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Job Stress and Coping
in
Army Casualty Operations Workers

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Morten G. Ender

Paul T. Bartone, CPT, MS

Department of Military Psychiatry
Walter Reed Army Institute of Research
Washington, DC 20307

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) Army Casualty Assistance work has no directly comparable civilian occupation. However, like civilian human service occupations, soldiers working in the casualty area are susceptible to job stressors that can lead to low morale, stress, burnout and psychiatric illness. In order to ascertain sources of job related stress and coping mechanisms, this report describes the role of one type of Army casualty worker, the "Notification NCO." In addition to comparing different types of casualty workers with the Notification NCO, this study utilizes multiple research methods including participant observation, interview surveys, oral histories and instrument measures over a one year period. The salient job stressors uncovered are exposure to death through telephonic contact with bereaved family members and learning the details surrounding an individual soldier's injury or death. Job stressors are moderated by informal hiring practices, effective on-the-job training, commitment to the mission and calm, knowledgeable leaders. Recommendations for alleviating job stressors and strategies for enhancing coping mechanisms are provided.												
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INTRODUCTION

This report grows out of a series of studies conducted by the Traumatic Stress Research Branch of the Walter Reed Army Institute of Research (WRAIR). These studies focused principally on how military personnel cope with a variety of acute and chronic stressors. Following the December 12, 1985 military air disaster in Gander, Newfoundland, a team of researchers from WRAIR began examining the human response to that event (Wright, 1987). One important discovery was the large number of hidden victims affected by a traumatic event of this nature. Following such a disaster, attention is usually focused on immediate victims, survivors, and family members. But there are other groups who often experience high stress levels associated with the disaster. These include body handlers, security police, chaplains and casualty assistance personnel. Because of their role in assisting in the management of casualties throughout the Army community and the high levels of stress associated with the job, Army casualty workers are of special interest to stress researchers. This report focuses on one specific group in the Army casualty and memorial affairs system, casualty operations workers.

The purpose of the study is to ascertain sources of job stress and coping among the Army Casualty Operations Center staff. Special attention is given to the senior enlisted soldiers in the office called "Notification NCOs." It is a



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descriptive study that aims to identify key sources of job-related stresses and coping resources. Finally, some tentative recommendations are provided for reducing stress-related problems in the work environment.

Theoretical Background

Since Freudenberger (1974) first defined "burnout" over 15 years ago, researchers have tried to identify causes of burnout in various occupations. By this definition, burnout is primarily a sense of emotional exhaustion that follows prolonged exposure to a human service occupation, where role requirements involve providing help or assistance to some client population in need. The literature linking stress and burnout documents this phenomenon in a wide variety of civilian human service based organizations in the United States, including policemen (Maslach and Jackson, 1979), general human services (Cherniss, 1980), child protective workers (Harrison, 1980), public service workers (Maslach, 1982), doctors (Mawardi, 1983), public contact workers (Maslach and Jackson, 1984), female human service workers (Brookings et al., 1985), occupational therapists (Brollier et al., 1986), correctional officers (Dignam, Barrera and West, 1986), family counselors (Beck, 1987), care providers (Courage and Williams, 1987), college resident assistants (Hetherington, Oliver and Phelps, 1989), teachers (Burke and Greenglass, 1989)

paramedics (Grigsby and McKnew, 1988), and community development workers in Israel (Etzion, 1984; Etzion and Pines, 1986; Etzion, 1988) and Canada (Cruikshank, 1989).

Research on workers whose jobs regularly involve notifying family members about the death of a loved one has been sparse. A few researchers have focused on some occupations which require the making of death notifications, including police officers (Hall, 1982; Hendricks, 1984; Eth et al., 1987), doctors (Creek, 1980) and clergy (Allen, 1976). A review of these studies indicates that death notification is an unusual and highly stressful task.

In a military context, researchers often focus on extreme or traumatic stress, such as combat stress or the stress of handling dead bodies following a training accident (Belenky, 1987; Wright, 1987; Ursano and McCarroll, 1989). But there are other kinds of "job stressors" that can lead to low morale, stress, burnout, and even psychiatric illness. Although generally not perceived as a human service organization, there are many occupations within the military similar to human service occupations in the civilian sector. More obvious ones are military doctors, nurses, police and chaplains. Somewhat less obvious are Army casualty assistance workers.

Army Casualty Assistance

Army casualty assistance operations have evolved over the years from telegraphic notifications during World War II, to personal assistance and support extending beyond the immediate family of a deceased or seriously injured service member (Bartone, Ender and Dover, 1989a). Workers assigned to the Department of the Army, Casualty and Memorial Affairs Operation Center (CAC) are at the epicenter of Army casualty assistance. Branches within the CAC include Personnel Affairs, Memorial and Administration Affairs, Mortuary Affairs, POW/MIA Affairs, Identification Laboratories and Casualty Operations. Although the American Red Cross has assisted the families in locating loved ones in the military for years through the Services to the Armed Forces, Services to Military Families, and veteran programs (American Red Cross, 1986), there is virtually no other civilian counterpart to the Army's casualty assistance worker.

Army Casualty Assistance Work

The Department of the Army Casualty Operations Center (COC) is the "nerve center" for death and serious injury notification and assistance within the Army. Today's peacetime Army still experiences significant numbers of active duty and reserve training deaths each year (936 in 1988) in addition to an average of 12,000 retired Army deaths per year (Washington Headquarters

Services, 1988). These figures do not include family members of active duty members or Department of the Army (DA) civilians and their family members. Casualty assistance is provided to the primary (PNOK) and secondary (SNOK) next of kin of active duty Army soldiers and their family members, Army reservists on training exercises, Department of the Army civilian workers and their family members, and retired Army personnel and their family members.

Three principal Army groups assist bereaved families following serious injuries and deaths; Notification NCOs, Casualty Notification Officers and Casualty Assistance Officers (CAOs) (see APPENDIX #1).

Notification NCOs

Notification NCOs assigned to the COC are at the center of Army casualty operations. These casualty workers are typically male or female non-commissioned officers (NCOs) with between 5-15 years of Army experience. They rotate on eight hour work shifts, 24 hours a day, 365 days a year, in the management of Department of the Army casualties as they occur around the world. Through telephonic and FAX machine communications of doctor certified deaths, very serious illnesses or injuries (VSIs), and serious illnesses or injuries (SIs), Notification NCOs receive and maintain detailed notes regarding the casualty. VSIs and SIs require the telephonic notification of primary next

of kin by the Notification NCO. In addition to receiving and disseminating detailed information regarding soldier, civilian and Department of the Army family member injuries and deaths, Notification NCOs also make telephonic notification and give periodic status updates to family members of those personnel who have been listed as VSI and SI. Notification NCOs may also be required to make telephonic death notification in the rare instance of the mass media inadvertently announcing a death before official, personal notification has been made. Workers are sometimes required to make death notification in the event a VSI or SI person has died as a result of those injuries or illnesses. Although the physical separation from the source of stress is greater in telephonic notification, as compared to the direct experience of body handlers or CAOs, telephone counseling of clients appears to affect human service workers dramatically (Baron and Cohen, 1982). Because of the continuous interaction with aspects of death, serious illness and the families of service members, it appears the job of Notification NCO could be an extremely stressful one.

Following a death, the Army must determine the location of spouses, children, parents, primary next of kin and secondary next of kin. Next, one of the 42 regional CACs (Casualty Area Commands) around the world is given the responsibility of assigning a Casualty Notification Officer and Casualty Assistance Officer.

Casualty Notification Officer

Casualty Area Commands assign active duty and retired Army personnel from the rank of Sergeant First Class (SFC) and above, living or working nearest the soldier's PNOK and SNOK, to make the personal notification. Personal notification is served within 24 hours following deaths, missing persons, and deaths involving retired Army members whose PNOK and SNOK are located in another geographic area. In addition to providing facts regarding the death or missing status, the Notification Officer is required to "use good judgment by not passing gory or embarrassing details," to be "conscious of adverse medical reactions brought about by notification" and to "clear any conflicting evidence through the CAC" (Department of the Army, 1989a:3). If the NOK to be notified is not fluent in the English language, a qualified linguist may be assigned to assist the Notification Officer.

No direct evidence is available regarding the experience of the Casualty Notification Officer. Studies of police officers suggest that notification is indeed stressful and is exacerbated by; 1) a lack of training in informing survivors, and 2) a masculine culture that denies socioemotional aspects of policework (Hall, 1982; Hendricks, 1984; Eth, 1987). Casualty Assistance Officers who also served as Casualty Notification Officers reported high anxiety associated with anticipating and

actually serving notification to family members (Ender, 1991). Army Notification NCOs report that notification is the hardest, most stressful and least liked aspect of their jobs.

Casualty Assistance Officers (CAOs)

One important duty within the Army Casualty Operations Center (COC) branch of the CAC that is clearly a human service occupation is that of Casualty Assistance Officers (CAOs). CAOs are the agents of intervention providing direct personal administrative and emotional support services to bereaved family members and others designated by soldiers on their Record of Emergency Data card (Department of Defense, 1975). Soldiers are required to list next of kin (NOK), beneficiary(ies) and financial allotment designee(s) in the event of death, very serious illness or injury (VSI), serious illness or injury (SI) or missing statuses. The CAO's duty is often a temporary, full time job involving a number of responsibilities. In addition to handling the multitude of administrative duties involving financial and burial matters, the CAO must also process a host of questions and information and interact with a number of bereaved family members who may or may not be receptive to the CAO's presence. Depending on the nature of the death or missing status, the CAO's duty can be performed in addition to or in place of normal job duties for as long as six months. For example, media attention increases the number of interactions a

CAO must accommodate. If it is a mass casualty event, local and national reporters want to interview family members. The CAO is occasionally requested to act as the spokesperson for the family as well as the military.

Navy Casualty Assistance Calls Officers (CACO) and Air Force Casualty Assistance Representatives (CAR) have not been studied like the Army CAOs (Bartone et al., 1989a; Ender, 1991). The Army studies have found that the CAO's role is indeed strained and the special stressors experienced by CAOs place them at increased risk for psychiatric symptoms for up to two years after the experience. Especially stressful features of the job are the exposure to the intense emotions of grieving family members, a sense of isolation, helplessness, bureaucratic confusion and delays.

Virtually all Army Notification Officers and CAOs fill this role as temporary duty without any special training. But there are many military, as well as civilian, personnel within the Army casualty operations system who work with casualty issues every day.

CAOs and Notification NCOs

The notification and resulting grieving of family members appears to be highly stressful for those delivering the news. However, after delivering the news, the Notification Officer's

only remaining duty is to brief the assigned CAO. Because the CAOs remain throughout the casualty assistance process, their experience is more similar to that of the Notification NCO's in a number of ways.

First, media events and continuous contact appear to decrease the social distance between Notification NCOs and bereaved family members. The intense emotions of grieving family members become more pronounced for workers when casualty situations are televised. A family member's voice over a telephone can later be a face on the six o'clock news. For example, the faces, names and hometowns of soldiers killed in the U.S. invasion of Panama (December, 1990) and interviews with their recently notified and grieving families were televised within minutes of the official announcement of death. Moreover, the need for assistance to family members may continue over many days, weeks and months depending on the nature of the casualty situation.

Secondly, both the CAO and Notification NCO maintain daily contact with family members. Both are required at the very least to lend a sympathetic ear in addition to their casualty tasks. One does it face-to-face, and the other over the phone. However, unlike the CAOs, who experience perhaps one or two CAO duties in a 20 year military career, the Notification NCO is required to handle a number of casualty cases on a daily basis for a period of years.

CAOs often expressed a sense of isolation and helplessness while assisting families. The helplessness appears to stem from a lack of experience in assisting the bereaved, an inability to know and share all the facts surrounding a death and a sense of isolation in that they are performing their duty alone. The Notification NCO shares the helplessness of the CAO regarding the bereaved, but the Notification NCO experiences that helplessness while confronting a grieving family member over a telephone. The face-to-face presence of a CAO with a notified family offers more control than a telephone situation. Although heart attacks and other medical reactions associated with receiving bad news occur infrequently, such situations are extremely difficult to manage over the telephone. As importantly, the perceived potential of adverse medical reactions resulting from notification is always present for the Notification NCO. Thus, the Notification NCO's helplessness due to distance parallels the CAO's isolation and lack of a sense of control because of inexperience in the duty.

Another similar responsibility of CAOs and Notification NCOs is the accommodation of "official representatives" and the media. In casualty situations, especially mass casualties, high ranking military officials, congress people, media personnel and other representatives of families often make direct demands on CAOs and Notification NCOs. The Army has established guidelines which regulate how and what information should be transmitted in sensitive situations. High officials are often over-demanding

and sometimes make threats (for example, negative reports to superiors and rank reductions) on CAOs and casualty workers for information that they cannot or are not obliged to deliver. The casualty workers may find themselves powerless and/or unprepared to handle these situations. Often times such situations become demeaning for the casualty assistance worker.

Other features which parallel both CAO and Notifications NCO duty are task responsibility and the lack of subordinate assistance. There have been eleven editions of Personal Affairs: A Guide for the Survivors of Deceased Army Members over the past 40 years (Department of the Army, 1989b). A review of the table of contents of each edition indicates a significant increase in the number of services provided to survivors. The burgeoning services reflect an increase in the responsibilities required of casualty assistance workers. Furthermore, it appears training and resources have not kept pace with the increase. Unlike military chaplains, who have chaplain assistants, CAOs and Notification NCOs do not have assistants to whom they can delegate some responsibilities. Both groups are completely accountable for accomplishing the tasks irrespective of the significant leadership experience gained at the present point in their military career's. Thus, the work load is high and attention to detail is essential.

Many of the stressors associated with CAO and Notification NCO duty can be found in other military and civilian contexts.

As discussed earlier, the similarities to CAO duties, civilian related occupations and preliminary observational and interview data suggest that the job of Notification NCO is highly demanding and draining. Many individuals do in fact ask for transfers following brief exposure periods, and look forward to a Permanent Change of Station (PCS) and retirement.

Army Casualty Assistance Workers, Job Stress and Coping

This report documents a study aimed at evaluating stress factors, coping and burnout among Department of the Army, Casualty Affairs and Operations Center workers. Rather than measure events at one point in time, a prospective design was implemented. Respondents were given the first take-home survey in May (TIME #1) and mailed a second survey six months later in October (TIME #2). The current study outlines the descriptive data that were uncovered. The investigation methods, including taped oral histories, formal and informal interviews, participant observation, surveys, and various stress measures, were utilized to allow any unique or outstanding patterns to emerge among a sample of Notification NCOs. The primary purposes were to: 1) describe the key activities and characteristics of Army CAC; 2) identify the nature and sources of job stress related to the COC; 3) identify structural, social and individual worker coping strategies.

This research is exploratory in nature. The area of

casualty operations is an unexplored research area even on a descriptive level. Post-traumatic Stress Disorder (PTSD), casualty counts in Vietnam, the effects of father's death on children of soldiers and bereavement in wartime scenarios are a few areas which have had some extensive coverage. These studies focus principally on single traumatic events and their impact on individuals or groups. The trauma research touches only lightly on even the descriptive level CAC issues. This study takes the research on traumatic events to a new ground; to examine those behind the scene of traumatic events. It examines a special group of people believed to be indirectly affected by traumatic events--the support providers.

METHODS

Sample

The sample for this study consists of 23 Department of the Army, Casualty Operations Center workers. It includes 14 Notifications NCOs, four leaders and five civilian support staff members. The COC office comes under the Department of the Army, Casualty and Memorial Affairs Operations Center (CAC) command structure. The office is one among eleven comprising the command (APPENDIX #2). The bulk of the paper focuses on the Notification NCO experience, measured at two time periods. TIME #1 had a 100% response rate (N=14) with a six month follow-up response rate of

71% (N=10). Two Notification NCOs retired and two had Permanent Change of Stations (PCS) during the six month interval.

Measures

Data collection methods at TIME #1 included participant observation, interview surveys, detailed oral histories from several key individuals in the COC work unit and a number of instrument measures and social demographic information at both TIME #1 and TIME #2.

Passive Participant Observation

Participant observation is based on the Becker and Geer (1957:25) definition in which "the observer participates in the daily life of the people under study...listening to what is said, and questioning people, over some length of time." This study implemented what Spradley (1980) calls "passive participation." This type of observation requires limited interaction between observers and respondents under study. The passive participant occupies the role of "bystander" or "spectator" in the social situation under study. Due to the sensitivity of the casualty operations mission, this method seemed most appropriate in order not to interfere with operations. The method also facilitated a more in depth examination of complex social relationships among Notification NCOs, leadership, support staff, clients and

significant others. Another advantage was the making of observations over time. Such a method is especially important as particular stressors may not be apparent at a given point in time. The participant observation method allows for a more naturalistic picture of particular situations and events, often allowing for full analysis from the onset of an event to its conclusion. Observations were supplemented with informal questions and an individual interview with each Notification NCO.

Participant observation visits were conducted by two teams of two researchers each, over a six month period from January to June 1989. The teams logged a total of 272 observation hours. All three eight hour shifts were covered. Some visits were designed to extend over the changing of shifts. The majority of observation hours (165) were conducted during day shift (0730 - 1530) working hours. The high number of day shift hours is due to more staff people to cover, a larger number of telephonic interaction and an overall high level of business activity. The afternoon (1530 - 2330) and night shift (2330-0730) had fewer observations hours (107).

Observation notes were transcribed and collated according to dates. A content analysis of the observational data was conducted to highlight salient sources of casualty work, job stress and coping resources.

Interviews

During the participant observation visits to the COC, Notification NCOs were asked to volunteer to be individually interviewed utilizing an open and closed ended questionnaire (see APPENDIX #3). This strategy yielded a 100% response rate. Individual interviews were conducted, averaging one hour in length. Care was taken to insure an equal number of male and female interviewers to avoid possible gender bias. Interviews were sought at the beginning of an observational visit for two reasons; 1) as a method of reducing any potential anxiety associated with anticipating an interview, and 2) to assure the obtaining of an interview before any work obligations took precedence and postponed an interview. Interviews targeted simple demographic characteristics of respondents and specific questions about the experience of working in the COC. These questions were based primarily on some prior knowledge of stress and burnout in human service occupations, as well as insights gained from participant observations.

Oral Histories

Oral histories were conducted with the CAC leadership in the spirit of the oral histories of the Chief Master Sergeants of the Air Force (Neufeld & Hasdorff, 1986:116). The positions of leaders are thought to provide a unique perspective. CAC leaders

were asked to reminisce on their experience in the Army in general and working in the COC specifically. Like the Air Force data, it was thought that the oral histories would add "...a richness, color and candor..." and reinforce the qualitative observations.

Using a team of two interviewers, the COC leaders were interviewed at their convenience, usually in their office during regular duty hours. All interviews were audio taped and later transcribed and collated. Respondents were asked to elaborate on their career background before coming to the COC and their current leadership role at the COC. Because of its impact on casualty operations, the day-by-day events surrounding the Gander disaster (briefly noted in introduction; see Wright, 1987 for background) were also covered. Other descriptions of working at the COC i.e. role of Notification NCOs, secretaries, leaders, policies, duties, regulations and recommendations were also solicited.

Instrument Measures

Notification NCOs were given a variety of scales at both TIME #1 and #2 to measure job stress, coping and burnout in casualty work. Included at TIME #1 was a 55 item scale designed to indicate the extent of work stresses experienced in the last few weeks (Muldary, 1983); a 10 item scale which measures both

positive and negative affect, or psychological well-being (Bradburn, 1969); a modified 25 item scale targeted at potential re. as and reactions to stressful events (Folkman & Lazarus, 1980); a modified 10 item measure of general well being (Costa et al., 1987); a 118 item scale on work related hassles (Kanner et al., 1981); and finally a 45 item personal hardiness scale (Bartone et al., 1989). This scale was originally developed for use with executives (Kobasa, 1979), and later modified for blue-collar workers (Bartone, 1984). Hardiness includes three related tendencies: a) commitment, a sense of meaning and purpose imputed to one's existence, encompassing self, others, and work; b) control, a sense of autonomy and ability to influence one's own destiny; and c) challenge, a kind of zest for life and living that leads one to perceive changes as exciting and as opportunities for growth rather than threats to security or survival (Maddi and Kobasa, 1984; Bartone et al., 1989b).

The response rate to the mailed surveys at TIME #1 was 100%. Notification NCOs failing to respond after one month were first mailed a follow-up survey and cover letter, followed by a telephone call. Failure to comply with this method was proceeded by personal visits to the worksite.

The second phase of the study (TIME #2) was conducted six months after TIME #1, using a mailed survey package. Included in the package was a cover letter, a number of forced response social demographic and scale measures and a return envelope.

Also included was a job related burnout inventory, modified from the original (Golembiewski et al., 1986) and brought more in accord with the U.S. Army's casualty work experience. As with the original, burnout is measured through 22 overall items including three subscales of Emotional Exhaustion (EE), which implies an inability to give of the self at the psychological level; Depersonalization (DP), which refers to dealing with clients as negative objects; and Personal Accomplishment (PA), the degree of positive self-evaluation regarding one's job. A 20-item symptoms checklist of recent illnesses was also included. Based on a scale by Stouffer and colleagues (1950), this checklist was later modified for use with Army Casualty Assistance Officers (Bartone et al., 1989b). The Bradburn (1969) psychological well-being scale used at TIME #1 was used again at TIME #2.

The Institutional/Occupational scale is an exploratory measure used to indicate the organizational commitment of the respondent. The items are intended to elicit institutional or occupational leanings of active duty soldiers (Moskos and Wood, 1988). Institutional motivations reflect a "calling" to military service in terms of serving the country. Occupational motivations reflect the military as a "job" in the civilian career sense. Finally, a short form of the Social Support Questionnaire (SSQ) was included (Sarason et al., 1987).

Simple demographics are solicited at TIME #2 to account for

any background changes of Notification NCOs which may had occurred in the last six months.

The response rate for Notification NCOs at TIME #2 was 71% (N=10). Two respondents retired and two had Permanent Change of Stations (PCS) to overseas assignments. Although forwarding addresses were available, none of the departed responded after two follow-up letters.

RESULTS

The results presented here are descriptive in respect to the overall design of the study. TIME #1 data consists of social demographics of the sample, participant observations, interview and oral history generalizations as well as scale measure mean scores. TIME #2 data are principally scale measure mean results.

Results are organized in three descriptive sections and focus on three salient areas; 1) worker characteristics and scale measures, 2) sources and nature of job stress, and 3) coping resources.

Worker Characteristics

Personal and family characteristics were obtained from Notification NCOs and other CAC workers. Common characteristics of Notification NCOs will be presented first, followed by more unique demographics of this group. Absolute numbers and means

presented here were measured in order to have a clear description of "Who are Notification NCOs?"

Notification NCOs are all career sergeants and in administrative Military Occupational Specialties (MOSs). They all have completed some college courses, and are between 26 and 39 years of age, with a mean of 32 years. Table #1 gives absolute numbers by gender, race and rank. Blacks and females are overrepresented in terms of overall military demographics.

TABLE #1:

Gender and Race by Military Rank Percentages
of Notification NCOs
(N=14)

	Male (N=9)			Female (N=5)			Total
	Black	White	Hispanic	Black	White	Hispanic	
SGT	21%	0	0	7%	0	0	28%
SSG	14%	7%	7%	14%	0	7%	49%
SFC	7%	7%	0	7%	0	0	21%
Total	42%	14%	7%	28%	0	7%	100%

Notification NCOs come from a range of previous Army duty assignments both in and outside the continental United States. Previous job assignments ranged from postal clerk to publication specialist to international security worker. The mean length of time at the current duty station for all Notification NCOs is two years and five months, with six months representing the shortest

and six years, nine months being the longest stay.

The family life of Notification NCOs shows that most are currently or previously married (N=11) and have one (N=4) or two (N=6) children. Of those married, the majority responded that they were "very satisfied" with their marriage. The majority of those married have spouses working on full-time day shifts (N=6). Dual military couples are also represented in the sample (N=2). Work commutes range from 3 to 51 miles, with a mean of 29 round-trip miles. However, fifty percent of the respondents live less than 11 miles from work and commute during irregular hours.

In respect to general trends among Army NCOs, the characteristics described above appear to reflect overall Army demographics (Department of Defense, 1990). The unique characteristics (for example gender and minority overrepresentation) of the group are attributed to the small sample size.

A final note on the selection process of Notification NCOs is worth mentioning. Interviews with key leaders suggests that an informal selection process for assignment to the Casualty Operations Center exists. Soldiers are selected for military bearing and not having a record or history of physical or mental impairment in terms of military qualification profiles. A strong military frame of reference is important, as well as good aptitude scores on military occupational specialty tests. Personal interviews are encouraged and prospective workers are

informed of various requirements of the duty, for example, shiftwork and task variety. The network involves the Department of the Army Personnel Office, which is conveniently located within the same building as the CAC. An understanding on the part of DA Personnel Office representatives of the needs of CAC facilitates the network.

Participant Observations, Oral Histories and Interviews

Field notes from participant observations, oral histories and interviews were combined into two principal areas; 1) sources and nature of job stress and, 2) coping resources. Principal stress sources will be followed by the major coping strategies uncovered in the qualitative portion of the study.

Sources and Nature of Job Stress

Training: Notification NCOs overwhelmingly agree (88%) that their ordinary military training did not provide adequate training for working at the CAC. This was especially true when compared to other career fields which have more training in CAC operations, for example, the Military Occupational Specialties (MOSs) of Army Personnel Records Specialists and Army Personnel Management Specialists. The specific skills of CAC work are acquired through intense on-the-job training.

Tasks: The quantity and quality of casualty responsibilities

is great. The amount of responsibility in terms of varied duties involved in the casualty process is great. In addition, attention to detail is crucial. Serious decisions are made that affect family and unit well-being and that of many other interested parties. In addition to individual and group well-being, Notification NCOs are accountable for significant amounts of government money that is allocated to bereaved families for travel and other personal expenses associated with the casualty process. Because casualty workers represent the military in these emotional situations, the appropriate or inappropriate handling of these affairs may indirectly affect the general public's attitude toward the military. A mishandling of a soldier's affairs could affect enlistment rates by leaving a lasting negative image of the military on immediate and extended family members.

The quantity and quality of Notification NCO duties--due to the sheer nature of the work--facilitates error. For example, Notification NCOs are responsible for all casualty related tasks and subordinate assistance is unavailable. Thus, the Notification NCO is solely responsible for processing the range of specific details associated with a case. Besides the stress of maintaining meticulous records with available information, Notification NCOs are required to obtain unavailable information surrounding a casualty.

As mentioned earlier, rights and entitlements for survivors

have increased significantly over the last 40 years. As recently as the 1985 Gander disaster, the Army has made major additions to its assistance operations for casualties and their families (Bartone, Ender and Dover, 1989). For example, Invitational Travel Orders (ITOs) are being made available to Secondary Next of Kin (SNOK), such as parents and siblings, where only two years ago this was not a feature of assistance.

Exposure: There are two types of exposure for Notification NCOs, i.e., descriptive and telephonic. Descriptive exposure involves exposure to incoming reports of horrible and gruesome accidents and deaths for which Notification NCOs must maintain scrupulous notes. This information is usually very graphic and may involve women and children, as well as suicides and other unusual injuries and accidents not typically associated with the military. These details are transcribed, maintained and transmitted numerous times between the opening and closing of a case. Notification NCOs were often overheard volunteering details of charred remains or masochistic suicides to administrators requesting only names or addresses of a casualty. Almost all Notification NCOs cited specific cases which have had a powerful impact on them.

Telephonic exposure occurs through the notifying of NOKs and PNOKs over the telephone about injuries, and on occasion deaths resulting from those injuries. Telephonic notification requires an intense exposure to family members who often express strong

emotions. Notification NCOs are often powerless to help in medical emergencies which sometimes occur following the receipt of bad news. The resulting anxiety compounds the already stressful notification process. Many workers insisted that notification was the principal stress of their job. Furthermore, assistance to family members continues beyond the initial notification to include casualty status updates, such as the changed or unchanged status from VSI to SI or an injury resulting in death. These updates decrease the social distance imposed by the telephone, as continued contact facilitates familiarity between all involved. Consequently, the exposure is prolonged.

Shiftwork: Imposed shiftwork is a major element of certain jobs in the military. Soldiers often have no recourse when assigned to a particular shift. Notification NCOs sometimes complained of getting burned-out on one shift, in terms of the work becoming mundane. This seems especially true when alternative shifts with different tasks are available. Permanent shifts also inhibit contact and interaction among workers, leaders and significant others. All three COC shifts include weekend work. This work generates social, family, and work conflicts. Another feature of all Notification NCO shifts is the requirement to be absolutely "on-task" for an entire shift. Unlike most jobs in and outside the military where workers can vary their physical location by moving around the office, visiting other offices and going out to lunch, the two

Notification NCOs on duty must remain close to the phone. One worker cannot cover for the other, as more than one call may come in at once, and putting people on hold is not recommended, especially a grieving family member. Notification NCOs may only leave the office to pick-up messages and take care of bodily needs. Otherwise, shiftwork characteristics are unique to particular shifts. Day shift stressors appear centered on the "hassles" of numerous phone calls and being accountable to office personnel for information. It is also when most notifications are made in the United States. Swing shift stressors are principally work and family issues, primarily not being able to see children. A need to spend time with teen-age children was the reason one Notification NCO transferred. Night shift issues involve biophysiological disturbances connected with sleep cycles, especially with the two to three day on/off work schedule. Sleep disturbances are especially acute for those with spouses, where a Notification NCO is routinely trying to adjust between work and family sleep cycles. Finally, night shift workers complained of lowly task responsibilities and boredom. They also expressed discontent with a lack of appreciation and recognition from superiors. This latter point is attributed to the isolation of the night shift.

Network Relationships: Some questions and observations were targeted at the social support network at CAC. The support network includes the family and friends as well as the coworker

and leadership environment. Families and friends outside the work environment do not appear to play a role in Notification NCO work, especially for the less experienced workers. However, one discovery was the number of respondents who stated they had no friends. Family issues do not appear to spill-over into the work environment, although there are some references to work-family scheduling problems.

Overall the atmosphere at the COC appears task oriented, professional and jovial. Support from superiors is strong. However, such support is not always reciprocated. In other words, subordinates expect superiors to be available; however, needs of superiors are often perceived by Notification NCOs as "poking their nose" or interrupting. Some Notification NCO-leadership strain was found on the day shift, where disadvantages of the shift reported by Notification NCOs entail frequent contact with leaders. The contact is sometimes interpreted as distracting from the important work of providing services to clients.

Notification NCO coworker relationships are somewhat negatively affected by the shift system. Interaction is limited, with communication across shifts being half hour shift overlaps, occasional box messages and a few phone communiques.

Coping Resources

This next section reflects some of the sources and nature of job stress highlighted above. Questions and observations were targeted at resources which CAC workers utilize to help overcome and cope with the stressors of the duty. Coping resources were found to be both structural and personal.

Structural coping resources are "built-in" elements of CAC designed to directly buffer stress. Structural coping resources also involve the manipulation of the system by workers to handle special issues. They include many of the elements discussed as sources of stress, including hiring, training, informal support, shiftwork, time off and the overall mission. Personal resources are another coping source which includes experience and hardiness.

Hiring: The informal hiring system discussed above excludes many for the job at CAC. Unlike many other duty stations in the military, the leaders are somewhat able to screen those less suitable to handle casualty work. For example, one soldier who had all the right qualifications described above, such as military bearing, high scores and good aptitude, was found to have a speech impediment which inhibited his phone conversation, a crucial element of the job.

Training: Although most respondents view their MOS as the appropriate training for working at the CAC, all perceive the on-the-job training (OJT) to be very effective. They credit the OJT

as the best way of learning the job and that, in general, the job cannot be taught.

Informal Support: The CAC is structured so that inexperienced workers can at any time solicit assistance from those with more experience. The Notification NCOs work in teams of two and sometimes three. More importantly, leaders are always only a phone call away. On some occasions, responsibility is passed up the chain of command.

Shiftwork: Shiftwork was discussed by workers as a source of stress. Although many described disadvantages of shiftwork, they were just as likely to match those with advantages. Among the many advantages were the ability to pursue outside activities during the day, less traffic and infrequent disturbances. Notification NCOs working days praised the ability to learn more about casualty operations and have normal work and family scheduling.

Time-off: Linked strongly to the shiftwork is time off. The Notification NCO's work schedule consists of 2 days on/3 days off and 3 days on/2 days off. This averages to roughly 14-17 days per month, depending on a particular cycle. The leadership allows for, and the Notification NCOs take advantage of, the trading of shifts. Because of three shifts and the on/off system, the scheduling and trading pool is rather large and accommodates its manipulation. Moreover, Notification NCOs are exempted from extra and temporary military duty rosters unlike their peers in other

departments and units in the Army.

Sense of Mission: The primary goal of CAC workers is to assist families. The mission of the office is very pronounced in the interview data as well as through observations. Above and beyond the paycheck, CAC workers point to personal rewards gained from knowing that they have helped the families of their fellow soldiers. There is a strong sense of pride among the workers. In this area, there is no role ambiguity and the role clarity lends itself to a strong sense of mission accomplishment. Moreover, it was found that Notification NCOs often accommodated families above and beyond their mission requirements. For example, one Notification NCO used his personal time and vehicle to pick-up a mother of a seriously injured soldier from the airport and transport her to the hospital.

Experience: A prevalent coping resource for many workers is some past personal experience. This resource can be attributed to the hiring process and the preference of NCOs with a strong military frame of reference. However, workers recalled a variety of past experiences which had helped them in their current job, including their own upbringing, living in tough neighborhoods and college experiences.

Network Relationships: The principal response in this area related to a sense of team work. Because Notification NCOs share duties, and responsibilities often overlap, there is structural social support built-into the job. Notification NCOs with

experience have established a strong network of resources. The network helps support their work effort and they pass on their resources to the less experienced.

Scale Measures

This next section describes the results from the various measures administered at TIME #1 and TIME #2. The measures consisted of two surveys with a return envelope. The TIME #1 response rate was 100% (N=14). The TIME #2 response rate was 71% (N=10).

The work stressor scale (Muldary, 1983) showed a mean overall response rate of 1.13 indicating that overall stressors seldom occurred (four point scale ranging from "NEVER" to "VERY OFTEN"). Specific areas with "SOMETIMES" to "VERY OFTEN" responses included questions regarding client produced stressors and lack of power to assist. Emergency mass casualty situations, VIP deaths and task duties showed higher stressor responses. Equipment and work space stress was ranked high as well as a lack of recognition for casualty operation duty. More positive ranked items were time given for orientations, interaction with administrative staff and the amount of work time. Work to family and family to work spillover was also not a problem.

The ten-item psychological well-being scale (Bradburn, 1969) measures both negative affect (anxiety, neurotic tendencies and

psychic impairment) and positive affect (a sense of control over one's environment and oneself, success in the pursuit of goals and ego strength). TIME #1 measures for both negative and positive affects indicate roughly three often occurring feelings for the respondent in the past few weeks. TIME #2 finds the negative affect mean score holding steady at 3.0; however, a slight decrease for the positive affect mean score at 2.2. The most frequently occurring negative affect components at both TIME #1 and TIME #2 are depression and unhappiness including lonely and remote feelings. At TIME #2 all of the respondents have these feelings from "OFTEN" to "VERY OFTEN." The most frequently reported positive affect at both times is the feeling of being pleased about having accomplished something.

The next measure solicits types of coping mechanisms and relative use by Notification NCOs (Folkman and Lazarus, 1980). The most frequently cited coping resources are relaxation techniques (80%) and viewing the problem as a challenge (75%). Getting angry (70%) and ignoring the stressor (65%) were the most often cited negative responses to stress.

Another ten-item general well being scale (Costa et al., 1987) was used to solicit current feelings of the respondent. Scores showed an overall mean score of 4.67 on a one to six scale with one being the most negative overall general well being and six the maximum.

The 118 item work hassles scale (Kanner et al., 1981) asked

respondents to indicate hassles which had some degree of severity for them. Among those with the most relative severity were thoughts about future plans (50%), unwanted thoughts about death (40%) and being bothered by smoking (30%). Fifty percent also mentioned the health of a family member as a relatively severe hassle. Hassles not experienced by respondents include drug and alcohol problems, trouble relaxing or gender problems.

A hardiness measure includes three subscales of commitment, control and challenge. Respondents yielded a 2.05 overall hardiness mean on a "0" (least hardy) to "3" (most hardy) suggesting a lean toward hardiness. Subscales showed a commitment mean of 2.28, a control mean of 2.3 and a challenge mean of 1.62.

The 22-item job burnout inventory scale (Golembiewski et al., 1986) consists of sub-scales targeted at depersonalization, personal accomplishment and emotional exhaustion. Emotional exhaustion and depersonalization indicate higher levels of experienced burnout. Lower levels of personal accomplishment contribute to higher levels of experienced burnout. The Emotional Exhaustion (EE) mean is 1.61. The Depersonalization (DP) mean equals 1.26 and the Personal Accomplishment (PA) mean is 5.04.

The self-report symptom checklist originally used in the American Soldier Studies (Stouffer et al., 1950) assists in assessing psychiatric related symptoms. Notification NCOs

suffered from less than one symptom (.32) in the last six months. The most frequently cited symptoms were general aches and pains (70%), headaches (60%) and being overly tired (60%).

The Institutional/Occupational measure assesses the organizational commitment of Notification NCOs. On a scale ranging from "1" (most occupational) to "5" (most institutional) the mean score for Notification NCOs was 3.4 indicating a "middle-of-the-road" overall attitude.

The Social Support Questionnaire (Sarason et al., 1987) asked respondents for number and extent of satisfaction of social supports available. Overall, the group has a mean of two social supports. They are mostly family, consisting of a spouse and parent. Their satisfaction mean is 5.2 on a zero to six scale with six being very satisfied.

SUMMARY and RECOMMENDATIONS

The results presented here are descriptive and consequently preliminary pending a more sophisticated statistical analysis of the various scales which have been utilized. Observations and interviews do offer some insight to sources of job stress and coping among Army casualty operations workers. The results indicate that such work is indeed human service orientated and involves many of the same stressors associated with civilian sector jobs. Like their fellow soldiers performing Casualty Assistance Officer duty, casualty assistance workers have intense

contact with bereaved families of seriously injured and deceased Army personnel. Unlike the CAOs performing a temporary duty once or twice in their Army career, Notifications NCOs have an average of three years of continuous contact with grieving families and the details associated with those injuries and deaths. Although a number of both individual and structural coping resources are available, stress leading to burnout appears finely balanced, teetering back and forth among particular conditions and situations in casualty work.

Many CAO workers have coping resources that appear to alleviate some stress. Although their previous military training is perceived as inappropriate for casualty work, Notification NCOs emphasize the "Jack-of-All-Trades" aspect of administrative training. Such experience appears to prepare them with the general skills to master most jobs in the Army. Supporting their assertion is a satisfaction with the effectiveness of the on-the-job-training they receive. In addition, the administrative support is well perceived and pre-shift orientations are found to be informative and useful. Scale results show a more negative psychological well-being, with unwanted thoughts about death and concerns for the future. However, there was no strong emphasis in these areas. Moreover, negative behavior such as alcohol abuse, illicit drug use or family violence were not found in this study. Other negative outcomes of casualty work involve direct contact with traumatic events. Prolonged exposure with an

undesirable life event and grieving families can be stressful. Descriptive exposure involves the transcribing, maintaining and transmitting of gruesome and horrible details surrounding deaths and serious injuries of Army personnel. More profoundly, the complexity of cases in recent times has perpetuated the amount of information required to process a casualty. This alone contributes greatly to the amount of casualty exposure experienced by a Notification NCO. Telephonic exposure involves direct contact with the grief stricken family members following casualty notification. In addition, control over the notification itself is stressful, as Notification NCOs are not sure of the adverse medical or emotional reactions their message may produce for someone via telephone. From here it should be easy to understand how client produced stress is magnified following mass casualty events and VIP deaths. Notification NCOs consistently mentioned these two situations as being the most stressful for them in addition to notifying families.

Although OJT appears to work, it may need some modifications, because of the ongoing increase in assistance to families. Inherent in OJT is the demystification of specific expectations held by new workers. Incoming Notification NCOs will have certain expectations as they begin their new job. A strong orientation emphasizing the nature of the work rather than specific duties could help quell any reality shocks encountered later. Veteran casualty workers are urged to be sensitive to

incoming workers. An increase in assistance to families over the years is reflected in increased duties and responsibilities for Notification NCOs. They may require a longer period of OJT than that which was provided for the veteran Notification NCOs.

The long term effects of both descriptive and telephonic exposure appear to be translated into a strong sense of mission accomplishment. Notification NCOs identify strongly with the casualties they assist. Notification NCOs appear to gain special emotional rewards from assisting fellow soldiers and their family members. This is reflected in the Personal Accomplishment subscale of the burnout measure which showed a high mean score. Although not strongly committed to either occupational or institutional orientations, Notification NCOs have a strong human service commitment often comparing their job to a Red Cross worker. Linking casualty work to human assistance services appears to be healthy for all concerned. Casualty operation leaders could learn a great deal from the motivations of civilian client based organizations. One lesson is that sympathy should not be confused with empathy. Sympathy suggests an over-identification with the victim where the casualty worker may begin to share the feelings of those they assist. This can lead to burnout. On the other hand, empathy suggests an understanding of feeling's of others--an ability to take their role. Empathy is an essential attribute for casualty workers and should be continually developed.

In general, more recognition is warranted for casualty work. Death is often viewed as a taboo subject in American society with denial being a common reaction. In many ways, casualty work in the Army suffers from this characterization. It is safe to say that the COC is perhaps more often criticized than rewarded in the performing of its mission. Examples are negative newspaper articles, one-sided editorials and biased television programs. This is often unfair to casualty workers. It presents an opportunity for a negative stigma to be attached to their work similar to that of funeral director. To overcome this, it is recommended that more recognition come to Notification NCOs. Recognition need not be formal in nature. Notification NCOs confided that subtle recognition such as upgraded and improved equipment and similar perks were as important to them as formal recognition ceremonies or leave passes. Outsiders may continue to berate the casualty worker, but the leaders of casualty operation workers are responsible for buffering it affects.

Shiftwork and time off are two of the most important aspects of casualty work for Notification NCOs. The Notification NCOs are overwhelmingly satisfied with the on/off scheduling system. Because of the high level of responsibility for both "people" and "things" while at the COC office, the time off allows Notification NCOs to accomplish other required military responsibilities in addition to recovering from the intensity of casualty work.

There appear to be specific problems with the shiftwork system, especially in the area of work and family. Inconsistent sleep patterns can be harmful. For those working the day shift, time off facilitates sleeping later than on a work day. They may not go to bed early enough before an early morning shift. This pattern is similar to an altered sleep cycle from weekend to weekday. Monday morning marks the transition point of the cycle, where sleep is usually lost. For the Notification NCO, a sleep debt of this sort could be experienced three times in one week.

The afternoon and evening workers mentioned having to adjust their sleeping patterns to the normal day-night patterns of their families during their time off and readjust while working. This makes for a frequently occurring transition between night and day and as well as on and off days. Night workers were observed sleeping during lulls in the work load. Working on a self-imposed inconsistent sleep schedule can result in sleep debt. This may be sufficient to reduce a person's efficiency when performing tasks (Pleban et al., 1990). It is recommended that Notification NCOs be made aware of possible sleep inconsistencies and the need to adjust accordingly. In addition, shift choices should be made to accommodate certain preferences. It should not be assumed soldiers with families want the day shift. For example, one Notification NCO claimed he preferred to work nights, opposite his spouse, in order to offset child care costs.

Along these lines, an increase in the opportunity to rotate between shifts is recommended. Notification NCOs noted advantages of working their current shift. Yet, there were grumblings of redundancy and particular disadvantages of their shift that could be overcome by working other shifts. For various reasons, the three shifts have evolved to handle specific tasks and each has become unique. For example, the day shift offers more opportunity for working with people both in the office and over the phones. The evenings are more task oriented focusing on the closing of cases, keeping statistics and related administrative activities. A monitored, voluntary shift rotation is encouraged where Notification NCOs can receive a wider perspective on casualty work and strive to meet new challenges.

The measurement of the affects of social supports within the COC is not simple. On the one hand, Notification NCOs are isolated to shifts with brief half hour overlaps and no staff meetings where all are present. Leaders are generally available to the day shift staff with alternative forms of communication used for the other shifts in addition to the overlap periods. Informal gatherings are virtually nonexistent, with most workers being married and living geographically scattered on the metropolitan economy. Reported social supports are limited to a spouse and parent. This may simply reflect a mobile military, where its members move an average of one every three years. However, in a human assistance environment, requiring a degree of

socioemotional investment, social supports of some nature are useful.

Overall, the work atmosphere at COC is very professional, often jovial and very supportive. Leaders place themselves at the disposal of Notification NCOs 24 hours a day and overall relationships with superiors, subordinates and colleagues are viewed and reported as team oriented. To encourage this behavior, it is recommended that some type of regular staff meeting, either formal or informal, be established. Meetings could revolve around trouble-shooting specific problems, the closure of a particularly hard casualty case or simply internal office business. Many civilian, client based agencies offer retreats for their staff. Usually the entire staff can interact in a non-work environment. In addition, it signals a concern of leaders to assist in buffering the ill affects of outsiders on the well-being of their personnel. Such retreats could be semi-structured, with required attendance and participation in activities. Because not all may participate in a retreat due to the nature of casualty work, a professional group facilitator could be brought to the COC office. For example, a group session could stimulate a discussion of alternatives for communication in an office having three shifts.

CONCLUSION

This study described the operational activities, the principal sources of job stress and many of the coping resources employed by casualty operations in the United States Army. It has also offered recommendations for buffering and resolving specific stressors (see APPENDIX #4 for review). Army casualty work is a human service oriented duty, where Notification NCOs assisting families of dead and injured Army personnel may suffer deleterious effects from exposure to death and from other job related stresses. Unlike Notification Officers and Casualty Assistance Officers who serve the duty once or twice in a career, Notification NCOs are exposed to an average of 1750 soldier deaths over a three year period.

The relationship between job stress, coping and morbidity is complex. The Casualty Operations Center has installed structural mechanisms to temper what they already know to be a stressful duty assignment. Yet, even with structural and personal coping resources in place, Notification NCOs are exposed to stressful conditions that can lead to burnout.

Any generalization of these findings to other CAC and COC workers should be approached with caution. Those groups are made up of civilians, with different levels of exposure, experience and training.

A multivariate analysis of the scales used in this study are warranted. In addition, the observations and interviews with CAC

workers suggest a longitudinal study could yield more definitive results. This is especially important as the Army and the Department of Defense in general continues to expand its casualty assistance programs. Moreover, valuable lessons can be learned from the Army's experience with death and serious injury notification as non-profit, private and government organizations begin to provide assistance to personnel and their family members in the face of human and man-made disasters.

APPENDIX #1
Breakdown of Army Casualty Assistance Worker
Requirements, Duties and Responsibilities

CASUALTY OPERATIONS WORKERS*

Notification NCOs -----	Notification Officers -----	Casualty Assistance Officers -----
RANK: SGT to SGM	SSG and above	SSG and above
NOK** CONTACT: daily	once; initial	daily; 2 weeks - 6 months
CONTACT TYPE: telephone	face-to-face	face-to-face
FREQUENCY of		
CONTACT: ongoing	once or twice	once or twice
BRIEFING or 2-3 years		
ORIENTATION: extensive	minimal	from Notification Officer
TRAINING: OJT	OJT/experience	OJT/experience
DUTIES: -----	-----	-----
receive casualty notification;	personal notification of PNOK & SNOK	contact notification officer for PNOK & SNOK status briefing;
process & record casualty information;	following death & missing status;	telephone introduction with PNOK & SNOK;
locate PNOK & SNOK of all casualties;	acquire linguist for non-English speaking PNOK & SNOK;	personal visit agenda:
make telephonic notification of family members of serious injury & missing status;	confirm casualty & missing status; with telegram;	a. be professional b. establish rapport c. advise of process d. discuss disposition of remains e. inform about death gratuity;
update PNOK & SNOK of serious injury & missing members' or status changes;	brief CAO.	submit 1st CAO report;
assign one of 42 local CACs in U.S. following retiree death;		PNOK & SNOK 2nd personal visit, business includes:
assign local CACs, Notification Officer & CAO;		a. death gratuity b. disposition of remains c. preparation for the funeral d. answer specific questions;
assist Notification Officers & CAOs;		discretionary follow-up visits;
close cases following CAO report submission.		submit 2nd report to Casualty Operations.

*refer to Casualty Assistance Handbook (Department of the Army, 1989).

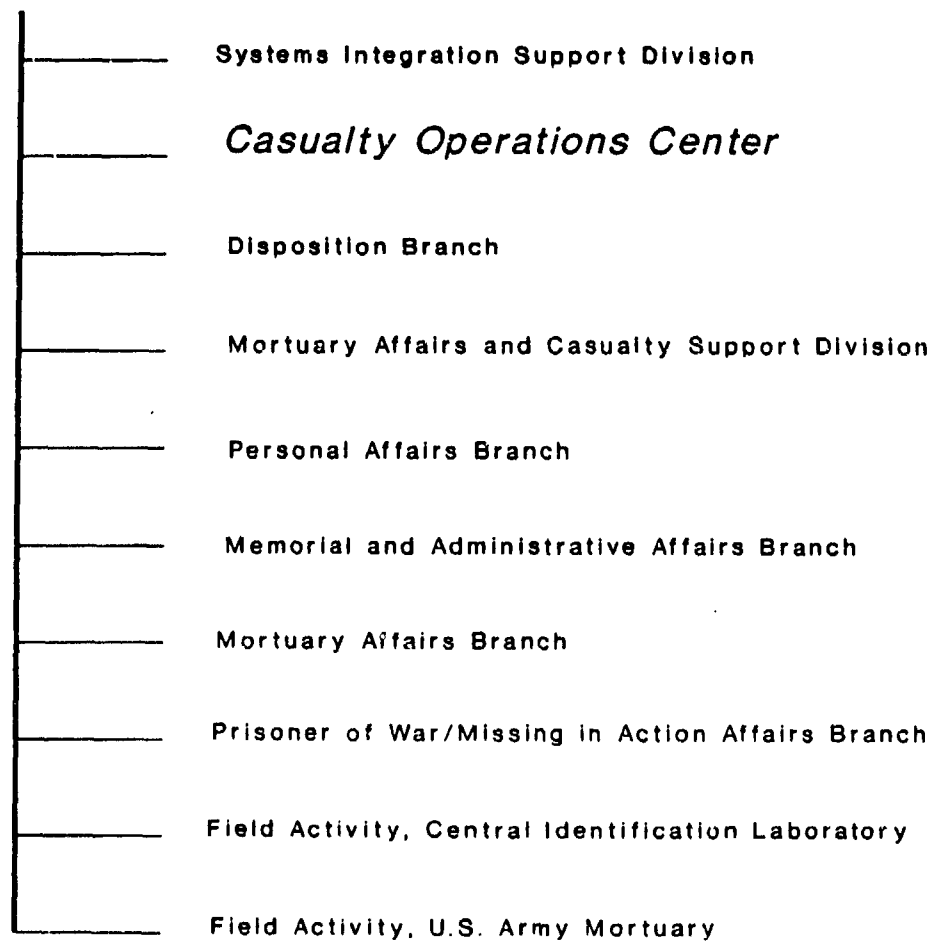
**NOK refers to Next-of-Kin; either Primary (PNOK) or Secondary (SNOK).

APPENDIX #2

Department of the Army
Casualty and Memorial Affairs Operations Center
Division, Branch and Office Structure

HEADQUARTERS, DEPARTMENT OF THE ARMY,
CASUALTY & MEMORIAL AFFAIRS OPERATIONS CENTER

Office of the Director



APPENDIX #3

Questionnaire

NOTIFICATION NCO SURVEY

The purpose of this survey is to discover how various persons view their jobs and the people with whom they work closely.

Whenever the term clients appears, this refers to all the people that you provide information, services, and assistance to over the phone. This means mainly Next-of-Kin (NOK), but can also include friends or relatives of NOK who call, and also VIPs, Commanders, or others who call for information or guidance.

On the following page there are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, write a "0" (zero) before the statement. If you have had this feeling, indicate how often you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

EXAMPLE:

HOW OFTEN:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

HOW OFTEN

0-6 Statement

----- I feel anxious at work.

If you never feel anxious at work, you would write the number "0" (zero) under the heading "HOW OFTEN". If you rarely feel anxious at work (a few times a year or less), you would write the number "1." If your feelings anxiety are fairly frequent (a few times a week, but not daily) you would write a "5."

HOW OFTEN:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

HOW OFTEN

0-6 Statements;

1. ___ I feel emotionally drained from my work.
2. ___ I feel used up at the end of the workday.
3. ___ I feel fatigued when I get up in the morning and have to face another day on the job.
4. ___ I can easily understand how my clients feel about things.
5. ___ I feel I treat some clients as if they were impersonal objects.
6. ___ Working with people all day is really a strain on me.
7. ___ I deal very effectively with the problems of my clients.
8. ___ I feel burned out from my work.
9. ___ I feel I'm positively influencing other people's lives through my work.
10. ___ I've become more callous toward people since I took this job.
11. ___ I worry that this job is hardening me emotionally.
12. ___ I feel very energetic.
13. ___ I feel frustrated by my job.
14. ___ I feel I'm working too hard on my job.
15. ___ I don't really care what happens to some clients.
16. ___ Working with people directly puts too much stress on me.
17. ___ I can easily create a relaxed atmosphere with my clients.
18. ___ I feel exhilarated after working closely with my clients.
19. ___ I have accomplished many worthwhile things in this job.
20. ___ I feel like I'm at the end of my rope.
21. ___ In my work, I deal with emotional problems very calmly.
22. ___ I feel clients blame me for some of their problems.

INSTRUCTIONS: Following is a list of various troubles or complaints people sometimes have. Please indicate whether or not you experienced any of these over the past few weeks, by circling the appropriate number:

	None	A little.	Often	Very often
	_____	_____	_____	_____
1. Common cold or flu.....	0	1	2	3
2. Dizziness.....	0	1	2	3
3. General aches and pains.....	0	1	2	3
4. Hands sweat and feel damp and clammy.....	0	1	2	3
5. Headaches.....	0	1	2	3
6. Muscle twitches or trembling..	0	1	2	3
7. Nervous or tense.....	0	1	2	3
8. Rapid heart beat (not exercising).....	0	1	2	3
9. Shortness of breath (not exercising).....	0	1	2	3
10. Skin rashes.....	0	1	2	3
11. Upset stomach.....	0	1	2	3
12. Trouble sleeping.....	0	1	2	3
13. Depressed mood.....	0	1	2	3
14. Difficulty concentrating.....	0	1	2	3
15. Crying easily.....	0	1	2	3
16. Lack of appetite/loss of wieght	0	1	2	3
17. Taking medication to sleep or calm down.....	0	1	2	3
18. Overly tired/lack of energy...	0	1	2	3
19. Loss of interest in TV/movies/ news/friends.....	0	1	2	3
20. Feeling life is pointless, meaningless.....	0	1	2	3

INSTRUCTIONS:

The following questions concern how you've been feeling lately. Please circle your answer, thinking about the last few weeks:

How often have you felt:	Never	Seldom	Sometimes	Often	Very often
1. Particulary excited or interested in something?.....	0	1	2	3	4
2. Bored?.....	0	1	2	3	4
3. Very lonely or remote from other people?....	0	1	2	3	4
4. On top of the world?..	0	1	2	3	4
5. Restless or impatient?.....	0	1	2	3	4
6. Depressed or very unhappy?.....	0	1	2	3	4
7. Pleased about having accomplished something?.....	0	1	2	3	4
8. Like things are going your way?.....	0	1	2	3	4
9. Upset becasue someone criticized you?.....	0	1	2	3	4
10. Proud because someone complimented you?.....	0	1	2	3	4

INSTRUCTIONS: Below are a number of items which deal with your attitude toward the military. Please indicate if you "STRONGLY AGREE," "SOMEWHAT AGREE," "SOMEWHAT DISAGREE," "STRONGLY DISAGREE" or are "NEUTRAL" by writing the appropriate number on the line in front of the statement.

STRONGLY AGREE SOMEWHAT AGREE NEUTRAL SOMEWHAT DISAGREE STRONGLY DISAGREE

1

2

3

4

5

- _____ 1. Compensation should be based primarily on one's merit and not on rank and seniority.
- _____ 2. Compensation should be based primarily on one's technical skill level and not on rank and seniority.
- _____ 3. Bonuses and off-scale pay should be directed toward military specialties where there are manpower shortages.
- _____ 4. Military members with specialties that require advanced training or a high level of technical skill should be paid more than their counterparts of the same rank.
- _____ 5. I normally think of myself as a specialist working for the military rather than as a military NCO.
- _____ 6. Holding all economic considerations to the side, I would prefer to live in military housing.
- _____ 7. Military personnel should be able to live off or on base as they prefer.
- _____ 8. The spouse of military soldier ought to feel as much a part of the military community as the soldier.
- _____ 9. I would prefer that the dollar value of military "benefits" be added to my pay and the "benefits" dropped.
- _____ 10. Military personnel who commit crimes off duty and off post should be tried by a military court martial rather than civilian courts.
- _____ 11. If I suddenly became rich (due to inheritance, lottery winning, etc.), I would continue my military career until retirement.

STRONGLY AGREE SOMEWHAT AGREE NEUTRAL SOMEWHAT DISAGREE STRONGLY DISAGREE

1

2

3

4

5

- _____ 12. Service members need some kind of an association (not a union) to represent their views on compensation matters.
- _____ 13. The compensation interests of service members are being adequately served by the senior military command.
- _____ 14. As long as it does not interfere with good order and discipline military personnel need a union to defend their interests.
- _____ 15. In today's technical armed forces, we really don't need so much military ritual and tradition as in times past.
- _____ 16. The military requires me to participate in too many activities that are not a part of my job.
- _____ 17. Military personnel should perform their operational duties regardless of the personal and family consequences.
- _____ 18. Personal interests must take second place to operational requirements for military personnel.
- _____ 19. What a member of the armed forces does in his or her off-duty hours is none of the military's business.
- _____ 20. Differences in rank should not be important after duty hours.
- _____ 21. What a member does in his or her private life should be of no concern of his supervisor or commander.

SOCIAL SUPPORT QUESTIONNAIRE

INSTRUCTIONS: The following questions ask about people in your environment who provide you with help or support. Each question has two parts. For the first part, list all the people you know, excluding yourself, whom you can count on for help or support in the manner described. Give the persons' initials, their relationship to you (see example). Do not list more than one person next to each of the numbers beneath the question.

For the second part, circle how satisfied you are with the overall support you have.

If you have had no support for a question, check the words "No one," but still rate your level of satisfaction. Do not list more than nine persons per question.

Please answer all the questions as best you can. All your responses will be kept confidential.

EXAMPLE

Who do you know whom you can trust with information that could get you into trouble?

- No one 1) T.N. (brother) 4) T.N. (father) 7)
2) L.M. (friend) 5) L.T. (co worker) 8)
3) R.S. (friend) 6) 9)

How satisfied overall?

6-very satisfied 5-fairly satisfied 4-a little satisfied 3-a little dissatisfied 2-fairly dissatisfied 1-very dissatisfied

1. Whom can you really count on to be dependable when you need help?

- No one 1) 4) 7)
2) 5) 8)
3) 6) 9)

2. How satisfied overall?

6-very satisfied 5-fairly satisfied 4-a little satisfied 3-a little dissatisfied 2-fairly dissatisfied 1-very dissatisfied

3. Whom can you really count on to help you feel more relaxed when you are under pressure or tense?

___ No one	1)	4)	7)
	2)	5)	8)
	3)	6)	9)

4. How satisfied overall?

6-very satisfied	5-fairly satisfied	4-a little satisfied	3-a little dissatisfied	2-fairly dissatisfied	1 very dissatisfied
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5. Who accepts you totally, including both your worst and best points?

___ No one	1)	4)	7)
	2)	5)	8)
	3)	6)	9)

6. How satisfied overall?

6-very satisfied	5-fairly satisfied	4-a little satisfied	3-a little dissatisfied	2-fairly dissatisfied	1 very dissatisfied
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7. Whom can you really count on to care about you, regardless of what is happening to you?

___ No one	1)	4)	7)
	2)	5)	8)
	3)	6)	9)

8. How satisfied overall?

6-very satisfied	5-fairly satisfied	4-a little satisfied	3-a little dissatisfied	2-fairly dissatisfied	1 very dissatisfied
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9. Whom can you really count on to help you feel better when you are feeling generally down-in-the-dumps?

___ No one	1)	4)	7)
	2)	5)	8)
	3)	6)	9)

10. How satisfied overall?

6-very satisfied	5-fairly satisfied	4-a little satisfied	3-a little dissatisfied	2-fairly dissatisfied	1 very dissatisfied
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11. Whom can you count on to console you when you are very upset?

___ No one	1)	4)	7)
	2)	5)	8)
	3)	6)	9)

12. How satisfied overall?

6-very satisfied	5-fairly satisfied	4-a little satisfied	3-a little dissatisfied	2-fairly dissatisfied	1 very dissatisfied
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WALTER REED ARMY INSTITUTE OF RESEARCH

INSTRUCTIONS: Below are statements about life that people often feel differently about. Circle a number to show how you feel about each one. Read the items carefully, and indicate how much you think each one is true in general. There are no right or wrong answers; just give your own honest opinions.

	NOT AT ALL TRUE	A LITTLE TRUE	QUITE TRUE	COMPLETELY TRUE
	0	1	2	3
1. Most of my life gets spent doing things that are worthwhile....	0	1	2	3
2. Planning ahead can help avoid most future problems.....	0	1	2	3
3. Trying hard doesn't pay, since things still don't turn out right	0	1	2	3
4. No matter how hard I try, my efforts usually accomplish nothing	0	1	2	3
5. I don't like to make changes in my everyday schedule.....	0	1	2	3
6. The "tried and true" ways are always best.....	0	1	2	3
7. Working hard doesn't matter, since only the bosses profit by it	0	1	2	3
8. By working hard you can always achieve your goals.....	0	1	2	3
9. Most working people are simply manipulated by their bosses.....	0	1	2	3
10. Most of what happens in life is just meant to be.....	0	1	2	3
11. It's usually impossible for me to change things at work.....	0	1	2	3
12. New laws should never hurt a person's pay-check.....	0	1	2	3
13. When I make plans, I'm certain I can make them work.....	0	1	2	3
14. It's very hard for me to change a friend's mind about something	0	1	2	3
15. It's exciting to learn something about myself.....	0	1	2	3
16. People who never change their minds usually have good judgement	0	1	2	3
17. I really look forward to my work.....	0	1	2	3
18. Politicians run our lives.....	0	1	2	3
19. If I'm working on a difficult task, I know when to seek help...	0	1	2	3
20. I won't answer a question until I'm really sure I understand it	0	1	2	3

	NOT AT ALL TRUE	A LITTLE TRUE	QUITE TRUE	COMPLETELY TRUE
	0	1	2	3
21. I like a lot of variety in my work.....	0	1	2	3
22. Most of the time, people listen carefully to what I say..!	0	1	2	3
23. Daydreams are more exciting than reality for me.....	0	1	2	3
24. Thinking of yourself as a free person just leads to frustration	0	1	2	3
25. Trying your best at work really pays off.in the end.....	0	1	2	3
26. My mistakes are usually very difficult to correct.....	0	1	2	3
27. It bothers me when my daily routine gets interrupted.....	0	1	2	3
28. It's best to handle most problems by just not thinking of them	0	1	2	3
29. Most good athletes and leaders are born, not made.....	0	1	2	3
30. I often wake up eager to take up my life wherever it left off..	0	1	2	3

CONFIDENTIAL NCO SURVEY

NEXT, WE NEED TO KNOW SOMETHING ABOUT YOURSELF:

1. How old are you (in years)? _____

2. Circle your present marital status:
 1. Single (never married)
 2. Married
 3. Divorced
 4. Separated
 5. Other (SPECIFY) _____

3. Circle your highest education level attained:
 1. High school graduate
 2. Some college
 3. College graduate
 4. Some post-grad work
 5. Master's degree
 6. Doctorate degree

4. Circle your current rank:
 1. SGT (E-5)
 2. SSG (E-6)
 3. SFC (E-7)
 4. SGM (E-8)

5. Do you have another job outside of the military?
 1. Yes
 2. No

6. If you answered YES to the above question, please fill in the questions below;
Type of job (SPECIFY)? _____
How many hours per week? _____
What are the times during the week? _____

NEXT, A FEW GENERAL QUESTIONS ABOUT YOUR HEALTH AND WELL-BEING:

1. Were you sick at any time during the past six months?
(CIRCLE ONE)
1. Yes 2. No

2. If YES, what was the problem mostly? _____

3. If YES, did it cause you to cut down on your usual activities? (CIRCLE ONE)
1. Yes 2. No

4. Not counting check-ups, how many times did you visit a doctor or P.A. during the past six months?
Number of times _____

5. If you did visit a doctor or P.A., what was the main problem?

6. How would you describe your health in general? (CIRCLE ONE)
1. Excellent...couldn't be better
2. Good.....average for my age
3. Fair.....a bit below average
4. Poor.....quite a bit below average

7. Anything else you would like to add about your experience working at Casualty Affairs?

THANK YOU

WALTER REED ARMY INSTITUTE OF RESEARCH

CASUALTY OPERATIONS
CONFIDENTIAL INTERVIEW

TIME BEGIN _____ DATE _____
TIME END _____ ID # _____
INTERVIEWER INITIALS _____

[INSTRUCTIONS] I would like to ask you some general questions relating to you and your job here at Casualty Operations. Please take your time in answering these questions. This is a confidential interview designed to help us better understand the people and general issues involved here at Casualty Operations.

1. When did you start working at Casualty Operations?

Month _____

Year _____

2. Where were you working before? _____

3. What is your MOS? _____

4. Do you feel your MOS provides the best training for your current position at Casualty Operations [CIRCLE ONE]

1. Yes [If YES, what has helped you most?]

2. No [If NO, EXPLAIN what type of training is needed]

Page 2/WRAIR Interview

5. How effective (or not effective) do you feel your "on-the-job training" has been?

6. What exactly does your job involve, that is, what do you do?

Page #3/WRAIR Interview

7. Obviously your job requires you to work or be on call during irregular hours.

a. How do/did you feel about doing shift work?

b. What do you see as the advantages of working your current shift?

Page #4/WRAIR Interview

c. What do you see as the disadvantages of working your current shift?

d. Are you married?
[If YES, how does your spouse feel about you working these hours?]
[If NO, go to next question]

Page #5/WRAIR Interview

8. What, if anything, is stressful about your job?

9. What is the hardest part of your job? (EXPLAIN)

Page #6/WRAIR Interview

10. How do your friends outside of Casualty Operations look at the kind of work you do?

11. What is the most rewarding part of your job?
[PROBE FOR SPECIFICS]

Page #7/WRAIR Interview

12. What do you see as the mission here at Casualty Operations?

13. When would you say your mission is easiest to accomplish?

Page #8/WRAIR Interview

14. Is there any education outside of the military which has made your job easier?

15. Is there any experience outside of the military which has made your job easier?

Page #9/WRAIR Interview

16. Would you say you have any personal resources or philosophy that helps you in your job?

17. What would you tell a new employee just entering Casualty Affairs to help them adjust to their new assignment?

Page #10/WRAIR Interview

18. If you were describing your job at Casualty Affairs to a civilian, what type of civilian occupation would you use as a comparison?

19. How would describe your relationships with the ~~other~~
Notification
NCOs here at Casualty Affairs?

Page #11/WRAIR Interview

20. Do the ^{STAFF} ~~MANAGERS~~ get together after work to talk shop, socialize, things like this?

21. Can you briefly explain the role of your leaders, and how you fit into this chain of command?

Page #12/WRAIR Interview

22. How would describe the overall atmosphere here at Casualty Operations?

23. Is there anything else you would like to add about your work in Casualty Operations?

Page #13/WRAIR Interview

Next, in order to really understand the experience of Casualty Affairs workers, we need to know some specific information about yourself.

1. SEX [CIRCLE ONE] 1. Male 2. Female

2. What is your racial/ethnic background? (CIRCLE ONE)

1. Asian
2. Hispanic
3. Black
4. White
5. Other (SPECIFY) _____

3. Which of the following best describes your status?
[ONLY READ FIRST THREE, CIRCLE ALL THAT APPLY]

1. First-term
2. Career
3. NCO
4. Junior Enlisted
5. Officer
6. Civilian
7. Civilian (retired military)

4. What is your current marital status? [CIRCLE ONE]

1. Single (never married)
2. Married
3. Divorced (number of times married? _____)
4. Separated
5. Widow
6. Other (SPECIFY) _____

IF NOT MARRIED OR LIVING TOGETHER, GO TO Question #10

5. If MARRIED, is your spouse employed?

1. No [If NO, GO TO QUESTION #9]
2. Yes

6. How many hours per week does your spouse usually work? _____

Page #14/WRAIR Interview

7. Which of the following best describes your spouse's employment status? [CIRCLE ALL THAT APPLY]

1. Civilian employment, Job Title _____
2. Active duty military, Rank _____
3. Civilian employed with military, Job Title _____
4. Ex-service member
5. Other [SPECIFY] _____

8. What work shift does your spouse usually work?
[CIRCLE ALL THAT APPLY]

1. Night Shift (TIMES _____)
2. Afternoon Shift (TIMES _____)
3. Daytime Shift (TIMES _____)
4. Other (EXPLAIN) _____

9. How would you describe your marriage, would you say it is;
[READ LIST, CIRCLE ONE]

1. Very satisfying
2. Somewhat satisfying
3. Somewhat unsatisfying
4. Very unsatisfying

10. How old were you on your last birthday? _____

11. Do you have any children? 1. Yes 2. No [If NO, GO TO #15]

12. How many children do you have? _____

13. What are their ages? _____

14. Is child care a problem?

- | | |
|----------------------------------|-------------------|
| 1. No | |
| 2. Yes (If YES, ASK IN WHAT WAY) | 1. Cost |
| | 2. Transportation |
| | 3. Availability |
| | 4. Hours |
| | 5. Quality |

15. What is the highest educational level you've completed?
[CIRCLE ONE]

- | | |
|--------------------------|-----------------------|
| 1. High school graduate | 4. Some graduate work |
| 2. Some college | 5. Master's degree |
| 3. 4-Year college degree | 6. Doctorate degree |

7. Other [SPECIFY] _____

YEAR of Highest degree _____

16. How do you get here to work?
[CIRCLE AND EXPLAIN ALL THAT APPLY]

1. Drive alone:

How far? (one way) _____ miles

Number of days a week _____

2. Ride share:

Number of days a week _____

3. Public transportation:

How far? (one way) _____

4. Other (SPECIFY) _____

17. Do you have another job outside of the military?

1. No (GO TO QUESTION #19)
2. Yes

18. IF YES,

1. Type of job (SPECIFY) _____
2. How many hours per week? _____
3. What are the times during week? _____

APPENDIX #4

Review of Job Stresses, Coping Resources and Recommendations

**Salient Job Stresses,
Individual, Social and Structural Coping Resources
and Recommendations for Army Notification NCOs
from Most to Least Important**

JOB STRESSES	COPING RESOURCES	RECOMMENDATIONS
-----	-----	-----
Telephonic Exposure	Hiring	Casualty Work Orientations
Description Exposure	Training	Subtle Recognition
Tasks	Sense of Mission	Scheduling Flexibility
Work Hassles	Time-off	Education
Shiftwork	Shiftwork	Shift Rotations
Training	Experience	Group Meetings
Network Relationships	Informal Support	Retreats
	Network Relationships	
	Hardiness	

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