)	266	3.8	12

N (%) for each row; Row total % is percent of total. Number of responses: 266 (193 sworn – 72.6%) (67 civilian – 25.2%) (6 unknown – 2.3%). Number of numerical ratings: 245 (92.1% of response total). Number of ratings “3” (Confident) and above: 199 (74.8% of response total) (81.2% of numerical ratings) (154 sworn – 82.8% of sworn numerical ratings) (39 civilian – 73.6% of civilian numerical ratings) (6 unknown - 100% of unknown numerical ratings). Number of ratings “2” and below: 46 (17.3% of response total) (18.8% of numerical ratings) (26 sworn, 23 civilian, 0 unknown). *Average of numerical ratings. NR = no response.

LCSO Survey Comments

Of the 278 completed surveys, 41 respondents (14.7%) included optional comments (Table 9).

LCSO	Replied “Yes” to Item 1: used peer support and provided a comment	Replied “No” to Item 1: had not used peer support and provided a comment	Replied “Uncertain” to Item 1 and provided a comment	Row total
Sworn patrol	10	1	0	11
Sworn jail	8	3	0	11
Sworn other	5	1	2	8
Civilian	3	7	0	10
Unknown	1	0	0	1
Total	27	12	2	41

Table 9. Status and number of LCSO survey comments. See “Survey Comments” in Section 1.

SECTION 4: LOVELAND POLICE DEPARTMENT

Survey Results: Loveland Police Department Sworn-Civilian

LPD	Number of survey eligible personnel	Number of surveys collected (% of eligible)	Number of surveys completed (% of eligible)	Percent of completed to collected surveys
Total	156	134 (85.9%)	132 (84.6%)	98.5%

Number of surveys completed: 132 (84 Sworn - 63.6%) (39 Civilian – 29.5%) (9 status unknown – 6.8%).

LPD Survey item analysis:

1. Have you ever participated in an interaction with a member of your department’s peer support team for peer support, either in person or by any other means of communication?

LPD	Yes	No	Uncertain	Row total
Sworn	61 (72.6%)	23 (27.4%)	0	84 (63.6%)
Civilian	22 (56.4%)	17 (43.6%)	0	39 (29.5%)
Unknown	1 (11.1%)	8 (88.9%)	0	9 (6.8%)
Total	84 (63.6%)	48 (36.4%)	0	132

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 48 (36.4%).

If Yes to #1, continue to #2 and complete survey. If No or Uncertain to #1, respond to 1A and 1B, then skip to #8 and complete survey:

1A. I have not utilized the peer support team because: (check all that apply and/or fill in reason)

- I have not had a need for peer support
- I don’t know how to initiate peer support
- I’m not the kind of person that asks for support from peer support team members
- For this reason _____

48 employees responded “no” to Item 1. Of the 48 employees that responded ‘no” to Item 1, 43 completed Item 1A with 47 responses.

LPD	Have not had a need for peer support	Do not know how to initiate peer support	Not the kind of person to ask for peer support	For this reason:	Row total	NR
Sworn	20	0	2	0	22 (46.8%)	4
Civilian	14	1	3	1 lack of trust	19 (40.4%)	1
Unknown	3	0	3	0	6 (12.8%)	0
Total: 47 responses	37 (78.7%)	1 (2.1%)	8 (17.0%)	1 (2.1%)	47 (100%)	5

Reasons for non-use of peer support provided by 43 employees (21 sworn - 48.8%) (16 civilian - 37.2%) (6 unknown - 14.0%) that responded “no” to Item 1 and completed Item 1A. Multiple responses: 1 sworn and 3 civilian indicated “had no need” and “not the kind of person to ask” for peer support. NR = no response.

Of the 43 employees that responded to Item 1A, 39 completed 1B.

1B. Based on what you know about the peer support team, how likely are you to seek peer support should stressful circumstances arise for you in the future?

1 2 3 4 5
 Not at all Likely Very likely

LPD	1	2	3	4	5	Row total	Average	No response
Sworn	1 (5.6%)	4 (22.2%)	9 (50.0%)	2 (11.1%)	2 (11.1%)	18 (46.2%)	3.0	5
Civilian	0 (0.0%)	8 (61.5%)	4 (30.8%)	1 (7.7%)	0 (0.0%)	13 (33.3%)	2.5	4
Unknown	2 (25.0%)	1 (12.5%)	2 (25.0%)	0 (0.0%)	3 (37.5%)	8 (20.5%)	3.1	0
Total	3 (7.7%)	13 (33.3%)	15 (38.5%)	3 (7.7%)	5 (12.8%)	39	Overall 2.8	9

N (%) for each row; Row total % is percent of total. Number of responses: 39. Number of responses “3” (Likely) and above: 23 (59.0% of response total) (13 sworn - 72.2% of sworn) (5 civilian - 38.5% of civilian) (5 unknown - 62.5% of unknown). Number of responses “2” and below: 16 (41.0% of response total) (5 sworn, 8 civilian, 3 unknown).

2. Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?

1 2 3 4 5
 Not at all Helpful Very helpful

LPD	1	2	3	4	5	Row total	Average
Sworn	1 (1.6%)	5 (8.2%)	18 (29.5%)	17 (27.9%)	20 (32.8%)	61 (72.6%)	3.8
Civilian	0 (0.0%)	3 (13.6%)	7 (31.8%)	4 (18.2%)	8 (36.4%)	22 (26.2%)	3.8
Unknown	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (100%)	1 (1.2%)	5.0
Total	1 (1.2%)	8 (9.5%)	25 (29.8%)	21 (25.0%)	29 (34.5%)	84	Overall 3.8

N (%) for each row; Row total % is percent of total. Number of responses: 84. Number of responses “3” (Helpful) and above: 75 (89.3% of response total) (55 sworn - 90.2% of sworn) (19 civilian - 86.4% of civilian) (1 unknown - 100% of unknown). Number of responses “2” and below: 9 (10.7% of response total) (6 sworn, 3 civilian, 0 unknown).

3. For your most recent peer support interaction, did the peer support team member explain, review, or remind you of the limits of peer support confidentiality before the interaction?

LPD	Yes	No	Uncertain	Row total
Sworn	39 (63.9%)	17 (27.9%)	5 (8.2%)	61 (72.6%)
Civilian	12 (54.5%)	6 (27.3%)	4 (18.2%)	22 (26.2%)
Unknown	1 (100%)	0 (0.0%)	0 (0.0%)	1 (1.2%)
Total	52 (61.9%)	23 (27.4%)	9 (10.7%)	84

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 32 (38.1%).

4. Based on your overall experience with peer support, would you seek peer support in the event of future stressful circumstances?

LPD	Yes	No	Uncertain	Row total
Sworn	52 (85.2%)	6 (9.8%)	3 (4.9%)	61 (72.6%)
Civilian	17 (77.3%)	1 (4.5%)	4 (18.2%)	22 (26.2%)
Unknown	1 (100%)	0 (0.0%)	0 (0.0%)	1 (1.2%)
Total	70 (83.3%)	7 (8.3%)	7 (8.3%)	84

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 14 (16.7%).

5. Based on your overall experience with peer support, would you recommend peer support to other department employees that you know are dealing with stressful circumstances?

LPD	Yes	No	Uncertain	Row total
Sworn	58 (95.1%)	1 (1.6%)	2 (3.3%)	61 (72.6%)
Civilian	20 (90.9%)	1 (4.5%)	1 (4.5%)	22 (26.2%)
Unknown	1 (100%)	0 (0.0%)	0 (0.0%)	1 (1.2%)
Total	79 (94.0%)	2 (2.4%)	3 (3.6%)	84

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 5 (6.0%).

6. Do you feel that peer support has directly or indirectly helped you to better perform your job?

LPD	Yes	No	Uncertain	Not applicable	Row total
Sworn	40 (65.6%)	10 (16.4%)	8 (13.1%)	3 (4.9%)	61 (72.6%)
Civilian	14 (63.6%)	3 (13.6%)	4 (18.2%)	1 (4.5%)	22 (26.2%)
Unknown	1 (100%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (1.2%)
Total	55 (65.5%)	13 (15.5%)	12 (14.3%)	4 (4.8%)	84

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 25 (29.8%).

7. Do you feel that peer support has directly or indirectly helped you to improve your home life?

LPD	Yes	No	Uncertain	Not applicable	Row total
Sworn	34 (55.7%)	14 (23.0%)	6 (9.8%)	7 (11.5%)	61 (72.6%)
Civilian	10 (45.5%)	6 (27.3%)	0 (0.0%)	6 (27.3%)	22 (26.2%)
Unknown	1 (100%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (1.2%)
Total	45 (53.6%)	20 (23.8%)	6 (7.1%)	13 (15.5%)	84

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 26 (31.0%). 40 employees (32 sworn, 6 civilian, 2 unknown) that replied “yes” to Item 6 also responded “yes” to Item 7 (47.6% of possible responses).

8. Has a member of your department’s peer support team ever contacted you with an offer of peer support, either in person or by any other means of communication?

LPD	Yes	No	Uncertain	Row total	No response
Sworn	60 (72.3%)	21 (25.3%)	2 (2.4%)	83 (65.9%)	1
Civilian	29 (80.6%)	6 (16.7%)	1(2.8%)	36 (28.6%)	3
Unknown	3 (42.9%)	4 (57.1%)	0 (0.0%)	7 (5.6%)	2
Total	92 (73.0%)	31 (24.6%)	3 (2.4%)	126	6

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 34 (27.0%).

9. Have you ever experienced work-related circumstances where you felt you should have been contacted by the peer support team and were not contacted?

LPD	Yes	No	Uncertain	Row total	No response
Sworn	16 (19.8%)	64 (79.0%)	1 (1.2%)	81 (65.9%)	3
Civilian	13 (37.1%)	21 (60.0%)	1 (2.9%)	35 (28.5%)	3
Unknown	1 (14.3%)	6 (85.7%)	0 (0.0%)	7 (5.7%)	3
Total	30 (24.4%)	91 (74.0%)	2 (1.6%)	123	9

N (%) for each row; Row total % is percent of total. Number of “no” and “uncertain:” 93 (75.6%).

10. Within the limits specified by statute and department policy, how confident are you in the confidentiality of peer support interactions?

1 2 3 4 5 I don't know enough about peer support confidentiality to rate my confidence
 Not at all Confident Very confident

LPD	1	2	3	4	5	Don't know	Row total	Ave*	NR
Sworn	4 (4.9%)	11 (13.6%)	17 (21.0%)	12 (14.8%)	35 (43.2%)	2 (2.5%)	81 (66.4%)	3.8	3
Civilian	1 (2.9%)	5 (14.3%)	6 (17.1%)	7 (20.0%)	12 (34.3%)	4 (11.4%)	35 (28.7%)	3.8	4
Unknown	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (33.3%)	4 (66.7%)	0 (0.0%)	6 (4.9%)	4.7	3
Total 122 (%) of total	5 (4.1%)	16 (13.1%)	23 (18.9%)	21 (17.2%)	51 (41.8%)	6 (4.9%)	122	Overall 3.8	10

N (%) for each row; Row total % is percent of total. Number of responses: 122. Number of numerical ratings: 116 (95.1% of response total). Number of ratings “3” (Confident) and above: 95 (77.9% of response total) (81.9% of numerical ratings) (64 sworn – 81.0% of sworn numerical ratings) (25 civilian – 80.6% of civilian numerical ratings) (6 unknown - 100% of unknown numerical ratings). Number of ratings “2” and below: 21 (17.2% of response total) (18.1% of numerical ratings) (15 sworn, 6 civilian, 0 unknown). *Average of numerical ratings. NR = no response.

LPD Survey Comments

Of the 132 completed surveys, 22 (16.7%) respondents included optional comments (Table 10).

LPD	Replied “Yes” to Item 1: used peer support and provided a comment	Replied “No” to Item 1: had not used peer support and provided a comment	Replied “Uncertain” to Item 1 and provided a comment	Row total
Sworn	8	2	0	10
Civilian	7	5	0	12
Total	15	7	0	22

Table 10. Status and number of LPD survey comments. See “Survey Comments” in Section 1.

SECTION 5: YEARS OF SERVICE WITH YOUR CURRENT DEPARTMENT

Years of Service with Your Current Department

Years of service with your current department (YOS) data was collected on the Survey information page. Years of service ranged from under one year to over thirty years in each of the agencies. Longevity data is reported in response frequency and percentage of total response (Table 2).

Agency	# of employees that completed survey	# of employees that provided longevity information	Percentage of longevity information to completed
FCPS	221	168	76.0%
LCSO	278	192	69.1%
LPD	132	101	76.5%
Combined	631	461	73.1%

Number of employees that provided longevity information.

Agency	Less than 5	5 to 10	Over 10	Row Total
FCPS sworn	32 (26.0%)	33 (26.8%)	58 (47.2%)	123 (73.2%)
FCPS civilian	17 (37.8%)	9 (20.0%)	19 (42.2%)	45 (26.8%)
FCPS Total	49 (29.2%)	42 (25.0%)	77 (45.8%)	168
LCSO sworn	54 (37.8%)	30 (21.0%)	59 (41.3%)	143 (74.5%)
LCSO civilian	17 (34.7%)	7 (14.3%)	25 (51.0%)	49 (25.5%)
LCSO Total	71 (37.0%)	37 (19.3%)	84 (43.8%)	192
LPD sworn	23 (33.8%)	11 (16.2%)	34 (50.0%)	68 (67.3%)
LPD civilian	15 (45.5%)	5 (15.2%)	13 (39.4%)	33 (32.7%)
LPD Total	38 (37.6%)	16 (15.8%)	47 (46.5%)	101
Combined Total	158 (34.3%)	95 (20.6%)	208 (45.1%)	461 (100%)

Table 2. Demographics of employee years of service for those employees that included longevity information. N (%) for each row; Row total % is percent of total.

Years of service data are most interesting when compared to Survey Items 1 and 1A. Survey Item 1:

1. Have you ever participated in an interaction with a member of your department’s peer support team for peer support, either in person or by any other means of communication?

A “yes” answer to Item 1 prompted a response to Item 2. Of the 461 employees that provided longevity information, 230 responded “yes” to Item 1.

A “no” or “uncertain” answer prompted a response to Item 1A. A total of 231 employees that provided longevity information responded “no” to Item 1 and were prompted to Item 1A (Table 3). There were no “uncertain” responses to Survey Item 1 that included longevity information. Survey Item 1A:

1A. I have not utilized the peer support team because: (check all that apply and/or fill in reason)

- I have not had a need for peer support
- I don’t know how to initiate peer support
- I’m not the kind of person that asks for support from peer support team members
- For this reason _____

Survey Item 1A was designed to gather information about why employees have not used peer support.

Agency	Number of employees that provided longevity information and reported use of peer support: "Yes" to Item 1.	Number of employees that provided longevity information and reported non-use of peer support: "No" to Item 1.	Row Total
FCPS	72 (42.9%)	96 (57.1%)	168
LCSO	89 (46.4%)	103 (53.6%)	192
LPD	69 (68.3%)	32 (31.7%)	101
Total	230 (49.9%)	231 (50.1%)	461

Table 3. Longevity information and number of employees that reported use/non-use of peer support.

Agency-specific use/non-use of peer support and longevity data is reported in Table 4. Personnel within longevity periods "5 to 10" and "over 10" that reported having used peer support might have engaged peer support any time within their years of service.

Agency	< 5 used peer support	< 5 have not used peer support	5 -10 used peer support	5 - 10 have not used peer support	10 > used peer support	10 > have not used peer support
FCPS sworn	8	24	14	19	31	27
FCPS civilian	4	13	4	5	11	8
FCPS Total: 168	12 (7.1%)	37 (22.0%)	18 (10.7%)	24 (14.3%)	42 (25.0%)	35 (20.8%)
LCSO sworn	21	33	12	18	42	17
LCSO civilian	3	14	3	4	8	17
LCSO Total: 192	24 (12.5%)	47 (24.5%)	15 (7.8%)	22 (11.5%)	50 (26.0%)	34 (17.7%)
LPD sworn	15	8	10	1	25	9
LPD civilian	9	6	3	2	7	6
LPD Total: 101	24 (23.8%)	14 (13.9%)	13 (12.9%)	3 (3.0%)	32 (31.7%)	15 (14.9%)
Combined Total: 461	60 (13.0%)	98 (21.3%)	46 (10.0%)	49 (10.6%)	124 (26.9%)	84 (18.2%)

Table 4. Years of service with current department and use/non-use of peer support. Number of responses: 461. Number of employees that used peer support: 230. Number of employees that have not used peer support: 231.

As employees that reported having participated in peer support interactions might have done so at any time during their service, it is more informative to examine the reasons that employees within the various longevity periods had not used peer support.

Longevity as it relates to the non-use of peer support provides insight into whether time-in-service influences the reasons for non-use of peer support.

Comparison of Years of Service with Current Department with Survey Item 1A.

Of the 231 combined-agency employees that reported not having used peer support, 205 (88.7%) completed Item 1A with 219 responses. Survey items other than Items 1 and 1A were not independently examined with regard to years of service.

Across all agencies and within all longevity groups, the primary reason reported for the non-use of peer support was, “I have not had a need for peer support.” This reason was cited 173 times comprising 79.0% of the response total. This finding suggests that years of service is less a factor in the utilization of peer support than the perceived need for peer support.

The next most frequently reported reason for non-use of peer support was, “I’m not the kind of person to ask for peer support from the peer support team” (NKOP). This reason was cited 27 times, comprising 12.3% of the response total. This finding suggests that personality and personal perceptions are a factor for some employees that choose not to engage peer support.

For employees with under 5 YOS there were 5 NKOP responses (2.3% of response total), for employees with 5-10 YOS there were 8 NKOP responses (3.7% of response total), and for employees with over 10 YOS there were 14 NKOP responses (6.4% of response total). This trend was not observed within proportions of longevity groups. Within each longevity group, NKOP comprised 5.1% of under 5 YOS, 23.5% of 5-10 YOS, and 16.1% of over 10 YOS.

Neither of the most frequently reported reasons for the non-use of peer support appeared to be meaningfully associated with years of service.

Agency-specific reasons for the non-use of peer support for sworn and civilian employees are presented in Table 5 (FCPS), Table 6 (LCSO), and Table 7 (LPD).

FCPS sworn	< 5 years	5 -10 years	10 > Years	Row total
Have not had a need for peer support	22	12	19	53
Do not know how to initiate peer support	0	0	1	1
Not the kind of person to ask	0	3	5	8
For this reason	0	1 confidentiality concern	1 no rank peer	2
Total FCPS sworn	22	16	26	64
FCPS civilian				
Have not had a need for peer support	13	3	3	19
Do not know how to initiate peer support	1	0	0	1
Not the kind of person to ask	2	0	3	5
For this reason		1 have other support	1 lack of trust 1 have other support	3
Total FCPS civilian	16	4	8	28
Total FCPS: 92	38 (41.3%)	20 (21.7%)	34 (37.0%)	92 (100%)

Table 5. Longevity and reported reasons for non-use of peer support within FCPS. Number of responses: 92 responses from 86 of a possible 96 respondents (6 double response) (10 no response).

LCSO sworn	< 5 years	5 -10 years	10 > Years	Row total
Have not had a need for peer support	30	5	10	45
Do not know how to initiate peer support	1	0	0	1
Not the kind of person to ask	1	0	4	5
For this reason	0	1 have other support	1 lack of trust	2
Total LCSO sworn	32	6	15	53
LCSO civilian				
Have not had a need for peer support	13	2	15	30
Do not know how to initiate peer support	0	0	1	1
Not the kind of person to ask	1	1	3	5
For this reason	1 have other support	1 lack of trust	1 lack of trust 1 PST is patrol with sworn bias 1 did not know I was eligible 1 have other support	6
Total LCSO civilian	15	4	23	42
Total LCSO: 95	47 (49.5%)	10 (10.5%)	38 (40.0%)	95 (100%)

Table 6. Longevity and reported reasons for non-use of peer support within LCSO. Number of responses: 95 responses from 87 of a possible 103 respondents (6 double response, 1 triple response) (16 no response).

LPD sworn	< 5 years	5 -10 years	10 > Years	Row total
Have not had a need for peer support	6	1	6	13
Do not know how to initiate peer support	0	0	0	0
Not the kind of person to ask	0	0	2	2
For this reason	0	0	0	0
Total LPD sworn	6	1	8	15
LPD civilian				
Have not had a need for peer support	6	2	5	13
Do not know how to initiate peer support	0	0	1	1
Not the kind of person to ask	1	1	0	2
For this reason	0	0	1 lack of trust	1
Total LPD civilian	7	3	7	17
Total LPD: 32	13 (40.6%)	4 (12.5%)	15 (46.9%)	32 (100%)

Table 7. Longevity and reported reasons for non-use of peer support within LPD. Number of responses: 32 responses from 28 of a possible 32 respondents (4 double responses) (4 no response).

SECTION 6: SUMMARY AND CONCLUSIONS

Survey and Methodology

The Peer Support Team Utilization and Outcome Survey was constructed for the qualitative assessment of the use and outcome of agency peer support. The Survey was designed to gather information pertaining to the experiences of agency personnel that have participated in peer support interactions.

The applied methodology for Survey distribution and collection produced an overall return rate of approximately 77.9%. This rate of return and the resulting data is sufficiently robust to reasonably conclude that had all survey-eligible employees completed the Survey, there would not be meaningful differences in outcome proportional values. The likelihood of this improves confidence in the extrapolation of survey results to all law enforcement agencies with similarly trained and organized peer support teams. The extension of survey results to law enforcement agencies that maintain peer support teams with alternative training and structure, and to non-law enforcement first responder and other agencies, can only be done with confidence limitations.

Civilian Employees

Civilians represent about one-third of all employees in each of the participating agencies ($\pm 2\%$). This proportion is slightly underrepresented in the completed surveys. Of the completed surveys, the surveys completed by civilian employees comprise approximately 30% of those collected from LPD, 26% of those collected from LCSO, and 25% of those collected from FCPS. Surveys that did not include an identified employee status were classified as “unknown” and are not included in the civilian proportional calculation. Therefore, the civilian proportional disparity could be unaffected, increased, or reduced by the number of “unknown” that are civilian.

Use of Peer Support

Of the 631 employees that responded to Item 1, 305, 48.3% reported having participated in peer support. This overall percentage differs considerably from that reported within the agencies. Within LPD, 63.6% of the employees reported participating in peer support, compared to 43.0% of FCPS employees, and 45.3% of LCSO employees. These figures do not include the 1 FCPS employee and the 7 LCSO employees that reported being uncertain as to whether they had participated in a peer support interaction.

For the 461 employees that provided longevity information, LPD personnel recorded the highest level of peer support interactions in all longevity groups. For employees with under 5 years of service, 23.8% of LPD employees reported peer support interactions. This is nearly double that reported for LCSO (12.5%) and over triple that of FCPS (7.1%). This considerable disparity was not observed for employees in the 5 -10 and over 10 years of service groups. As might be expected, due partially to the fact that peer support interactions could have occurred at any time during their career, employees of all agencies with over 10 years of service reported the highest rate of peer support interactions.

A notable 163 (59.7%) of the 273 employees that reported non-use of peer support and also responded to Item 1B indicated that they were likely to very likely to seek peer support should stressful circumstances arise.

Reasons for Non-use of Peer Support

The most frequently identified reason for the non-use of peer support was “I have not had a need for peer support” (77.1%). This was followed by “I’m not the kind of person that asks for peer support from peer support team members” (13.7%).

Confidentiality issues, lack of trust, and similar concerns emerged as a factor for the non-use of peer support in less than 3.6% of the responses to Item 1A.

Efficacy of Peer Support

Of the 305 employees that reported participating in peer support interactions:

1. 302 employees responded to Item 2: "Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?" - 268 (88.7%) employees indicated that peer support was helpful to very helpful.
2. 301 employees responded to Item 4: "Based on your overall experience with peer support, would you seek peer support in the event of future stressful circumstances?" - 230 (76.4%) employees indicated that they would again seek peer support in the event of future stressful circumstances.
3. 301 employees responded to Item 5: "Based on your overall experience with peer support, would you recommend peer support to other department employees that you know are dealing with stressful circumstances?" - 272 (89.8%) employees indicated they would recommend peer support to other employees known to be dealing with stressful circumstances.
4. 304 employees responded to Item 6: "Do you feel that peer support has directly or indirectly helped you to better perform your job?" - 180 (59.2%) reported that peer support had directly or indirectly helped them to better perform their job. An additional 47 (15.5%) employees expressed uncertainty, while 21 (7.9%) indicated "not applicable." The "not applicable" response suggests that the issues discussed during peer support interactions were not job-related.
5. 303 employees responded to Item 7: "Do you feel that peer support has directly or indirectly helped you to improve your home life?" - 152 (50.2%) reported that peer support had directly or indirectly helped them to improve their home life. An additional 28 (9.2%) employees expressed uncertainty, while 46 (15.2%) indicated "not applicable." The "not applicable" response suggests that the issues discussed during peer support did not involve the employee's home life.

Proactivity of Peer Support Teams

Of the 631 employees that completed a survey:

1. 614 employees responded to Item 8: "Has a member of your department's peer support team ever contacted you with an offer of peer support, either in person or by any other means of communication?" - 373 (60.7%) employees reported that a peer support team member had contacted them with an offer of peer support. A notable difference was observed among the individual agencies: 73.0% of LPD employees reported being contacted by a peer support team member with an offer of peer support. This is compared to 57.8% for FCPS and 57.4% for LCSO. Twenty employees from the combined agencies reported being uncertain whether they had been contacted by a peer support team member with an offer of peer support.
2. 602 employees responded to Item 9: "Have you ever experienced work-related circumstances where you felt you should have been contacted by the peer support team and were not contacted?" - 122 (20.3%) reported that they had experienced work-related circumstances where they felt they should have been contacted by the peer support team and were not contacted. The agency differences in this area ranged from 24.4% for LPD to 18.0% for LCSO. FCPS personnel recorded 20.8%. For LPD, a notable 37.1% of civilian employees reported having experienced work-related circumstances where they felt they should have been contacted by the peer support team and were not contacted. This is compared to 18.9% for FCPS and 16.4% for LCSO.

Peer Support Team Confidentiality

One of the most important components of agency peer support is confidentiality. Confidentiality for agency peer support teams is established by policy and operational guidelines, jurisdiction administrative regulations, and, in several states, statute. In Colorado, a statutory confidentiality privilege for members of first responder peer support teams that meet specified criteria is established in C.R.S. 13-90-107(m).

Similar to most others that are provided a confidentiality privilege, peer support team member confidentiality is limited. Like the privilege itself, limits of confidentiality for peer support team members are established in agency policy and guidelines, administrative regulations, and statute. Some information, even if obtained in a peer support interaction, must be reported to law enforcement or other designated authorities. Other information, while not required to be reported, is subject to disclosure upon appropriate inquiry.

Specifying the limits of peer support confidentiality *prior* to engaging in peer support is ethically imperative for peer support team members. Informing those eligible for peer support of the limits of confidentiality before engaging in peer support allows potential recipients to decide if they wish to continue the interaction. Most importantly, it informs recipients of peer support that certain information is not protected by the provisions of peer support team confidentiality.

Peer support team members accept the responsibility to make certain that recipients of peer support understand the limits of peer support confidentiality. While full disclosure is necessary, especially in first meetings, a brief reminder of the limits of peer support confidentiality before follow up interactions is normally sufficient.

The communication of limits of peer support confidentiality was explored by Item 3: “For your most recent peer support interaction, did the peer support team member explain, review, or remind you of the limits of peer support confidentiality before the interaction?” A total of 302 of a possible 305 employees responded. Of the 302, 191 (63.2%) reported being informed; 72 employees (23.8%) reported not being informed, while 39 (12.9%) were uncertain.

Of the 631 possible employee responses, 600 employees responded to Item 10: “Within the limits specified by statute and department policy, how confident are you in the confidentiality of peer support interactions?” – 461 (83.2%) employees indicated that were confident to very confident of the confidentiality of peer support interactions; 93 (16.8%) indicated less than confident to “not at all” confident, while 46 (7.7%) stated that they did not know enough about peer support confidentiality to rate their confidence. The latter findings demonstrate the importance of peer support team members keeping information confidential within confidentiality limits and suggest that peer support teams need to do more to educate agency personnel about peer support confidentiality.

Conclusions

Drawing conclusions from survey data is best left to agency peer support teams, their clinical supervisors, and agency administrators. Each are in a unique position to interpret and evaluate survey results. For the participating agencies, survey results, regardless of the agency that generated them, may help identify areas of desired improvement or generate new ideas relevant to the enhancement of peer support.

While survey results are best interpreted by each agency, several general observations can be made:

1. On average, nearly one-half of surveyed employees reported participation in peer support interactions.
2. Peer support is helpful for a remarkable majority of those that have used it. Nearly 9 out of 10 employees that reported peer support interactions stated that peer support was helpful to very helpful in addressing the issues or managing the stress associated with the issues discussed. Nearly 8 out of 10 employees reported that they would seek peer support again in the event of future stressful circumstances, while nearly 9 out of 10 employees reported that they would recommend peer support to co-workers known to be dealing with stressful circumstances. Over one-half of those that participated in peer support reported that it had directly or indirectly helped them to better perform their job and/or improve their home life.

3. Nearly 6 out of 10 employees that reported not having participated in peer support interactions stated that they would be likely to very likely to seek peer support should future stressful circumstances arise. This finding reflects the positive standing of the peer support teams within their agencies - even with those that reported not having used peer support.

4. There is significant employee confidence in the confidentiality of peer support interactions. This is likely the result of three factors: (1) the policies, operational guidelines, and statute designed to provide for peer support team member confidentiality, (2) the consistent exemplary behavior of peer support team members and their adherence to the above mentioned documents and the peer support team code of ethical conduct (Digliani, J.A. 2015b), and (3) the steadfast support of agency administrators and supervisors.

5. Greater consistency is needed in the area of advising or reminding peer support recipients of the limits of peer support confidentiality before engaging in peer support. Disclosing or reviewing the limits of peer support confidentiality is an ethical obligation of all peer support teams wishing to do the best they can for recipients of peer support.

6. The peer support teams have done well with reaching out to employees and offering peer support when appropriate. However, survey results revealed that about 2 in 10 employees reported that they had experienced work-related circumstances where they felt they should have been contacted by the peer support team and were not contacted. This information suggests that peer support teams may need to reexamine their “threshold” for peer support outreach. It is possible that some employees are more stressed by their involvement in particular events wherein neither the event nor their involvement would normally generate a peer support contact. It is also possible that the event never came to the attention of the peer support team or that individual employees, especially if on the “periphery” of an incident, were simply missed and not included in peer support efforts. Special attention in any threshold and outreach reexamination should be given to civilian employees, particularly agency dispatchers, evidence and lab technicians, and records personnel.

Epilogue

The present study supports the use and efficacy of agency peer support. Agency peer support provided by trained and clinically supervised peer support teams has been shown to be a significant resource for those that use it. It has also been shown to be a significant potential resource for those that have not used it. Law enforcement agencies without a peer support team would be well advised to consider developing one.

Agency peer support programs have become an integral part of “best practices” for sustaining employee wellness. To help employees better manage the unavoidable stressors of policing, the cumulative effects of work-related stress, and the trauma frequently associated with law enforcement critical incidents, there is simply no substitute for a well-trained, appropriately structured, clinically supervised peer support team.

Why peer support? Peer support teams occupy a support niche that cannot be readily filled by either health plan counseling services or an Employee Assistance Program (EAP). This is because well trained peer support teams provide support that is qualitatively different than that provided by health insurance therapists or EAP counselors. In fact, peer support teams provide support that it is qualitatively different from the counseling of even the best police psychologists. The difference? The *power of the peer*. The power of the peer is the factor that is a constant in the support provided by peer support team members. It is the factor that is not present in other support modalities. If an agency wishes to do the best it can to support its employees, a peer support program is necessary.

Incidentally, a peer support team is one of the most valued resources for a police psychologist. Experienced police psychologists understand the power of the peer, which is the reason why many police psychologist counseling and proactive support programs are designed to incorporate the efficacy of peer support.

Further research with the *Peer Support Team Utilization and Outcome Survey* or similar assessments is recommended. It is only with additional research across various law enforcement and other first-responder agencies that a reliable body of data pertaining to agency peer support can be generated and further evaluated.

REFERENCES

Digliani, J.A. (2015a). *Contemporary Issues in Police Psychology: Police Peer Support Team Training and the Make it Safe Police Officer Initiative*. Bloomington: Xlibris.

Digliani, J.A. (2015b). *Peer support team code of ethical conduct*. Unpublished manuscript. From: jackdigliani.com.

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For more information and to download the most recent edition of the *Law Enforcement Peer Support Team Manual* visit www.jackdigliani.com

Researcher

Jack A. Digliani is a licensed psychologist and former Fort Collins police officer. He has served as the police psychologist for each of the participating agencies, provided the initial training for each of the peer support teams, and at various times served as clinical supervisor of each of the peer support teams. At the time of the survey and for several years prior, the researcher has had no clinical supervisory role or direct association with any of the participating agency peer support teams.

Peer Support Team Utilization and Outcome Survey and Survey Information Page

The Peer Support Team Utilization and Outcome Survey may be used independently or as a component of a larger survey packet.

Researchers may select and utilize individual items of the Survey to meet particular research goals.

The Survey information page offers Survey information, specifies the conditions under which the Survey is being administered, provides directions for completion, and collects desired descriptive data. Survey users may adapt the Survey information page to accommodate alternative research conditions, alternative research goals, and research projects involving non-law enforcement agencies.

Printer Friendly Version

A printer friendly version of the Peer Support Team Utilization and Outcome Survey is available at no cost from: www.jackdigliani.com.

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Peer Support Team Utilization and Outcome Survey

Jack A. Digliani, PhD, EdD

The **Peer Support Team Utilization and Outcome Survey** (Survey) is comprised of 10 questions designed to gather information about your experience with your department's peer support team.

1. **The Survey is voluntary.** Completion of the Survey is voluntary. If you choose to complete the Survey, your responses will provide important feedback to your department's peer support team.
2. **The Survey is anonymous.** Do not write your name on the Survey.
3. **The Survey is confidential.** Individual surveys are confidential. Survey results will be reported in group statistical data only.
4. **Survey Permission.** Permission for the distribution and data collection of the Survey has been granted by your department's chief or sheriff.
5. **Survey Approval by the Peer Support Team and Department Mental Health Professional.** Survey items and the collection of Survey data have been approved by your department's peer support team and mental health professional. *When completing the Survey, do not include interactions with the department's mental health professional in your responses.* The Survey is concerned only with your experience with non-mental health professional members of the peer support team.
6. **Survey Comments.** The Survey includes a "Comments" section. Comments are optional. You can help your peer support team to better serve you and your department by including information relevant to your peer support experiences. Comments will not be quoted in Survey results. They will be reported in group terms according to their theme, such as "found peer support to be ___."
7. **Use of Survey Information.** Survey information will be used to assess and improve the support efforts of your peer support team. It will also be used to help other law enforcement agencies develop or improve peer support services.
8. **If you choose not to participate.** If you choose not to participate, place your blank Survey in the provided receptacle.
9. **If you choose to participate, check the appropriate boxes:**
 - I am a: sworn law enforcement officer (includes CSOs)
 - civilian employee (includes dispatchers) other employee status
 - Years of service with your current department: less than 5 5 to 10 over 10
 - I am assigned to the:
 - Patrol Division
 - Investigations Division
 - Jail Division
 - Administrative Division
 - Support Services Division
 - Other
10. **Complete the Survey.** Please turn this page over, read the directions, and complete the Survey. Once completed, place the Survey in the provided receptacle. Thank you for your participation.

Peer Support Team Utilization and Outcome Survey

Directions: Circle the response that best describes your interactions or overall experience with your department's peer support team. Do not include interactions with the department's mental health professional in your responses.

1. Have you ever participated in an interaction with a member of your department's peer support team for peer support, either in person or by any other means of communication?

Yes No Uncertain

If Yes to #1, continue to #2 and complete survey. If No or Uncertain to #1, respond to 1A and 1B, then skip to #8 and complete survey:

1A. I have not utilized the peer support team because: (check all that apply and/or fill in reason)

- I have not had a need for peer support
- I don't know how to initiate peer support
- I'm not the kind of person that asks for support from peer support team members
- For this reason _____

1B. Based on what you know about the peer support team, how likely are you to seek peer support should stressful circumstances arise for you in the future?

1 2 3 4 5
Not at all Likely Very likely

2. Based on your overall experience with peer support, how helpful was peer support in aiding you to better address the issue(s) discussed or better manage the stress associated with the issue(s)?

1 2 3 4 5
Not at all Helpful Very helpful

3. For your most recent peer support interaction, did the peer support team member explain, review, or remind you of the limits of peer support confidentiality before the interaction?

Yes No Uncertain

4. Based on your overall experience with peer support, would you seek peer support in the event of future stressful circumstances?

Yes No Uncertain

5. Based on your overall experience with peer support, would you recommend peer support to other department employees that you know are dealing with stressful circumstances?

Yes No Uncertain

6. Do you feel that peer support has directly or indirectly helped you to better perform your job?

Yes No Uncertain Not applicable

7. Do you feel that peer support has directly or indirectly helped you to improve your home life?

Yes No Uncertain Not applicable

8. Has a member of your department's peer support team ever contacted you with an offer of peer support, either in person or by any other means of communication?

Yes No Uncertain

9. Have you ever experienced work-related circumstances where you felt you should have been contacted by the peer support team and were not contacted?

Yes No Uncertain

10. Within the limits specified by statute and department policy, how confident are you in the confidentiality of peer support interactions?

1 2 3 4 5 I don't know enough about peer support
Not at all Confident Very confident confidentiality to rate my confidence

Comments _____
