Appendix D

Online Survey

This file includes screen shots of draft online training program: *NIOSH training for law enforcement on shift work and long work hours*.

The training is about 185 webpages long. Interspersed across the training are about 13 videos that are 30 second to 2 minutes long from interviews of police officers, a police chief, and a police trainer. The screen shots below include the landing page, 2nd page with the left navigation panel listing the training modules, pages for objectives from each of the 12 modules, and the last page of the training. The training program can be viewed in full on this development website: https://wwwdev.cdc.gov/niosh/z-lab-945/police_training/default.html

Enforcement on Shift Work and Long Work Hours

Part One

Module 1. Introduction to NIOSH Training for Law Enforcement on Shift Work and Long Work (Mintues 3)

Module 2. How Shift Work and Long Work Hours Increase Health and Safety Risks (20 minutes)

Module 3. Risks Associated With Shift Work and Long Work Hours (18 Minutes)

Module 4. Individual Differences (7 minutes)

Part Two

Module 5. Work Organization Strategies to Promote Alertness and Health in Officers (21 minutes)

Module 6, Improving Your Sleep and Alertness (17 minutes)

Module 7. Napping, an Important Fatigue Countermeasure (11.5 minutes)

Module 8. Day Shift (8 minutes)

Module 9. Coping with Night and Evening Shifts (12 minutes)

Module 10: Coping Strategies for Your Personal Life (12 minutes)

Module 11. Driving (5 minutes)

Module 12. Action Steps and Final Comments (8.5 minutes)

NIOSH Training for Law Enforcement on Shift Work and Long Work Hours

Module One
Introduction to NIOSH Training for Law Enforcement on Shift Work and Long Work Hours

Module Two
How Shift Work and Long Work Hours Increase Health and Safety Risks

Module Three
Risks Associated With Shift Work and Long Work Hours

Module Four
Individual Differences

Page last reviewed: April 3, 2018
Content source: National Institute for Occupational Safety and Health

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NIOSH Training for Law Enforcement on Shift Work and Long Work Hours

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Part One

Module 1. Introduction to NIOSH Training for Law Enforcement on Shift Work and Long Work (Mintues 3)

What You Will Learn

Benefits of Shift Work and Long Work Hours

Benefits of Shift Work and Long Work Hours, Cont.

Reference

Module 2. How Shift Work and Long Work Hours Increase Health and Safety Risks (20 minutes)

Module 3. Risks Associated With Shift Work and Long Work Hours (18 Minutes)

Module 4. Individual Differences (7 minutes)

Part Two

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NIOSH Training for Law Enforcement on Shift Work and Long Work Hours > Part One > Module 1. Introduction to NIOSH Training for Law Enforcement on Shift Work and Long Work (Mintues 3)

What You Will Learn

Police officers, managers, and trainers all share in the responsibility of finding ways to reduce the inherent risks of shift work and long work hours.

As a police officer, you may benefit from this training by:

- becoming more aware of the potential negative physical and mental effects of shift work and long work hours and how these effects can impact others
- improving the quantity and quality of your sleep
- feeling more alert on the job
- having fewer accidents or injuries on and off the job
- avoiding drowsy driving on the way to and from work
- enjoying better well-being and health
- improving your personal relationships

As a police manager or trainer, you also can benefit from this training by:

- improving how work is organized and scheduled
- improving your own sleep practices
- knowing resources available to provide to your employees

These can help both you and your staff improve performance on the job and reduce the **latent conditions** that lead to errors and accidents related to police fatigue and sleepiness.

PREVIOUS
Introduction to NIOSH Training for Law Enforcement on Shift Work and Long Work Hours

NEXT
Benefits of Shift Work and Long Work Hours

† Latent conditions are those that increase the potential risk for an error or accident. An accident or injury may or may not occur, but the risk is higher.

Long Work Hours

Module 2. How Shift Work and Long Work Hours Increase Health and Safety Risks

Objectives

This module gives information about the functions of sleep and physiology of sleep regulation, with the following objectives:

1. Explain how shift work and long hours are linked to health and safety risks.
2. Describe important functions occurring during sleep.
3. Describe relevant physiologic processes involved in sleep and fatigue.

Organizations and officers can use this information for developing strategies to improve sleep and reduce the immediate negative impacts of fatigue.

Research indicates that shift work and long work hours increase health and safety risks by disturbing sleep and circadian rhythms and reducing time for family and non-work responsibilities. Long work hours, in addition, increase exposures to hazards at work and reduce recovery times.

These immediate effects promote stress, fatigue, negative mood, discomfort, physiologic dysfunction, and poor health behaviors (overeating, smoking, and lack of exercise). These in turn could lead to illnesses and injuries for the worker. In addition, the risks can extend to families, for example, from the conflicting demands of work and family.

Risks to employers include reduced productivity, increased absenteeism, and increases in worker errors, which can lead to citizen complaints. Mistakes by fatigued officers can have broad-reaching negative effects on the community, ranging from reduced public trust in police legitimacy to motor vehicle crashes during work and the commute. Scientific evidence indicates that the characteristics of the worker and the demands of the job influence whether these negative outcomes occur.

Click the link to download a 2-minute video to hear Bryan Vila Ph.D., an internationally recognized expert in managing police fatigue. Dr. Vila is a former police officer and law enforcement executive with 17 years' experience in local, national and international agencies. After earning his Ph.D., he pioneered the study of the impact of workplace fatigue on officers' safety, performance and health more than 35 years ago. He has given workshops on this topic to thousands in law enforcement across the United States, United Kingdom, and Canada.

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Module 1: References

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Coping

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Module 3. Risks Associated With Shift Work and Long Work Hours

Objectives

Research indicates shift work and long work hours are associated with a somewhat higher risk for illnesses, errors, injuries, and certain symptoms. This module will discuss this wide range of risks:

1. Declines in brain functioning (thinking, remembering, etc.)
2. Reduced job performance: risk of accidents and errors
3. Negative impact on health behaviors (obesity, smoking, etc.)
4. Increased short-term and long-term health risks
5. Negative impacts on families, employers, and the community

Many of these risks can be reduced by correcting disruptions to sleep and circadian rhythms.

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Module 2: References

Next
Negative Impacts on Sleep

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Part One —

Module 1. Introduction to NIOSH Training for Law Enforcement on Shift Work and Long Work **(Mintues 3)**

Module 2. How Shift Work and Long Work Hours Increase Health and Safety Risks **(20 minutes)**

Module 3. Risks Associated With Shift Work and Long Work Hours **(18 Minutes)**

Module 4. Individual —

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Module 4. Individual Differences

Objective

Discuss factors that influence an officer's ability to adjust to shift work and extended work hours:

- Sleep differences
- Lark and owl traits
- Age
- Chronic (long-lasting) diseases
- Personal responsibilities

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Module 3: References	Sleep Differences

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🏠 NIOSH Training for Law Enforcement on Shift Work and Long Work Hours

Part One +

Part Two —

Module 5. Work Organization Strategies to Promote Alertness and Health in Officers (21 minutes)

Objectives

Key Points for Managers

Improving Work Schedules

Guidelines

Guidelines, Cont.

Guidelines, Cont.

Extended Shifts

Rest Breaks

Planned Naps

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Module 5. Work Organization Strategies to Promote Alertness and Health in Officers

Objectives

In this Module, police managers and officers can learn strategies for improving the organization of work:

- Improving the design of work schedules
- Promoting breaks during the work shift
- Conducting periodic assessments
- Using policies and systems that reduce the risk for fatigue
- Promoting a positive psychological work environment

The current climate for managing resources in law enforcement organizations is difficult. Community needs for law enforcement are rising, while departments are experiencing challenges with recruitment and retention.[1] At times it may seem necessary to deviate from the recommendations presented in this module, and not all of the recommendations may be relevant or feasible for your department. However, work hours are one of the major reasons for officers' absenteeism.[2] If you can improve work-schedule issues, you may have better success in attracting and retaining officers.

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Module 4: References	Objectives

🔍 100%

Long Work Hours

Part One

Part Two

Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)**

Module 6, Improving Your Sleep and Alertness (17 minutes)

Create a Good Sleep Environment

Create a Good Sleep Environment, Cont.

Prepare for Sleep

Timing Sleep to Fit Your Work Schedule

Using Light to Manage Alertness

Avoiding Light to Improve Sleep

Exercising to Improve Sleep

Sleep Aids and Stimulants

Sleep Aids and Stimulants, Cont.

Sleep Aids and Stimulants, Cont.

Sleep Aids and Stimulants, Cont.

Module 6. Improving Your Sleep and Alertness

Objectives

You can improve the quantity and quality of your sleep.[1] In this module we will cover these topics:

- How to set up a good sleep environment
- How to prepare for sleep
- How to time your sleep to fit your work schedule
- How to control light to improve or decrease alertness
- Stimulants and sedatives
- Symptoms of possible sleep disorders

Sleep is a biological need for life and health, similar to the need for food.[2] Most adults need 7 or more hours of good-quality sleep each day.[3-6] This means sleep that is long enough to meet a person's individual sleep-length need and is not interrupted by frequent arousals or awakenings. As discussed in Module 2, the amount of sleep needed may increase in response to a variety of factors. These can be temporary, such as the need to sleep longer after high physical or mental demands and when fighting infections (the flu, for instance).

Your own sleep need is genetically determined,[7] but the amount of time you spend in bed is (mostly) under your control. Most short sleep is the result of devoting inadequate time to sleep rather than an inherited trait for short sleep duration. In order to get enough sleep, consider taking these steps:

- Making sleep a priority
- Whenever possible, organizing your home and work life to promote good-quality sleep.

If the recommendations in this module do not seem feasible to you, reconsider each one carefully. Making even a few changes could result in a significant improvement in your sleep health and a reduction in your fatigue.

Previous	Next
Module 5: References	Create a Good Sleep Environment

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Part One

Part Two

Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)**

Module 6, Improving Your Sleep and Alertness **(17 minutes)**

Module 7. Napping, an Important Fatigue Countermeasure (11.5 minutes)

Objectives, Cont.

Introduction

Sleep Inertia

Nap Times

Nap Duration

Napping before Night Shift

Naps at Work

Naps at Work, Cont.

Module 7. Napping, an Important Fatigue Countermeasure

Objectives

> The American Academy of Sleep Medicine Standards Practice
>
> Committee recommends planned naps before and during night shift for persons having difficulty with shift work.[1,2] This expert committee states naps can counteract work-time sleepiness and increase alertness on the job.

You need to be at your best when making critical decisions, interacting with community members, and performing other law enforcement activities. Failure to maintain on-the-job alertness can lead to critical errors and injuries for both you and others. When circadian rhythms don't match up with shift schedules, shift workers often suffer from decreased alertness during work and disturbed sleep. These difficulties occur mostly for those on the night shift.

In this module, we provide scientific information to help you make strategic use of naps to combat fatigue and sleepiness. This information covers the following objectives:

- Describe times of day most suitable for taking a nap
- Explain what both short and long naps can do for you
- Discuss organizational considerations for using naps during work shifts.

Previous	Next
Module 6: References	Objectives

NIOSH Training for Law Enforcement on Shift Work and Long Work Hours > Part Two

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Part Two −

Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)** +

Module 6, Improving Your Sleep and Alertness **(17 minutes)** +

Module 7. Napping, an Important Fatigue Countermeasure **(11.5 minutes)** +

Module 8. Day Shift **(8 minutes)** −

Day Shift Challenges

Using Light to Shift Circadian Rhythms

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Module 8. Day Shift

Objectives

Although night shift is associated with the most difficult sleep problems, the day shift also can pose some sleep problems for officers. This module teaches strategies for the following:

- Waking easily and being alert on waking
- Being sleepy at the right time and falling asleep quickly
- Reducing fatigue

Because rotating shifts vary in many ways, this training does not focus on strategies for rotating between day and other shifts. If you are on rotating shifts and have difficulty adjusting to your schedule, you can consult a sleep specialist for guidance (see **Other Resources** for help in locating a specialist).

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Module 7: References	Day Shift Challenges

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Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)** +

Module 6, Improving Your Sleep and Alertness **(17 minutes)** +

Module 7. Napping, an Important Fatigue Countermeasure **(11.5 minutes)** +

Module 8. Day Shift **(8 minutes)** +

Module 9. Coping with Night and Evening Shifts (12 minutes) −

Why is night shift so difficult?

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Module 9. Coping with Night and Evening Shifts

Objectives

In this module, you can learn ways of making night and evening shifts less difficult by taking an active coping approach toward

- Improving the quantity and quality of your sleep
- Having a healthy diet and avoiding gastrointestinal (GI) symptoms.

Information on napping, another important strategy for night shift officers, is in **Module 7**.

Rotating shifts vary in many ways, so this training will not specifically address strategies for rotating between night, evening, and other shifts. If you rotate shifts, consult a sleep disorders specialist for guidance if you have difficulties adjusting to your schedule. See **Other Resources** for a list of websites to find a sleep center and board-certified sleep specialists.

Previous	Next
Module 8: References	Why is night shift so difficult?

CDC Centers for Disease Control and Prevention
CDC 24/7: Saving Lives, Protecting People™

Search   All CDC ▾   🔍

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Part Two   −

Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)**   +

Module 6. Improving Your Sleep and Alertness **(17 minutes)**   +

Module 7. Napping, an Important Fatigue Countermeasure **(11.5 minutes)**   +

Module 8. Day Shift **(8 minutes)**   +

Module 9. Coping with Night and Evening Shifts **(12 minutes)**   +

Module 10: Coping Strategies for   −

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Module 10: Coping Strategies for Your Personal Life

Objectives

Officers' work schedules can affect their personal lives and can cause problems with personal relationships. In addition, the demands of work and home life can interfere with needed sleep. This module offers suggestions and strategies to help you do the following:

- Balance work and personal life
- Gain cooperation from family and friends
- Maintain communication when your work schedule conflicts with those of the important people in your life

Click the link to download a video and hear a police training manager discuss how family can help. Note: the final version of the training will use YouTube embedded videos. ▶ [MP4 – 27 MB]

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Module 9: References	Family and Social Life

CDC Centers for Disease Control and Prevention
CDC 24/7: Saving Lives, Protecting People™

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Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)**   +

Module 6. Improving Your Sleep and Alertness **(17 minutes)**   +

Module 7. Napping, an Important Fatigue Countermeasure **(11.5 minutes)**   +

Module 8. Day Shift **(8 minutes)**   +

Module 9. Coping with Night and Evening Shifts **(12 minutes)**   +

Module 10: Coping Strategies for Your Personal Life **(12 minutes)**   +

Module 11. Driving **(5 minutes)**   −

Drowsy Driving

NIOSH Training for Law Enforcement on Shift Work and Long Work Hours > Part Two

Module 11. Driving[a]

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Objectives

Shift work and long work hours are key risk factors for sleep-related crashes. Learning how to avoid drowsy driving is important for reducing this risk. This module teaches officers:

- Important drowsy driving statistics
- Warning signs that a person is too drowsy to drive safely
- Strategies to prevent risks linked to drowsy driving

PREVIOUS	NEXT
Module 10: References	Drowsy Driving

[a] Selected content in this Module was adapted from the Drowsy Driving by National Sleep Foundation on http://drowsydriving.org 🗗 .

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Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)**   +

Module 6, Improving Your Sleep and Alertness **(17 minutes)**   +

Module 7. Napping, an Important Fatigue Countermeasure **(11.5 minutes)**   +

Module 8. Day Shift **(8 minutes)**   +

Module 9. Coping with Night and Evening Shifts **(12 minutes)**   +

Module 10: Coping Strategies for Your Personal Life **(12 minutes)**   +

Module 12. Action Steps and Final Comments

We have covered a wide range of health and safety issues linked to shift work and long hours. To make this information work for you, next we suggest action steps for moving toward better health and well-being when working these schedules.

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Module 11: References	Objectives

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> Module 12. Action Steps and Final Comments (8.5 minutes)

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Module 5. Work Organization Strategies to Promote Alertness and Health in Officers **(21 minutes)**   +

Module 6, Improving Your Sleep and Alertness **(17 minutes)**   +

Module 7. Napping, an Important Fatigue Countermeasure **(11.5 minutes)**   +

Module 8. Day Shift **(8 minutes)**   +

Module 9. Coping with Night and Evening Shifts **(12 minutes)**   +

Module 10: Coping Strategies for Your Personal Life **(12 minutes)**   +

Module 11. Driving **(5 minutes)**   +

Module 12. Action Steps and Final Comments (8.5 minutes)   −

Action Steps for Officers

Educate Yourself

Plan for Work and Family Responsibilities

Final Comments

Click the link to download a link and hear a police officer give final comments ⊙ [MP4 – 32 MB]. Note: the final version of the training will use YouTube embedded videos.

Society needs officers to provide critical services around the clock. As a result, shift work is a necessary part of policing.

The scientific community recognizes the challenge that officers on shift work face: the need to work at night (when our physiology sets us up to sleep) and sleep during the day (when our body is normally active). It can be done, but this requires a concerted effort by both officers and their managers.

The goal of this training is to pass along suggestions for doing this better. Applying the latest information can help you improve your health and well-being when working shifts and long hours.

However, science has not answered all of the questions in this area, so remember to look periodically for newly reported findings. A very active community of scientists is working on these issues to help the many shift workers who provide vital services for society around the clock.

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Support Helps!	References

🔍 75%