



EVALUATION REPORT

PILOT PROGRAM FOR WELLNESS TRAINING TIME DURING WORK HOURS

Training Wellness Time usage, benefits, challenges, and program impacts

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PROGRAM INTRODUCTION

The Portland Police Bureau's Training Division began efforts to establish a Wellness Program in late 2018. The mission of the program is to assist all Bureau members in mitigating the additional strains prevalent in a law enforcement career and create and/or maintain physical, mental, emotional, social, and financial wellbeing. It is anticipated that this program will have positive impacts on individual's health, work satisfaction, work quality, work productivity, injury rates, and police-community member interactions over time.

The Wellness Program currently includes an employee Wellness website, training classes, division Wellness Committees, and division fitness and/or meditation programs that are conducted on work time. The first division fitness/meditation program, the launching of the Wellness website, and the first training classes held for members began in mid-2019.

DIVISION PROGRAMS FOR WELLNESS TRAINING TIME

Division wellness training time programs allow members to participate in wellness activities during paid work hours, and are an important component of the Bureau's Wellness Program. Each division's program was designed by a Wellness Committee, comprised of sworn and professional (non-sworn) division staff members. The Wellness Committees identified the best strategies for implementing their program, and selected their program's activities based on employee interest and what would be practical to implement logistically. Activities included physical exercise, meditation, mental health services, and wellness-related educational opportunities.

The Wellness Committees coordinated with the Training Division's Wellness Program to ensure the plans were practical for that division's implementation. Each plan was then submitted to the Training Division for approval. After program implementation, Wellness Committees continue to coordinate with the Training Division's Wellness Program and help the Bureau assess division specific wellness needs.

WELLNESS PROGRAM EVALUATION SURVEYS

The Training Division developed an evaluation system along with the Wellness Program, in order to inform the development of the program and to assess program impacts over time. The evaluation currently focuses on assessing usage of the Wellness Program, challenges to utilizing the Wellness Program, fitness and meditation activities, sleep quality, employee morale, and employee injuries. Other measures are currently being considered, such as those relating to mindfulness and employee burnout. Methods currently used for the evaluation are employee surveys, training evaluation, feedback from the Wellness Committees, examining employee injury data, and feedback from the Bureau's Injury Liaisons. The survey instruments were designed with consultation support from BetaGov and a Portland State University professor, as well as an extensive review of related research.

The Introduction survey was conducted at the start of the division's program and included items pertaining to fitness and meditation activities and related challenges, sleep quality, goal setting, and employee morale. The Wellness program delivered follow up surveys on a 6-month basis for the first year of the program's implementation, some of which focused mainly on information that can assist the

Wellness Program Managers and Committees in developing the program (e.g. obtaining information regarding what is working well with the program, program challenges and potential solutions, etc.).

PILOT WELLNESS TRAINING TIME PROGRAM – EVALUATION SUMMARY

The timeframe for this evaluation runs from October 2019 through April 2021. The first division fitness/meditation programs began in October 2019 and other Responsibility Units (RUs) followed over the course of the next six months. In general, the Introduction surveys coincided with the RU's Wellness Plan implementation, and follow-up surveys were conducted near the RU's 6-month and 1-year marks.

The evaluation timeframe includes extraordinary circumstances that impacted employee's participation in Wellness activities. For example, due to the COVID-19 pandemic, the State of Oregon mandated intermittent closures of gym facilities (e.g. PPB exercise rooms) for a total of five months within the evaluation period (March 23-June 18, 2020 & November 18, 2020-January 28, 2021). Furthermore, challenges related to Bureau staffing and workload, which were first identified in the Introduction survey, intensified. The significant Bureau response needed for 100+ days of civil unrest, and an unprecedented increase in gun violence calls further limited the ability for employees to participate. These circumstances created some difficulties in measuring the impacts of the program alone, leading to some uncertainty whether any differences would be found.

Despite these circumstances, the overall results from the Introduction, 6-month and 1-year surveys provide several leading indicators that the Wellness program has been beneficial for employee health, work quality and productivity, and employee morale. The bureau's establishment of a Wellness Program appears to be having a positive impact on many employees.

MAIN FINDINGS

Personal Wellness Assessment, Positive Impact of Wellness Time

- Employee wellness levels were similar in the 1-year survey compared to the 6-month survey. Being able to maintain wellness levels is remarkable given the potential strains related to COVID-19, protest activity, and an increase in gun violence incidents.
- About 95 percent of respondents indicated wellness time has had a positive impact on their health and wellbeing. The level of impact was rated to be great or very great by nearly 80 percent.

Program Impact on Work Performance - Focus and Productivity

- Approximately 80 percent of 1-year survey respondents agreed or strongly agreed they are able to focus more effectively and feel more productive in their job since participating in the program.

Exercise Benefits

- The majority of respondents reported they experienced physical and mental benefits from exercise. The benefits receiving the highest responses included increased energy, strength, focus, morale, and improved health benefits (e.g. lower blood pressure, decreased pain).

Exercise - Frequency, Duration, and Challenges

- Overall, employees reportedly exercised more frequently, both during and outside of work hours, over time. Although the exercise duration did not appear to increase, the majority of employees indicated each session was at least 30 minutes.
- While many were able to exercise during work hours, some expressed challenges. The most common challenge is a lack of time. Survey results seem to indicate that the lack of time is often linked to staffing and work load (e.g. call load, case load). Time allotment (e.g. beginning vs. end of shift), finding an activity they liked, and staying motivated were also identified as barriers for some RUs. The majority of employees did not indicate supervisor support or not having a fitness partner as being a moderate or serious problem.

Meditation Benefits

- Many employees reported they experienced benefits from meditation. The benefits receiving the highest responses included increased focus, decreased anxiety and decreased stress.

Meditation - Frequency, Duration, and Challenges

- Overall, employees reportedly practiced meditation more frequently over time. Common challenges include a lack of time and appropriate space, as well as people being less familiar or comfortable with meditation techniques.

Bureau Support

- Less than the majority of employees agreed or strongly agreed that the Bureau provides them the necessary support to perform their job well. While some reported agreement, the overall results were varied and indicate more work could be done in this area.
- The majority of employees agreed or strongly agreed that the Bureau provides them the necessary support to utilize wellness time. While the results varied, they were positive overall.

Morale and Bureau Investment in Employee Wellbeing

- The results for morale and Bureau investment in employee wellbeing were varied. Many employees indicated the Wellness Program was one of the best programs the Bureau has implemented, or reported they look forward to their wellness time days. Some indicated they were hopeful the program would continue or possibly expand. Survey results also seem to indicate low morale was not due to the Wellness Program. Rather, the low morale was linked to City and Bureau leadership's pressure or perceived lack of support. Some employees indicated morale would be lower without the Wellness Program.
- A high majority (approximately 97%) of employees believe having wellness time has had a positive effect on their morale. Over 75 percent rated the effect to be at least moderate, and over half (57%) rated the effect to be great or very great.

RU Equity Considerations

- Employees were given the opportunity to provide additional comments that may be helpful for improving the Wellness Program. While nearly 100 comments were received in regard to their appreciation for the Wellness Program, employees also spoke of equity concerns related to Wellness time allowance and/or program restrictions across RUs. Many acknowledged staffing constraints, but suggested it would be helpful to have wellness time every day. Some offered ideas or solutions such as flexibility with beginning/end of shift options, staggering shift start times, or having a pre-relief shift. Some employees that indicated their facility does not have an exercise room, suggested it would be helpful to have some basic equipment or to have the same program parameters bureau-wide such as being allowed to exercise outside.

MAIN FUTURE CONSIDERATIONS

The evaluation findings indicate the following considerations may further strengthen this program:

Wellness Time - Exercise

- Further strategize ways for employees to be able to exercise at work, with an emphasis on ensuring employees have the time and resources (e.g., exercise equipment and space) and address any division-specific challenges.

Wellness Time - Meditation

- Further strategize ways for employees to be able to practice meditation/mindfulness techniques at work, with an emphasis on ensuring employees have the time and resources (e.g., a functional space for meditation, resources for learning meditation/mindfulness practices) and address any division-specific challenges.

Sleep

- Continue to explore employer programs for supporting healthful employee sleep, including methods for reducing the impacts of organizational factors that negatively impact sleep (e.g. shift work, stress).

Organizational Considerations

- Continue to work towards an organizational culture that prioritizes employee wellness.
- Further explore organizational health strategies and related training.

The following sections provide more detailed information regarding the survey questions and results¹.

¹ Statistical analysis testing (t-Test, Chi-Square, and Mann-Whitney U) were used to help determine which changes over time (when present) likely represented actual changes in the findings and were not do to sampling differences. This was done to incorporate more caution into the interpretation of the results and greater confidence into which changes over time were noteworthy. The limitations of statistical analysis testing for this study's data (e.g. a non-random sample) is understood and therefore great detail regarding these analyses are not included in this report. If additional information regarding the analysis or evaluation methods utilized is needed, please contact the Training Division.

Wellness Level and Program Impacts

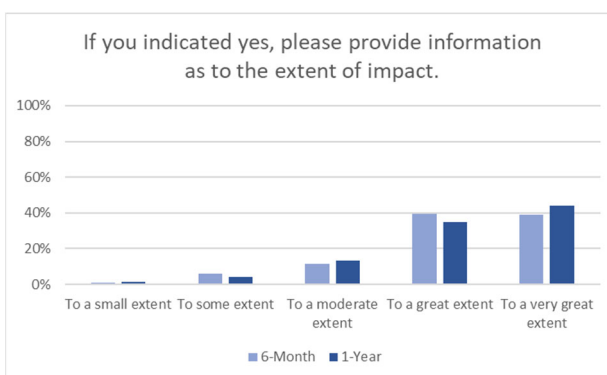
This section reviews the 6-month and 1-year survey results related to employee wellness levels and impacts on health/wellbeing, job focus, and productivity. Overall the results were very positive. Although these questions were not included in the Introduction survey, the Wellness Program will continue to monitor for progress.

Program Impact on Health and Wellbeing

For both surveys, about 95 percent of respondents indicated they believe having time for wellness during their workday has had a positive impact on their health and wellbeing.

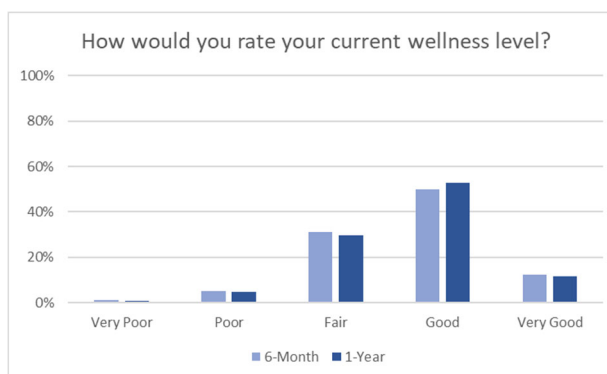
Approximately 79 percent of respondents rated the extent to be great or very great. While the highest response for the 6-month survey was split between being a great and very great impact (39% each), this progressed to very great (44%) for the 1-year survey.

A comparison of the results at the RU level found similar, positive results in both surveys. By the 1-year survey, 80-100 percent of respondents from all RUs indicated they believed wellness time has had a positive impact on their health and wellbeing. For most RUs, about 70-90 percent of respondents indicated the impact to be great or very great by the 1-year survey. This range was lower (54-67%) for a few RUs, but still positive.



Wellness Level

The 6-month and 1-year check in surveys asked members about their current wellness level. The results were positive overall, with approximately 62-65 percent of respondents rating their wellness level to be good or very good. Being able to maintain wellness levels is remarkable given the potential strains related to COVID-19, protest activity, and an increase in gun violence incidents. Furthermore, the scaling used for this question

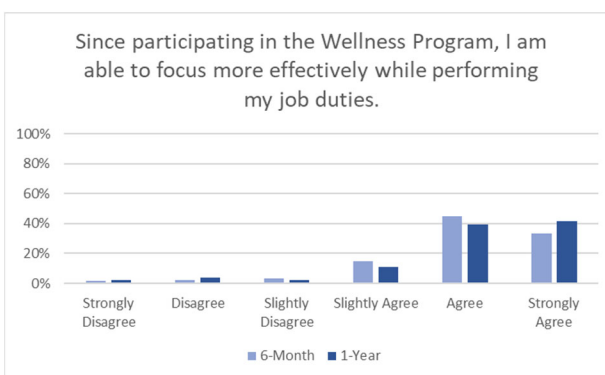


requires a fairly significant change to occur before seeing results (e.g. the difference between fair and good could be substantial for many).

A comparison of the results at the RU level found similar, positive results. At least half of respondents from almost all RUs indicated their wellness level to be good or very good. The results for many RUs also indicated similar wellness levels over time. A couple RUs had more varied results, with slightly less than half of respondents indicating good or very good wellness level for either the 6-month or 1-year survey.

Program Impact on Work Performance – Focus

The 6-month and 1-year check in surveys asked members if they are able to focus more effectively while performing their job duties since participating in the Wellness Program. In both surveys, the majority of respondents agreed or strongly agreed they were able to focus more effectively. There was a slight increase in this percentage, from 78 percent in the 6-month survey to 81 percent at 1-year. This may indicate slightly stronger agreement in the 1-year survey compared to the 6-month survey². The highest response for the 6-month survey was Agree (45%); this progressed to Strongly Agree (42%) for the 1-year survey.



A comparison of the results at the RU level found similar, positive results. By the 1-year survey, at least half of respondents from all RUs indicated they agreed or strongly agreed their ability to focus improved. For many RUs, the results may indicate stronger agreement in the 1-year survey compared to the 6-month survey.

Program Impact on Work Performance – Productivity

The 6-month and 1-year check in surveys asked members if they feel more productive in their job since participating in the Wellness Program. The results were positive overall, with 76-81 percent of respondents agreeing or strongly agreeing they felt more productive in their job.

A comparison of the results at the RU level found similar, positive results. By the 1-year survey, at least half of respondents from all RUs indicated



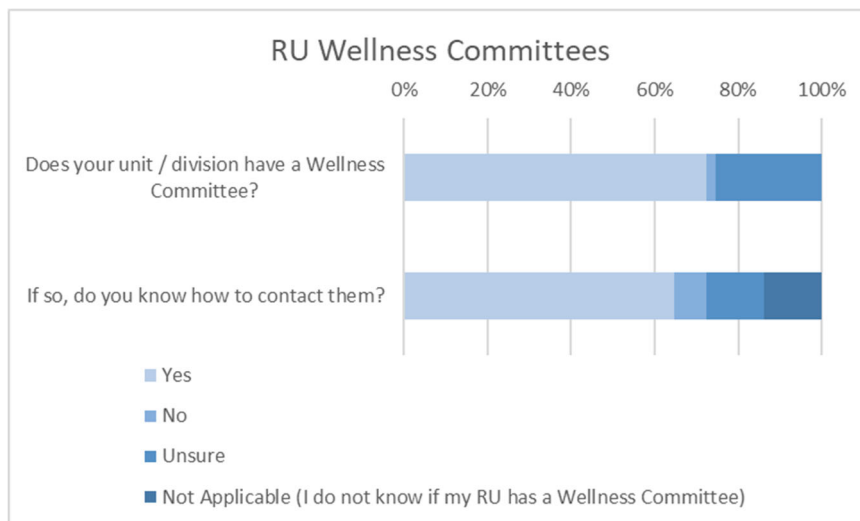
² This difference was found to be statistically significant using the Mann-Whitney test but not with the t-Test. Therefore this difference is being reported cautiously although the Mann-Whitney test is probably more accurate given the skewed distribution and shorter scale.

they agreed or strongly agreed their productivity improved. For a few RUs, the results may also indicate stronger agreement in the 1-year survey compared to the 6-month survey.

RU Wellness Committees

The 6-month check in survey asked members about their RU's Wellness Committee. Approximately 72.5 percent of respondents indicated knowing their RU had a Wellness Committee and about 65 percent reported knowing how to contact them.

A comparison of the results at the RU level found similar results. For most RU's, the majority of respondents indicated knowing their RU has a Wellness Committee. The results for a few RUs were more varied. The results for respondents knowing how to contact their RU's Wellness Committee were also similar. While the majority of respondents for most RU's knew how to contact their Wellness Committee, some RUs had more varied results.

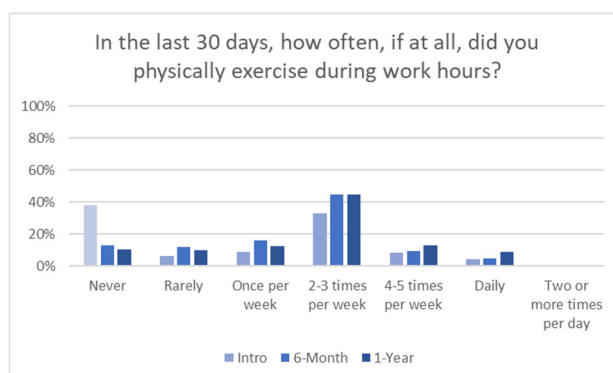


Wellness Time – Physical Exercise

Overall, there was a substantial increase in physical exercise during work hours and significant benefits reported by survey respondents, including increased energy, increased strength, improved health (e.g. lower blood pressure, decreased pain), increased focus, and increased morale.

Physical Exercise – Frequency

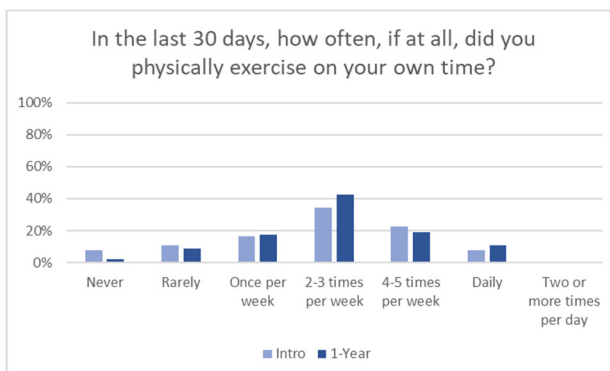
The Introduction, 6-month and 1-year check in surveys asked members how often, if at all, they physically exercised during work hours in the last 30 days. Overall, the frequency of physical exercise increased over time. At the Introduction survey, about 46 percent of respondents indicated they exercised during work hours at least twice per week. This percentage increased to 59 percent at 6-months and 67 percent at 1-year. In addition,



those indicating they never or rarely exercised during work hours decreased in the 6-month and 1-year surveys compared to the Introduction survey.

To provide a clearer picture of exercise habits, Introduction and 1-year survey takers were also asked about exercise outside of work hours. For the surveys, about 65 to 72 percent of respondents indicated they exercised at least twice per week on their own time.

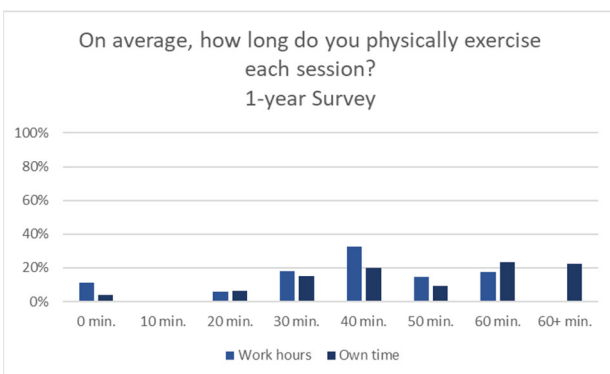
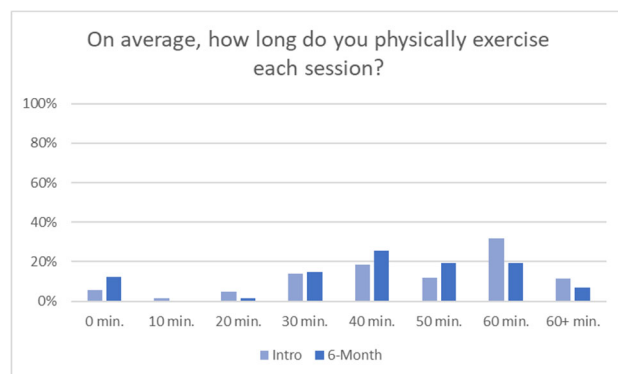
A comparison of the results at the RU level found similar results. For most RUs, the majority of 1-year survey respondents indicated they exercised during work hours at least twice per week. The results for a few RUs were more varied, but still indicated an overall increase in exercise frequency. For all RUs, the majority of 1-year survey respondents indicated they exercised at least twice per week on their own time. The percentage for most RUs ranged from 60-80 percent in both surveys.



Physical Exercise – Duration

The Introduction and 6-month check in surveys asked members how long they physically exercise each session in general and the 1-year survey included separate questions for sessions in and out of work hours.

Approximately 88 percent of Introduction survey respondents exercised at least 30 minutes per session. This percentage remained similar for the 6-month survey and slightly decreased to 82 percent at 1-year. For sessions outside of work hours (asked only in the 1-year survey), people reported exercising longer and 90 percent exercised for durations of at least 30 minutes.

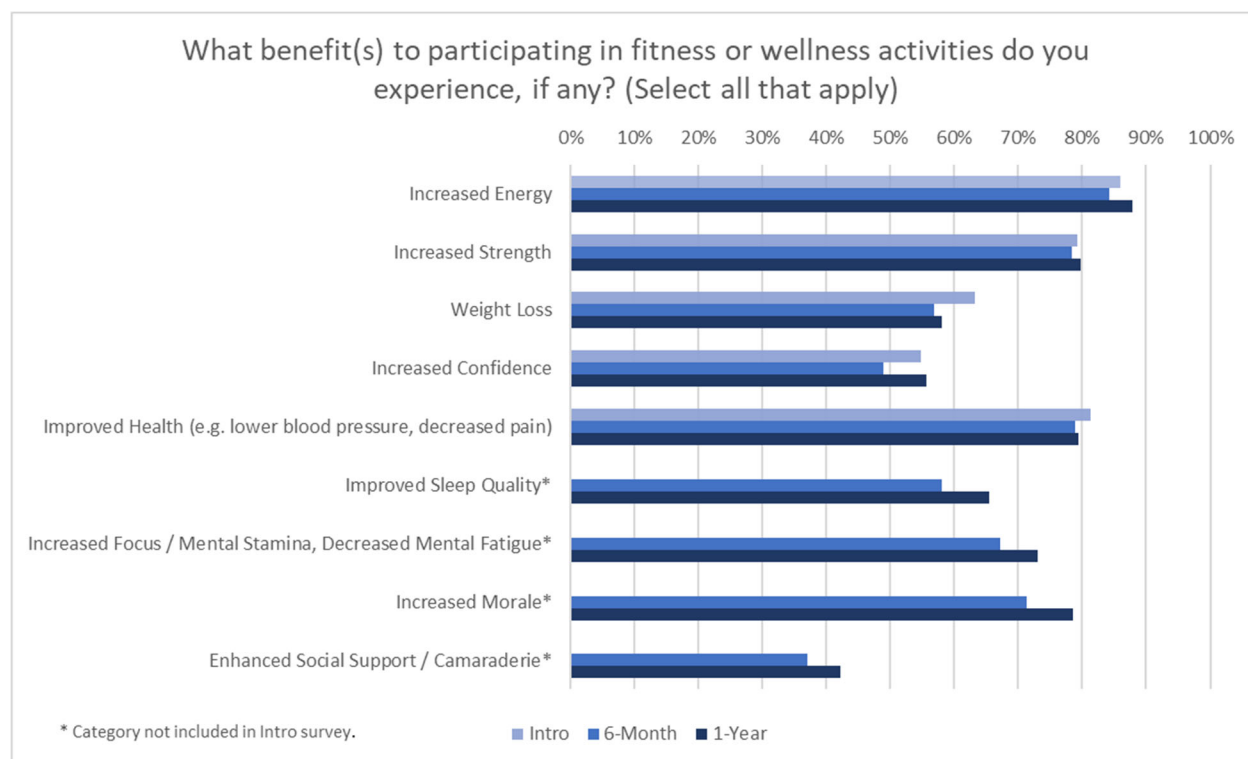


A comparison of the results at the RU level found similar results. For most RUs, 80-100 percent of survey respondents exercised 30 minutes or more per session. Survey results for a few RUs were more varied, with shorter sessions overall. For sessions outside of work hours, the majority of respondents from all RUs indicated their sessions were 30 minutes or more. While the range for most RUs was 80-100 percent, it was lower for a couple RUs.

Physical Exercise – Benefits Experienced

The Introduction, 6-month, and 1-year check in surveys asked members what benefits to participating in fitness or wellness activities they experience, if any. The Introduction survey question included five benefit categories (increased energy, increased strength, weight loss, increased confidence, and improved health such as lower blood pressure or decreased pain) and an unsure option. Four additional benefit responses were added for the 6-month and 1-year surveys (improved sleep quality, increased focus and mental stamina/decreased mental fatigue, increased morale, and enhanced social support/camaraderie).

Overall, the results were very positive with those exercising reporting substantial benefits, many in multiple categories. By the 1-year survey, at least 70 percent of respondents reported the following benefits from exercise: increased energy, increased strength, improved health, increased focus and mental stamina/decreased mental fatigue, and increased morale. More than half of respondents reported weight loss, increased confidence, and improved sleep quality.

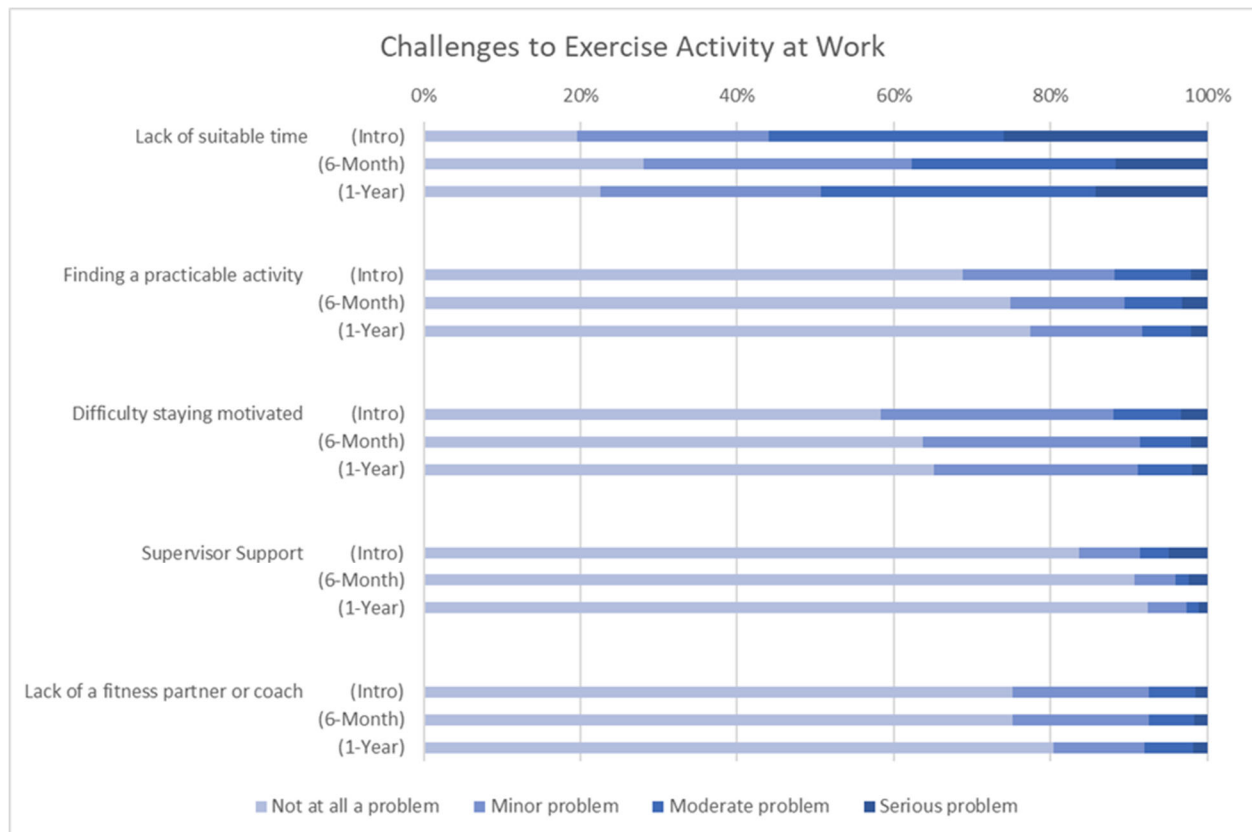


When asked to elaborate on other benefits, over 50 individuals expressed feelings of happiness or overall mental health improvement. Over five individuals spoke of the Wellness Program's positive impacts on family. Most indicated it allows for more family time, and three suggested the improvement to their mental and physical health positively affects their relationships with family. Two people indicated the program would positively affect the community, as the program improves officer's physical and mental health or resilience. In addition to benefits, individuals expressed their appreciation for the program. Some indicated the Wellness Program is the best program PPB has implemented or reported the Wellness Program has changed their perspective for PPB's leadership as it shows they care about officer's wellbeing.

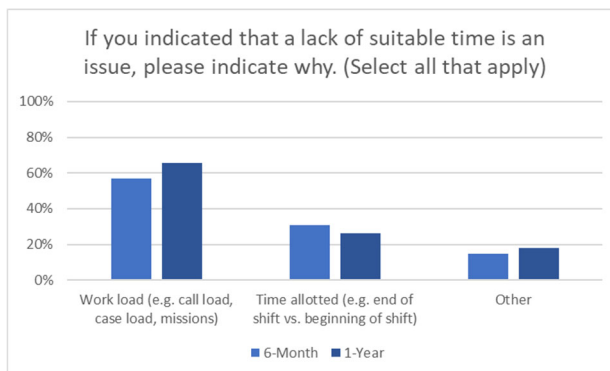
A comparison of the results at the RU level found similar results. Overall, the majority of respondents from all RUs indicated they experienced increased energy, increased strength, improved health, increased focus and mental stamina/decreased mental fatigue, and increased morale. For many RUs, weight loss, increased confidence and/or improved sleep quality were also indicated to have a higher response.

Physical Exercise – Challenges

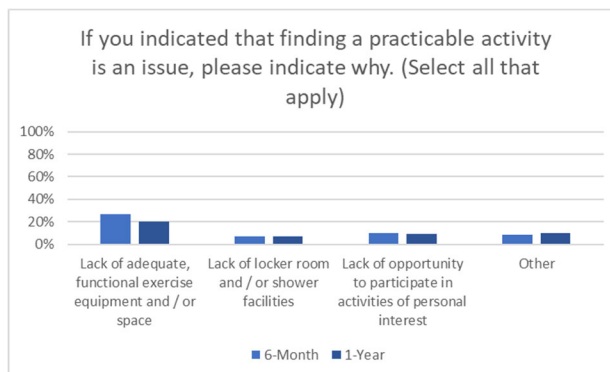
The Introduction, 6-month, and 1-year check in surveys asked members about various challenges related to their ability to exercise during work hours. The main challenges for being able to exercise during work hours were: a lack of time, finding an activity (e.g. lack of adequate functional exercise equipment/space or locker room/shower facilities, lack of opportunity to participate in activities of personal interest) and staying motivated.



Although the challenge with a lack of time improved slightly over time, 77 percent of respondents still noted it as a challenge in the 1-year survey (28% as a minor problem, 35% as moderate, and 14% as serious). When asked to elaborate on these barriers, most indicated challenges related to work load (including the high amounts of protests and gun violence incidents), staffing, or difficulties related to the designated hours for wellness time. Respondents offered potential ideas or solutions, which included allowing flexibility with beginning/end of shift options, staggering shift start times, or providing a pre-relief shift.



Approximately 22.5 percent of respondents reported a challenge with finding a practicable activity in the 1-year survey (14% as a minor problem, 6% as moderate, and 2% as serious). When asked to elaborate on the barriers, most indicated challenges related to exercise equipment or gym/locker room space. Others indicated it would be helpful to have more activity options available or less restrictions placed on the program, such as location or having to start and end at their RU. Some reported challenges related to gym closures due to COVID. Respondents offered potential ideas or solutions, which included opening the gyms or being allowed to bring small equipment outside, reworking or remodeling gym/locker room space, or having fewer restrictions on location.



Staying motivated was another highly reported challenge for exercise during work hours. At the 1-year survey, approximately 35 percent of survey respondents still noted this as a challenge (approximately 26% as a minor problem, 7% as moderate, and 2% as serious).

Supervisor support and the lack of a fitness partner or coach were indicated as being less problematic, overall. Although most did not indicate a problem, some respondents suggested it would be helpful to have a coach or instructor assist them with a structured exercise program or to have structured, group exercise options.

When asked to elaborate on other challenges, many individuals spoke of RU equity issues. Common themes were inequity issues related to the amount of Wellness time allowance across RUs, not having exercise equipment available at their facility compared to other RUs, or issues with supervisor and/or management support not being equal within their RU or as compared to other RUs. Respondents offered potential ideas or solutions, which included being allowed to have wellness time every day, having more flexibility with beginning/end of shift options, having basic exercise equipment, having less program restrictions such as location, and having the same program parameters bureau-wide such as being allowed to exercise outside.

A comparison of the challenge results at the RU level found similar results. The following are some noteworthy differences.

For all RUs, the majority of respondents indicated time was at least a minor problem in all three surveys. By the 1-year survey, the majority of respondents for a few RUs indicated a moderate or serious challenge. Some RUs reported a greater time challenge due to work load.

For all RUs, finding a practicable activity was not a moderate or serious problem for the majority of survey respondents. A couple of RUs reported a greater challenge with a lack of adequate, functional exercise equipment/space.

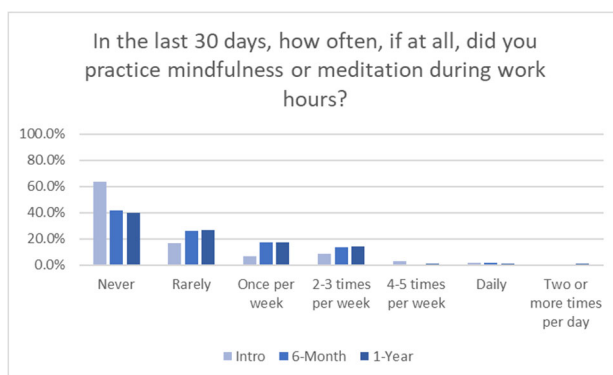
For all RUs, staying motivated and the lack of a fitness partner or coach were indicated as not being a moderate or serious problem by the majority of respondents. By the 1-year survey, supervisor support was not a moderate or serious problem for the majority of respondents from all RUs.

Wellness Time – Meditation

Overall, there was a substantial increase in the use of meditation over time and significant benefits reported by survey respondents that practiced, including increased focus/mental stamina, decreased anxiety, decreased stress, increased awareness, increased optimism, and improved sleep quality.

Meditation – Frequency

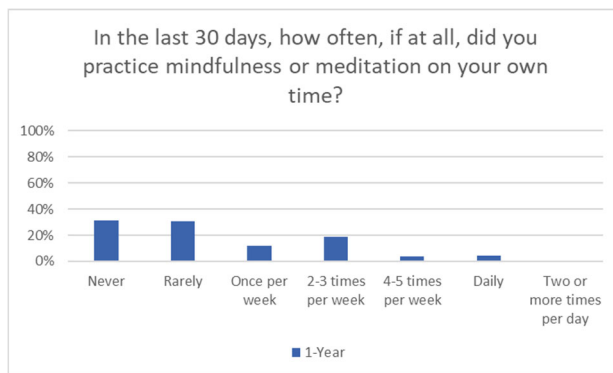
The Introduction³, 6-month and 1-year check in surveys⁴ asked members how often, if at all, they meditated during work hours in the last 30 days. Overall, the frequency of practicing meditation increased over time. At the Introduction survey about 80.5 percent of respondents indicated they never or rarely meditated, compared to 67.5 percent at 6-months. This percentage then remained about the same for the 1-year mark. In addition, those indicating they meditated regularly increased in the 6-month and 1-year surveys compared to the Introduction survey.



³ The Introduction survey asked members how often, if at all, they practiced meditation in the last 30 days. This question was changed for the 6-month and 1-year surveys to include the phrase “during work hours”. Although the Intro survey question did not specify meditation time during work hours, the results were included for comparison analysis.

⁴ For the 6-Month and 1-Year surveys, participants were asked which activities their RU offered. Only respondents who indicated their RU offered meditation/mindfulness were asked questions about these activities, which resulted in a lower response rate for the questions in this section as compared to the exercise section.

To provide a clearer picture of meditation habits, 1-year survey takers were also asked about meditation outside of work hours. Survey respondents reported an even greater amount of meditation or mindfulness practice outside of work. Although the majority of 1-year survey respondents indicated they never (31%) or rarely (30%) meditated on their own time, 27 percent meditated at least twice per week on their own time.

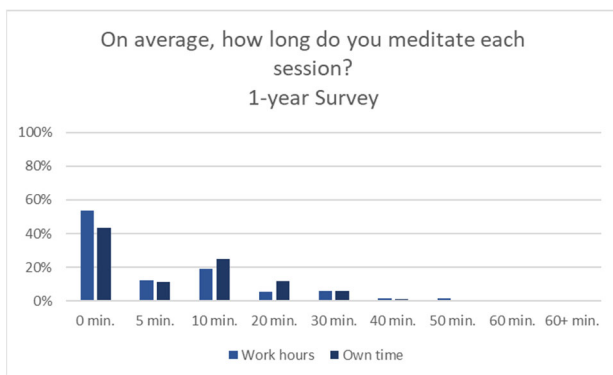
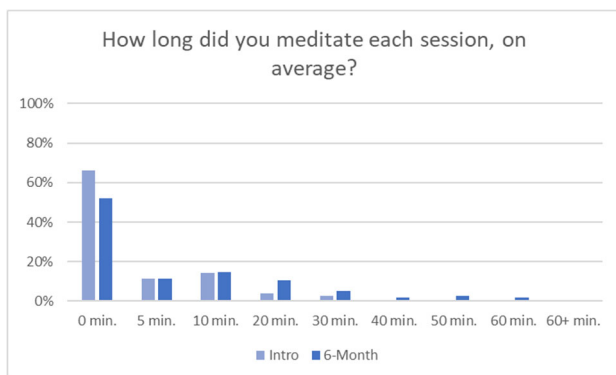


A comparison of the results at the RU level found similar results. For most RUs, while the majority of respondents did not practice meditation regularly during work hours, this decreased over time. A few RUs had a higher percentage (38-50%) of respondents indicating they practiced meditation outside of work hours, at least twice per week.

Meditation – Duration

The Introduction and 6-month check in surveys asked members how long they meditate each session. These questions did not specify whether the sessions were during or outside of work hours.

Approximately 34 percent of Introduction survey respondents meditated at least 5 minutes per session. This percentage increased to 48 percent at 6-months and was similar at 1-year. For sessions outside of work hours (asked only in the 1-year survey), people reported meditating longer and approximately 57 percent meditated for durations of at least 5 minutes. Overall, of the respondents who meditated, the most common amount of time was 10 minutes.

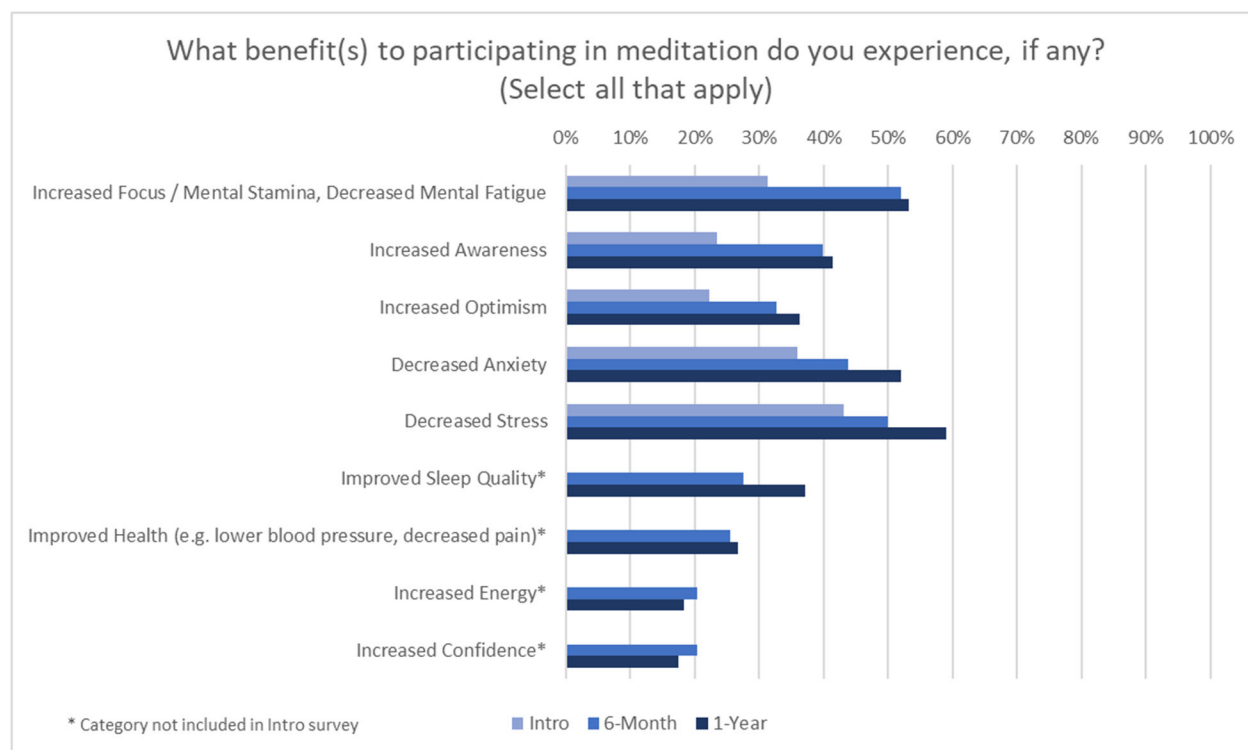


A comparison of the results at the RU level found similar results. For most RUs, the majority of respondents that regularly practiced meditation indicated their session was 5 or 10 minutes. Introduction and 6-month survey results for a few RUs were more varied, with longer sessions reported overall. For sessions outside of work hours, while most RUs indicated their sessions were 5 or 10 minutes, respondents from one RU indicated longer sessions at 20-30 minutes.

Meditation – Benefits Experienced

The Introduction, 6-month, and 1-year check in surveys asked members what benefits to participating in meditation they experience, if any. The Introduction survey question included five benefit categories (increased focus and mental stamina/decreased mental fatigue, increased awareness, increased optimism, decreased anxiety, and decreased stress) and an unsure option. Four additional benefit responses were added to the 6-month and 1-year surveys (improved sleep quality, improved health such as lower blood pressure or decreased pain, increased energy, and increased confidence).

Overall, the results were positive with those meditating reporting substantial benefits, many in multiple categories. By the 1-year survey, at least 50 percent of survey respondents reported the following benefits from meditation: increased focus/mental stamina, decreased mental fatigue, decreased anxiety and decreased stress. These were the most frequently reported benefits; however, all of the categories were reported to have benefits for at least some of the respondents.

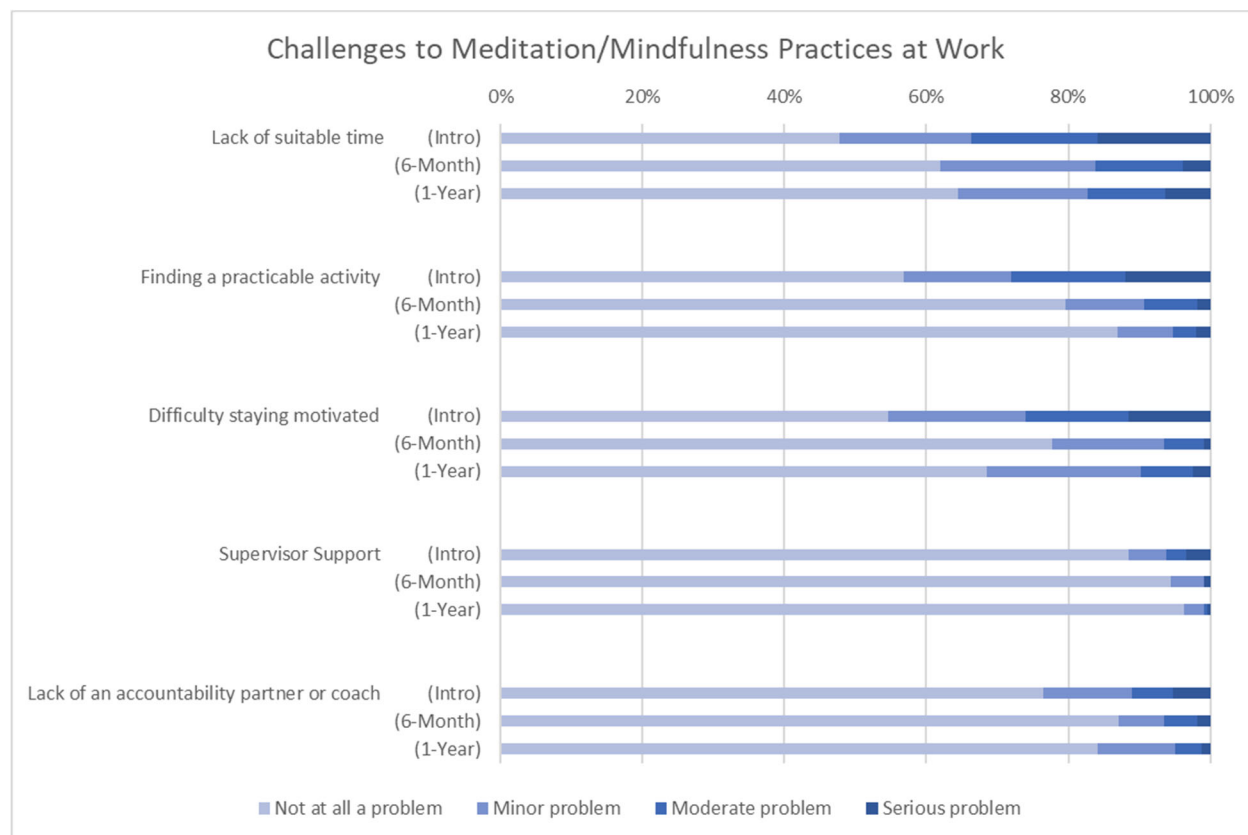


A comparison of the results at the RU level found similar results. Overall, the majority of respondents from all RUs indicated they experienced increased focus/mental stamina, decreased anxiety, and decreased stress. For some RUs, increased awareness, increased optimism, and/or improved sleep quality were also indicated to have a higher response.

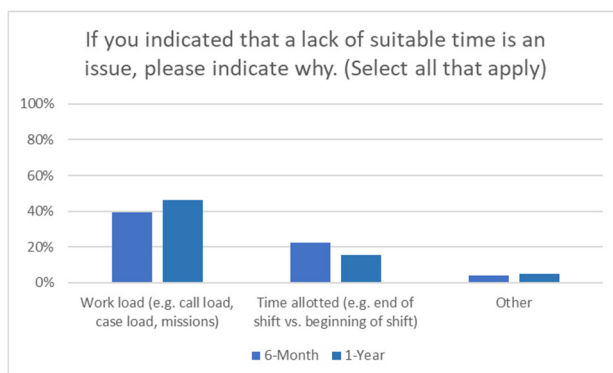
Meditation – Challenges

The Introduction, 6-month, and 1-year check in surveys asked members about various challenges related to their ability to meditate during work hours. The main challenges for being able to meditate during work hours were: a lack of time, finding an activity (e.g. lack of adequate functional space/environment for meditating, not being familiar with meditation/mindfulness techniques), and

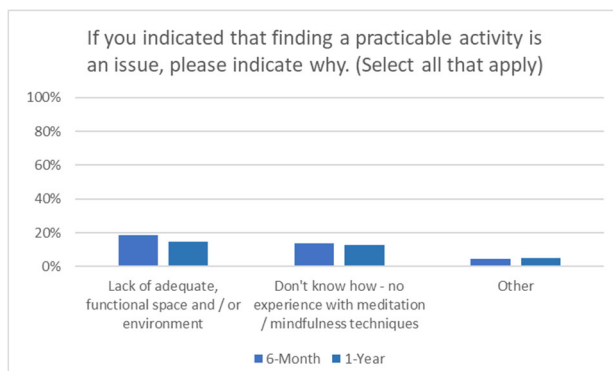
staying motivated. Although a lack of time was identified as being at least a minor problem by the majority of Introduction survey respondents, there was improvement in the 6-month and 1-year surveys. Finding an activity, supervisor support, staying motivated, and the lack of an accountability partner or coach were indicated as being less problematic, overall.



Although the challenge with a lack of time improved over time, approximately 36 percent of respondents still noted it as a challenge in the 1-year survey (approximately 18% as a minor problem, 11% as moderate, and 6% as serious). When asked to elaborate on these barriers, most indicated challenges related to work load (including the high amounts of protests and gun violence incidents), staffing, or difficulties related to the designated hours for wellness time. Respondents offered potential ideas or solutions, which included allowing flexibility with beginning/end of shift options, being able to turn their radio off, or providing a pre-relief shift.



The challenge with finding a practicable activity decreased substantially over time and was only noted as a problem for approximately 13 percent of the respondents by the 1-year survey (approximately 8% as a minor problem, 3% as moderate, and 2% as serious). When asked to elaborate on the barriers the main themes were a lack of a functional space/environment for practicing meditation/mindfulness, or not knowing how/having no experience with meditation techniques. Some offered potential ideas or solutions, which included being provided functional, quiet space, guidance or refresher training on techniques, or recommendations for meditation apps (one specifically suggested a Headspace app subscription).



Staying motivated was another highly reported challenge for meditation/mindfulness practice. This challenge also decreased over time. At the 1-year survey, approximately 31 percent of survey respondents still noted this as a challenge (approximately 22% as a minor problem, 7% as moderate, and 2% as serious). Supervisor support and the lack of an accountability partner or coach were indicated as being less problematic, overall.

A comparison of the challenge results at the RU level found mostly similar results. The following are some noteworthy differences. Most RUs indicated an overall improvement in regard to time challenges within the timeframe, although this did remain as one of the main challenges. For a couple RUs, these challenges did not appear to improve. A few RUs reported a greater time challenge due to work load.

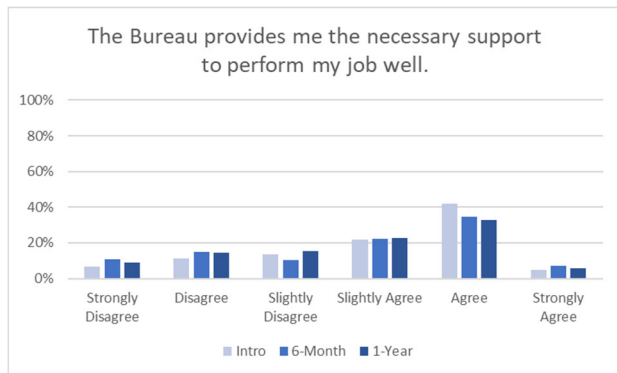
For all RUs, finding a practicable activity was not a moderate or serious problem for the majority of survey respondents. Some RUs reported a greater challenge with a lack of adequate, functional space/environment.

For all RUs, staying motivated was not a moderate or serious problem for the majority of survey respondents. While most RUs reporting the greatest challenge saw an improvement over time, it did not appear to improve for one RU. By the 1-year survey supervisor support and the lack of an accountability partner or coach were indicated as being less problematic for all RUs.

Wellness Program Impact on Bureau Support, Investment, and Morale

Bureau Support to Perform Their Job Well

The Introduction, 6-month, and 1-year check in surveys asked members if the Bureau provides them the necessary support to perform their job well. Although the highest response for all three surveys was agree (42%, Introduction | 35%, 6-month | 33%, 1-year), the overall results were varied and indicate more work could be done in this area. For the Introduction survey, 46.5 percent of respondents agreed or strongly agreed the Bureau provides the necessary support, compared to 39 percent by the 1-year survey.

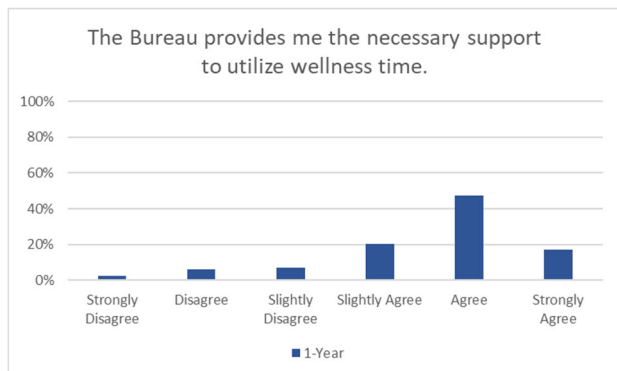


A comparison of the results at the RU level found similar, varied results. Many RUs had fluctuating results over time. The results for a couple of RUs were more positive with stronger agreement over time or with the majority of respondents indicating they agreed or strongly agreed. A few RUs had the majority of respondents in agreement, but the percentage worsened over time.

Bureau Support to Utilize Wellness Time

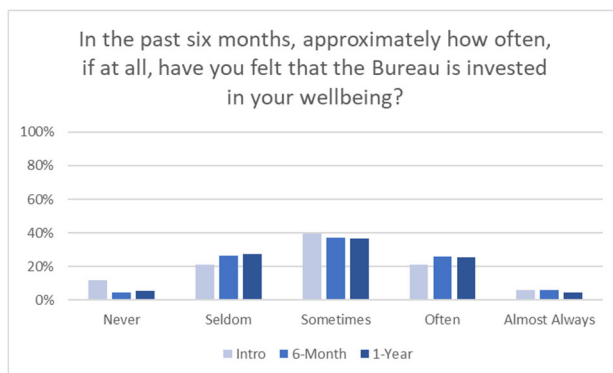
The 1-year check in survey asked members if the Bureau provides them the necessary support to utilize wellness time. Overall, the results were positive. The majority of respondents (64.5%) indicated they agreed or strongly agreed. The highest response was Agree (48%).

A comparison of the results at the RU level found similar results. The majority of respondents from most RUs agreed or strongly agreed the Bureau provides the necessary support to utilize wellness time. Respondents from a couple RUs indicated lower levels of agreement.



Bureau Investment in Their Wellbeing

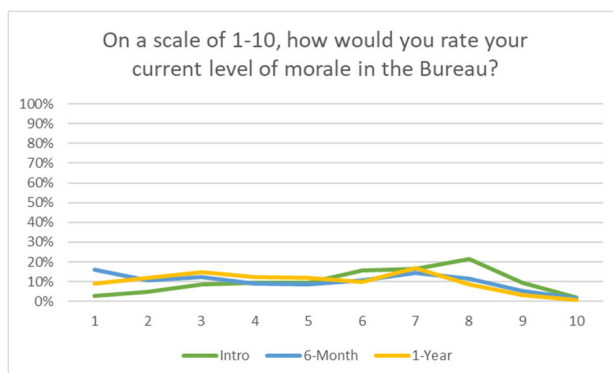
The Introduction, 6-month, and 1-year check in surveys asked members how often, if at all, they've felt the Bureau was invested in their wellbeing in the past six months. The results were varied and remained similar over time. The highest response for all three surveys was sometimes (40%, Introduction | 37%, 6-month | 37%, 1-year). Slightly more respondents indicated feeling the Bureau was never or seldom (31-33%) invested as compared to those that indicated often or almost always (27-32%).



A comparison of the results at the RU level found similar, varied results. Overall, the highest response for most RUs was sometimes. This fluctuated for many RUs over time as the highest response changed to either seldom or often.

Morale – Their Current Level

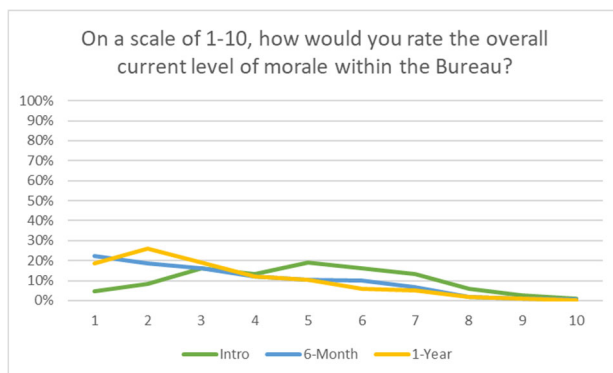
The Introduction, 6-month, and 1-year check in surveys asked members about their current level of morale in the Bureau, on a scale of 1-10. Overall, the results were varied, worsened at the 6-month timeframe, and then remained steadier for the rest of the year. At the Introduction survey the average score was 6.1 on a scale from 1 to 10, then dropped to an average of 4.7 for the 6-month and 1-year surveys.



A comparison of the results at the RU level found similar, varied results.

Morale – Current Level Within the Bureau

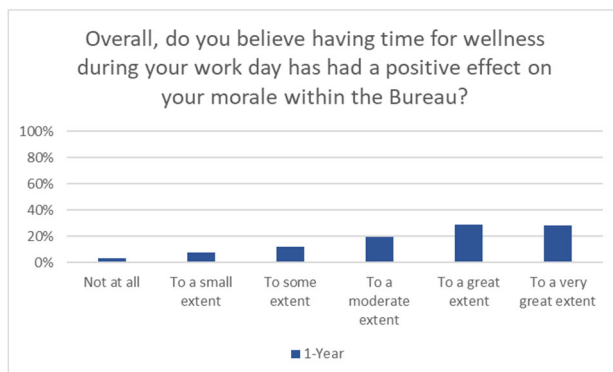
The Introduction, 6-month, and 1-year check in surveys asked members about the overall current level of morale within the Bureau, on a scale of 1-10. Overall, the results were varied, worsened at the 6-month timeframe, and then remained steadier for the rest of the year. For the Introduction survey the average score was 4.9 on a scale from 1 to 10, then dropped to an average of 3.4 at 6-months and 3.2 at 1-year.



A comparison of the results at the RU level found similar, varied results.

Morale – Impact of Wellness Time

The 1-year check in survey asked members if, overall, they believed having time for wellness during their work day has had a positive effect on their morale within the Bureau. Overall, the results were positive. Approximately 77 percent of respondents indicated the extent of impact to be moderate or more. Over half indicated the extent to be great (29%) or very great (28%). These responses were also the highest.



A comparison of the results at the RU level found similar results. For most RUs, the majority of respondents indicated the extent to be great or very great.

Wellness Program Appreciation

The Introduction, 6-month, and 1-year check in surveys asked members if they had any additional comments regarding the Wellness Program. Over 100 comments were received for the Introduction survey, more than 50 comments were provided for the 6-month survey, and over 30 were received for the 1-year survey.

For the Introduction survey, over 60 respondents expressed their appreciation for the program. Many indicated the Wellness Program was one of the best programs the Bureau has implemented or reported they look forward to wellness time days. Over 20 spoke of benefits experienced related to improved productivity, motivation, or overall physical and mental health. Over 10 indicated they have noticed an improved morale. Several indicated they hoped the program would continue or possibly expand.

For the 6-month survey, over 25 respondents expressed their appreciation for the program. Similar to the Introduction survey, many indicated the Wellness Program was one of the best programs the Bureau has implemented, or reported they look forward to wellness time days. Over 10 indicated they were hopeful the program would continue or possibly expand. Others spoke of low morale and indicated it was not due to the Wellness Program, but rather due to leadership pressure or the perceived lack of support. Some indicated morale would be even lower without the Wellness Program.

For the 1-year survey, over 10 respondents expressed appreciation for the Wellness Program. Similar to the previous surveys, some reported wellness time was one of the few things they look forward to, or indicated morale would be lower without the Wellness Program.