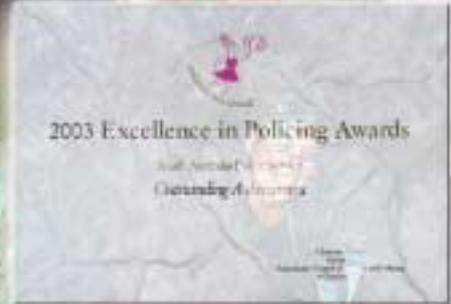


THE JOURNAL FOR WOMEN AND POLICING

\$5 for non-members
Issue No. 13



2003 Excellence in Policing Awards





The Journal

for women and policing

RRP \$5.00

Issue No. 13

Published by

**AUSTRAL MEDIA
GROUP P/L**

ACN 068 899 696

63-71 Boundary Road,
North Melbourne, Vic. 3051
Tel: (03) 9328 4226
Fax: (03) 9329 4633

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The Journal for Women and Policing
is published for the Australasian Council of Women
and Policing Inc.

ACWAP Membership is available from \$30 per year.
For more information please contact the Editorial
Committee, PO Box 755, Dickson, ACT 2602 or phone
(02) 6278 3069.

Address: PO Box 755, Dickson, ACT, 2602

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Cover:

2003 Excellence in Policing Award Winners.

contents

Editorial	3
2003 Excellence in Policing Awards	4
Facts, Fictions, Factions and Gender!.....	10
And the Winner is	11
Contemporary Issues Facing Women in Policing	14
Women and Politics Prize 2004	20
New Zealand Police – Flexible Employment and Best Practice	21
Fourth Australasian Women and Policing Conference.....	29
ACWAP AGM.....	30



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editorial

To start and finish our magazine year we celebrate with awards and festivities for our women in policing. The beautiful setting in Hobart was the backdrop for our ACWAP Achievement Awards and this took place in the first weekend in October of 2003.

A special mention and thanks to Inspector Lyn Jones Tasmania Police ensuring that the venue was perfect for this occasion, also (AFP) Federal Agent Ross Fusca for his generosity in framing the awards and his donation.

At the annual meeting, we welcomed new members willing to assist the council, our new Secretary is Narelle Beer, our new Treasurer Pamela Samartus, both are from Victoria. We acknowledge the out going members Melinda and Sandra and thank them for their terrific contribution while in office.

The new year's program will give availability for more good work towards the forward movement of our women and the distinct possibility of making a difference. The Conference in 2005 will once again give a venue to raise issues still confronting women in policing and find ways to gain forward momentum.

I take this time to wish you all a terrific festive season and look forward to being with you all again in 2004.

Marg Rhodes
Editor

As the new Council secretary I wanted to introduce myself and let everyone know how excited I am to be taking on this role. A little bit about myself, I am married and have a wonderful little girl. My background in policing is quite varied, having spent time in general duties, Major Collision Investigation Unit, Criminal Investigation Unit and training. I have continually studied for the past ten years and have completed a Bachelor of Arts (Police Studies), Graduate Diploma (Public Administration), and Graduate Diploma (Law) and have almost finished my Bachelor of Laws.

My passion with regard to policing issues revolves predominantly around mentoring and the benefits that it brings to individuals, managers and the organisation. The council provides a wonderful opportunity to facilitate a mentoring program on a national basis and perhaps this is an issue that we can progress further.

I look forward to my new role and to working together as an organisation that promotes, supports and encourages women to be the very best that we can be.

Cheers,
Narelle

2003 Excellence in Policing Awards

By Helen McDermott

On 4 October in Hobart the Australasian Council of Women and Policing presented its fifth annual Excellence in Policing Awards.

The awards have grown from humble beginnings in 1996 when they were first presented at the Second Australasian Women and Policing conference in Brisbane.

The Council's Excellence in Policing awards are an opportunity to celebrate the difference women make to policing and the efforts that are being made to improve policing for women.

Nominations this year were received from every Australian state and territory, although the support from most jurisdictions has been exceptional.

This year was a particularly competitive year for the awards. With over 60 nominations the Awards Committee faced a tough task.

The 2003 Committee comprised a representative from the law enforcement and academic community, a representative from Australian Honours Secretariat at Government House, a representative from the Awards and National Symbols Branch of the Department of the Prime Minister and Cabinet, and the Vice President of the Australasian Council of Women and Policing.

These awards are about recognising the people who have improved policing for women, awards that focus on the difference women make to policing.

Most outstanding female practitioner

The most outstanding female practitioner awards are open to sworn or unsworn women currently or formerly employed in an Australian or New Zealand policing or law enforcement agency, National Common Police Service or justice agency.

This award is for anyone who is practicing any aspect of policing, for example general duties, community policing, forensic science and investigations

The significance of the recipient's contribution to her field and her commitment to improving the delivery of

policing and law enforcement services to women in the community, her proven ability to enhance the profile of women in policing and her work to improve policing for women were taken into account in selection the recipients for this award.

Fran Poole

The Australasian Council of Women and Policing awarded one of its two 2003 Most Outstanding Female Practitioners Awards to **Sergeant Fran Poole** from the NSW Police in recognition of her outstanding on-the-job performance and ability.

Fran was presented with this award in recognition of her academic excellence, a professional approach, and exceptional skills. She has contributed to the community through her area of expertise and has been recognised at an international and local level.

Fran has a distinguished career in forensic investigations and is a pioneer for women in the Forensic Science and a role model for women and men in this highly specialised and demanding area of policing.

Sergeant Michelle Henderson

Sergeant Michelle Henderson from the Victoria Police was the second recipient of the Council's Most Outstanding Female Practitioner

Michelle's nominees both within policing and from the community spoke with great regard and respect for this sergeant who has made a real difference to policing.

She is someone whom they regard as being fortunate to have in their lives and is described as a "one in a million". Her drive and determination is appreciated and she is regarded as an excellent example of contemporary policing.

Michelle was nominated for her ability to work with all elements of the community. She is regarded as being key to making her workplace a friendly and happy environment and shows exceptional leadership and operational skills.

In particular her work with the Indigenous community was spoken highly of and her active involvement in advocating and establishing a community justice panel. Her work and positive attitude is regarded as critical to improving the relationships between the local community and police.

Delia Quigley

The Committee was also particularly impressed with another female practitioner. She is someone who has worked hard to improve how policing and law enforcement responds to the gay, lesbian, Bisexual, Transgender and Intersex communities

As well as her work improving the understanding between lesbians and the police in both Canberra and around Australia, many of you may remember **Detective Sergeant Quigley** presentation at the 2002 Women and Policing Globally conference where she spoke about her experience in international police peacekeeping as a member of the peacekeeping forces deployed to Haiti, East Timor and Cyprus.

Bravery

The Council's Bravery Award is not just another bravery award that recognises physical acts of selflessness. It is an award that recognises a different type of bravery, a bravery where there is time to reflect on the consequences of your actions, where you are warned that what you feel is the right thing to do, could in fact destroy your career and your family. It is a bravery that is not over in a few minutes or hours, but one where you need to keep being brave and committed to helping others for months, if not years.

It is the bravery of saying no, or saying this has to change, and doing what it takes to change it.

In 2003 the Council honouring two exceptionally brave women: women who have changed the face of policing.

Debra Robertson

The first recipient was someone who contributed to changing the Victoria Police.

In 1998 she applied to work part-time, but encountered stiff resistance from senior management and despite several requests for part-time duties, she was refused. Undaunted she made a complaint to the Equal Opportunities Commission comparing her request to those of the members of her unit who were granted time- off in order to play sport and that she should be given equal consideration. She won the case and set the precedent for part-time work in operational areas in the Victoria Police.

Debra did not just stop after she won her own battle, but continued to stand up for herself and others. Through this bravery award, the Council recognises her for how, she has used her own experience to go on to help others through her union and is facing the challenges of being a female delegate in the sexist, misogynist world of police unions.

To quote her nominator, Debra Robertson has been an outstanding leader for women in policing. Her determination against adverse opposition is commendable, while still maintaining a wonderfully warm and friendly disposition.

Dawn Lunn

The second recipient of the Council's Bravery Award was someone whose resolve and actions changed policing nationally as well as in her own police service.

There have been some very brave women within policing who possibly do not appreciate how their actions have changed policing and have given strength and resolve to others to make a stand.

In 1996 Dawn represented the women in the South Australia Police and talked about what had been happening there.

The backlash she faced was extraordinary, but the change her speaking out made to the South Australia Police, was also extraordinary.

All Dawn Lunn did in 1996 was to be brave enough to not remain anonymous. While it may sounds easy, the fact that today we think that, is a result of her actions back in 1996.

Most outstanding female investigator

Criminal investigations are seen by the media and police as being the more interesting and important part of policing. So of course it makes sense that men should historically have ownership of the CIBs.

Policing in the last few years has begun this change and this is not being reflected with this award.

Detective Superintendent Kim McKay

Detective Superintendent Kim McKay from the NSW Police Service was the recipient of 2003 Excellence in Policing Most Outstanding Female Investigator Award.

She not only demonstrated that she has outstanding skills, commitment and leadership, but is someone who used her expertise and experience to improve policing for women.

After having investigated a series of high profile sexual assaults which titillated and aroused the media, this investigator has used her experience and skills to improve how the sexual offences are investigated in NSW.

It was this work, where she did not just take her knowledge and expertise onto her next promotion, but used it to improve how police respond to violence against women that was key to her granted this award.

She is someone who has looked beyond her own career to change policing so that the full impact and responses to sexual assault are taken into account when investigative these crimes.

Donna Adams

Internal Investigations is another area of investigations work that is challenging and often goes unrecognised for how it improves policing for women.

Donna Adams from the Tasmania Police was awarded an Outstanding Achievement Award for her outstanding career in investigations and her recent work in internal investigations.

Donna's has worked hard in her career and juggled family life with her advancement. She is well regarded and commended for her work ethic and positive approach.

Most outstanding female leader

For policing to improve for women, leadership has to be more than just getting ahead in your own career.

The criteria for the Most Outstanding female leader award is to have shown dynamic leadership, to have mentored and provided guidance to women and men who do not conform to traditional male patriarchal models and have made innovative changes within the workplace.

As well as focusing on the women within policing, a leader in policing also has to have made a difference to the women in the community. The most outstanding leader has to be someone who has improved how policing or law enforcement is delivered and how it responds to the needs of women.

Inspector Joanne Shanahan

Inspector Joanne Shanahan from the South Australia Police was the recipient of the 2003 Most Outstanding Leader Award. She has worked hard to improve policing for women and has made a significant difference to how violence against women in policed and changed police practices in relation to combating domestic violence.

Joanne is one of the new wave of female managers in policing, who has children and whom the Council hopes

that their experience will make a difference to the generations coming behind them. This is a group of women who have broken down the artificial barriers that have kept women with families out of policing, and a group of women we hope will not let those barriers be rebuilt.

Inspector Joanne Shanahan is someone who has shown real leadership in policing to both the people she works with and the community.

Catherine Bullen

Inspector Catherine Bullen from the WA Police was recognised with a Certificate of Achievement for her leadership within the WA Police. She is a mentor and role model and has worked in most operational areas of the WA Police, from the remote to the CIB to traffic.

Working in isolated regions, working as the only women in a CIB, being the only senior woman, can't be easy.

But do that and still reach back and give the women coming behind you a helping hand takes a real commitment to changing the face of policing.

Catherine was not able to attend the awards presentation as she was in Cambodia working with an Ausaid community policing project.

Her nominator praised her for assisting many women to reach goals they did not think possible, pioneering the integration of women into operational policing roles and continuing to set standards that women today strive to emulate.

Sergeant Kellee Walters

Kellee Walters was recognised with a Certificate of Achievement for making a significant difference to her police service.

She used a simple idea to help change the culture of the Western Australia Police Service.

This sergeant saw that some young female trainees needed assistance in negotiating their way through the sexist world of policing. She developed a one- word warning "redlight" that empowered the young women, but did not threaten those who were acting inappropriately.

The concept took hold and proved to be successful in diffusing what could potentially be difficult situations and stopped them escalating to major issues of harassment in the workplace.

This award recognised for her work in developing and implementing an innovative and simple tool that has improved for women the Western Australia Police Service.

Most Women Friendly Police Union

At last year's awards presentation dinner, the Council urged the police unions in Australia and New Zealand to better recognise how the detail of women's lives can be easily overlooked by masculinized institutions.

The Council continues to encourage and support the import role that police unions in Australia and New Zealand play, not only in ensuring that their members are appropriately treated, but in reforming and improving policing for women.

Unfortunately again the Council did not receive any nominations for this award.

The award recognises the overall impact a union has on its female employees and its genuine commitment to advancing the outcomes for their female members, including:

- innovative and flexible solutions to the issues which arise from having women in the workforce;
- the employment outcomes for female employees, such as appropriate uniforms and accoutrements, removal of indirect discrimination in awards and employment practices;
- advocacy and support of practices that improve policing outcomes for women in the community; and
- the number of women actively involved at all levels of the union organisation and decision-making.

Organisations may nominate themselves.

Most outstanding female administrator

There was considerable depth for the 2003 nominations for Most Outstanding Female Administrator and the Committee decided to present three awards for the category.

The Committee was also very pleased is that it was police management that was recognising the valuable contribution these women have made to improving policing.

It is the vital role of administrator that keeps policing ticking over. It is the specialist, the advisors and the general staff that free police to do their jobs and make sure the administrative details of policing are dealt. It is the administration staff that make sure the machinery of government and influence that policing relies on for

its framework, legislation and funding are sympathetic and understanding of policing.

Ms Rebecca Wilson

Rebecca Wilson is administrator who works in the remote areas of Western Australia.

In nominating the recipient of this award, her supervisor noted that her work was representative of the work done by all the support staff in the Wheatbelt District of WA.

Rebecca has demonstrated her commitment to maintaining a police service in this remote area and despite effectively deals with the public and provide critical services to the community during in the extended absence of the sworn officers.

Ms Cheryl Clarke

Ms Cheryl Clark from the NSW Police Service was the second recipient of the 2003 Excellence in Policing Most Outstanding Female Administrator Award.

Policing the mentally ill, especially in NSW, is not an easy job. But Cheryl has made a considerable improvement to how it is done.

Policing the mentally ill is problematic and difficult and requires a seamless multiagency response, that is empathetic but protects the mentally ill as well as the community, and safeguards their human rights.

No easy task. But one that can be recognised and celebrated through this award.

Ms Kate Prenter

Human Resources Management is an traditional area for administrative staff. It is an area where often their expertise and experience is taken for granted or ignored. This award celebrates how a police service can appreciate and give credit to the hard work that goes into ensuring good employment practices.

Ms Kate Prenter has made a significant difference to her police service and notably improved how it employs its female workforce.

She developed, established and implemented a range of strategies to improve diversity and equity. Her nominator said: that she has been instrumental in the education and acceptance of equity principles and that this program has represented one of the most significant changes in the Tasmania Police in recent years.

Most significant achievement in advancing the status of women in law enforcement

Superintendent Mark Lammas

This award is open to anyone in Australia or New Zealand who has made a significant contribution to advancing the status of women in law enforcement.

Superintendent Mark Lammas from the New Zealand Police is one of those managers who is committed to improving policing for women. The list of his achievements is long and impressive and he is a great example to us all. His work is demonstration of what can be done to improve the status of women, not just a wonderfully composed wish list.

Encouraging women's leadership, implementing the rhetoric of flexible workplaces, and making equity an everyday reality, not something that has to be asked for every time.

The New Zealand Police is fortunate to have this award recipient as one of its district commanders. It is important that the people in those key roles see changing the face of policing as something that they want to work towards, not something they have to pretend to implement when caught out doing what they have always done.

Most significant achievement in improving the relationship between women in the community and in law enforcement and policing

This award is open to any individual or agency in Australia or New Zealand that has:

- had a significant positive impact on how women are able to access the justice system through policing; **or**
- improved the outcomes for women who access the justice system; **or**
- built relationships that further women's justice and policing interest; **or**
- enhanced feminist networks between policing and the community.

Marla Police

This award celebrated the great work being done in policing to bring together policing and the women in a community. There are some groups within the community that policing seems to be easily able to work with closely, children and youth seem to be far

less problematic than women. The appallingly low reporting rate of sexual assault and domestic violence shows that policing and the justice system just does not know how to deal with violence against women. Women unfortunately make difficult victims and their problems and often so systemic within a community that they seem to be unresolvable.

For all those reasons this team of police working in a remote area of Australia were the first choice for this award.

The Marla police have been working hard with the local community on a project called "no hitting women". It is a project that recognises the need for a policing approach to violence, not just the easy law enforcement approach.

Working with the community and not expecting simple outcomes, but ones that address the reasons behind the violence is the reason the Marla police is being recognised with the Most significant achievement in improving the relationship between women in the community and in law enforcement and policing Award.

Best Police Service Outstanding Achievement

Improving police services for the women within policing is no easy task.

But without a police service that has women in key decision making positions, without a critical mass of women doing policing, women will remain the different ones within policing.

The 2003 Outstanding Achievement award recognised the South Australia Police for its part of that change.

Comparing the position of women in policing in 1997 when the Council was first formed, and even looking back to 1999 when the Council first presented these awards, we can see that there has been significant change within policing.

The South Australia Police has implemented many of the structures and processes needed to support and bring about change.

Since 1998 the total number of sworn women in SA Police has increased by 6% from 16% to 22%. It has a number of initiatives designed to support its female employees including a strong Gender Equity Action Plan.

The SA Police's strong support of these awards and the number of outstanding women who have been nominated for these awards are testimony to its commitment to change the face of the police in South Australia.

It is with great pleasure that the Council would like to recognise the outstanding achievement of the South Australia Police Service.

Griffith University Excellence in Research on Improving Policing for Women Award

Anyone in Australia or New Zealand who has an interest in improving policing for women is eligible for this award.

Just saying that policing needs to be improved for women is not enough to start the change in policing and this award recognises the quality research that supports the statements about what is wrong and what is a good way to improve things policing for women.

We cannot improve policing for women without quality research into how policing is done for women and the difference women bring to policing.

The criteria for this award required that the award winner had finalised a research paper that explores how policing and law enforcement can be improved for women. The research will be contemporary, original, and of publishable quality. The research may already have been published or produced for another purpose.

The research must also be available for publication by the Australasian Council for Women and Policing on its website and in its journal.

Policing is not a gender-neutral undertaking and needs to be considered in police research.

However this is still not the case today. Reviewing current academic material about policing still shows that there is a scarcity of gender analysis about policing and many current pieces of work still totally ignore gender.

The Council recognises the importance of quality research about women and policing and law enforcement and so has partnered with Griffith University to recognise excellence in research that explores how policing and law enforcement can be improved for women.

The winner of the inaugural Griffith University Excellence in Research on Improving Policing for Women Award is a group that has wherever possible ensured that gender and women's difference is taken into account. The Council recognises that sometimes this can be an uphill battle in a sometimes conservative environment, and that this group of women have been professional and dedicated in ensuring their research is relevant and sustains scrutiny.

There were three winners of the 2003 Research Award:

Kim Adams, Nadia Boni, and Michelle Circelli from the Australian Centre for Police Research.

Bev Lawson Memorial Award

Sergeant Fay Daniel

The 2003 Bev Lawson Memorial Award was sponsored by Austral Media, the company that publishes this journal.

Austral Media took on publishing this journal, when no one else would touch a feminist women and policing group. It was a gamble, on both sides, but we now have a professional and effective way we can communicate with policing throughout Australia.

The Bev Lawson Memorial Award recognises for the most outstanding woman who has been first in any policing or law enforcement activity or support service.

The criteria are to have:

- been a first in a particular area, field or endeavour
- to have made a significant contribution to that area, field or endeavour;
- to have paved the way for women who follow; and to have encouraged other women to develop and peruse their skills, abilities and opportunities in that area, field or endeavour.

Faye Daniel was one of the first Family Violence Liaison Officers established in 1995 in the Victoria Police.

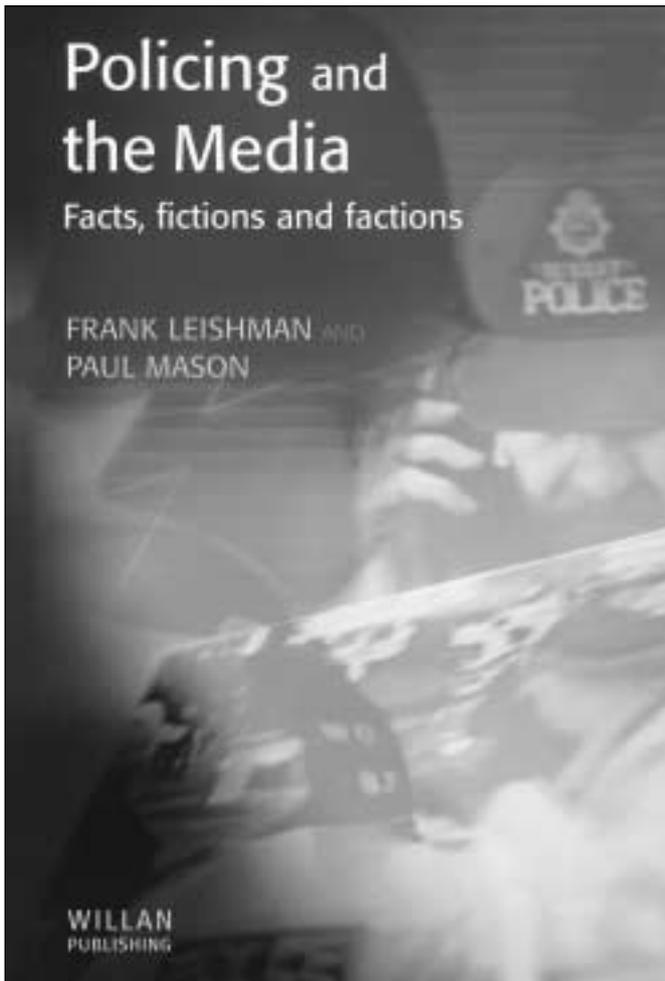
Her contribution to the field is recognised both by the Victoria Police as well as the women's services that support the victims of domestic violence.

She supports and encourages the women in policing who are following her.

Her influence is not only within policing, she also empowers those outside who work with policing to better understanding how they can work with police to improve the responses to women experiencing domestic violence.

It was this dual contribution, not only making a significant contribution to how the Victoria Police responds to domestic violence and providing support and opportunities to those who were following her, but her contribution to in engaging the community and other services to engage and understand the policing response, that made this nomination outstanding.

Review by Helen McDermott



Policing and the Media: facts, fictions and factions written by Frank Leishman and Paul Masson, 2003, published by Willan Publishing, www.willanpublishing.co.uk and in Canada and the US see www.isbs.com

Those of us who have any exposure to the Sydney media can no doubt recall the titillating way a series of sexual assaults in Western Sydney were reported in 2001, where the tabloids in particular wrote the young women's statements in a way I am sure *Playboy* would have been proud to publish.

Was it just reporting the facts in the public's best interests or was just cheap pornography giving the men on the train home something to fantasize about?

Was it written with the intention of scaring women and girls into staying in the "safety" of their own homes

where they are more easily controlled but where they are in fact more likely to be assaulted and abused?

Or was it just good copy because it confirms the advertisers' prejudices about young men with non-anglo backgrounds?

The dynamics and dimensions of the relationship between the media and policing are ones that are blurred, co-dependent and a significant part of our culture.

The public is fascinated by crime, by the implications and actions of people who act outside societal norm. We never seem to tire of police dramas, crime reports and detective stories.

The relationship between the reality of policing and crime in our society and the need to entertain and imperative for the media to make large profits has a significant impact on how we perceive crime and policing.

Police themselves have to be able to effectively use the media to promote their services, image and illicit assistance from the public.

The portrayal of women in this complex web is explored in this book, albeit from a very UK-centric perspective. Australian readers will not have heard of quite a few of the cases or programs.

Nevertheless this book provides a scholarly and lucid insight into the intricate relationships between the media, entertainment and the police.

Those who commit crimes, those who try to prevent crime and those who administer the justice systems are fodder for the media, the imagination of the script writer. While on the other hand the police themselves seek to use and manipulate the media to achieve their goals. It is this strained, contradictory and parasitic relationship between the media and the police that is explored in this book.

And the Winner is ...

Most Outstanding Female Practitioner

Sergeant Michelle Henderson, Victoria Police
Outstanding achievement and leadership.

Sergeant Fran Poole, NSW Police
Outstanding skill and achievement in Forensic Services.

Certificate of Achievement – Female Practitioner

Detective Sergeant Delia Quigley,
Australian Federal Police
Improving policing for the gay and lesbian community.



Bev Lawson Memorial Award

Sergeant Fay Daniel, Victoria Police
Making a difference to how the Victoria Police responds to family violence.

Most Significant Achievement in Advancing the Status of women in Policing

Superintendent Mark Lammas, New Zealand Police
Implementing policies that improve policing for women.



Griffith University Excellence in Research on Improving Policing for Women Award

Ms Kim Adams, Ms Nadia Bone, Ms Michelle Circelli,
Australian Centre for Police Research
Rigorous, quality research that taking into account how gender impacts on policing.

Bravery Award

Detective Senior Constable Debra Robertson, Victoria
Police
*Asking for part-time work in a Criminal Investigations Unit
in the Victoria Police in 1998.*



Sergeant Dawn Lunn, South Australia Police
Speaking out about equity issues and seeking positive change.

Most Outstanding Female Administrator

Ms Cheryl Clarke, NSW Police
Improving policing for the mentally ill.

Ms Kate Prenter, Tasmania Police
Developing and implementing change.

Rebecca Wilson, Western Australia Police
Making policing services available to a remote community.

Most Outstanding Female Leader

Inspector Catherine Bullen, Western Australia Police
Inspiration and pioneering leadership for women in the unique and remote policing environment of WA.



Sergeant Kellee Walters, Western Australia Police
Empowering young women and preventing harassment.

Most Woman-Friendly Police Union

No nominations received.

Most Outstanding Female Investigator

Detective Superintendent Kim McKay, NSW Police
Skilled investigator improving the policing response to sexual assault.



Most Outstanding Female Investigator – Certificate of Achievement

Sergeant Donna Adams, Tasmania Police
An outstanding investigator, particularly in internal investigations.

Most significant achievement in improving the relationship between women in the community and policing

Mala Police
Innovative strategies to prevent family violence

Best Police Service – Certificate of Achievement

South Australia Police
Creating an environment that values the contribution of its female employees.



WA Women Scoop National Police Awards

Wednesday, 8 October 2003

THE outstanding work of two WA female police officers and a civilian member of the Police Service – all with links to the Avon region – was acknowledged nationally at an awards presentation in Hobart on Saturday.

Ms Rebecca Wilson, Sergeant Kellee Walters and Inspector Catherine Bullen were the only three West Australian representatives to receive “excellence in policing” awards from the Australasian Council of Women and Policing at the presentation dinner.

“The Australasian Council of Women and Policing’s Excellence in Policing Awards are an opportunity to publicly acknowledge and reward the achievements of the women and men who are making policing better for women” said council president Christine Nixon.

Rebecca Wilson, who works at Quairading Police Station and provides office and customer support, won the Most Outstanding Female Administrator award for her dedication and hard work.

At a time of staff shortages and staff sickness earlier this year, Ms Wilson frequently kept the local police station open by herself, ensuring policing services remained available to the community.

In nominating her, Northam-based Inspector Dale Bell said “her efforts are representative of the fine work done by all support staff across the Wheatbelt District”.

Northam-based Sergeant Kellee Walters – who attended the presentation ceremony – was presented with an Outstanding Achievement Certificate for her work in designing and implementing a simple but successful initiative for preventing workplace harassment.

Called, the Redlight campaign, it is a one-word warning that helps employees deal with inappropriate behaviour or harassment. The system is now being adopted throughout the WA Police Service – and is being considered by other parts of the public service.

Inspector Catherine Bullen became the first female officer-in-charge of a police station in WA when she took charge of Dowerin Police Station and then became officer-in-charge of Kellerberrin Police Station in the 1990s.

She was awarded an Outstanding Achievement Award for her varied work across the state and in helping to improve policing services in Cambodia.

Catherine was for many years, the only female inspector in the WA Police and is a role model for many women.

The Australasian Council of Women and Policing Inc is an independent body working to improve policing for women.

The council has also published a guide for women entering the policing profession, called “Fitting in or Standing Out? Surviving your first years”.



Contemporary Issues Facing Women in Policing

Nadia Boni – Australasian Centre for Policing Research

Introduction

The importance of effective diversity management in policing has only relatively recently been the subject of close academic scrutiny. Earlier research, mainly from the United States, largely dealt with operational performance issues (Martin and Jurik, 1996) and matters such as the capability of female officers (Brown and Neville, 1996; Coffey, Brown, and Savage, 1992) have continued to attract research attention. Research on issues concerning equal employment opportunities (Brown and Campbell, 1991; Prenzler, 1995), sexual harassment (Sutton, 1995), deployment (Boni, 1998) and bullying (Rayner, 1997) has only come to the fore in more recent years. Many of the studies on these issues have focused exclusively on women, and sworn women in particular. This leaves unanswered questions about the relative impact of various issues on policemen, nonsworn men and nonsworn women in police agencies.

Today I would like to present some findings from one of several studies undertaken by the Australasian Centre for Policing Research (ACPR) that examine the general issue of organisational problems and issues facing women in policing. This study also examines how these same organisational issues impact on policemen, as well as on nonsworn male and female employees. The findings presented today build on the knowledge about women in policing presented in a series of related reports produced by the ACPR. These reports address the Educational and Professional Development Experiences of Female and Male Police Employees (Boni, Adams, and Circelli, 2001) and Women in Senior Police Management (Adams, 2001).

To start with I would like to give you some details of the background to the study and the general methodology used. Then I will describe the survey instrument and examine two sets of findings obtained, in particular, those that relate to career barriers and bullying. Finally I will examine the implications of these findings for policing.

Research Background and Method

In October 1996, the Australasian Police Ministers' Council asked the ACPR to undertake research to assess the range of issues and problems facing women in policing. Accordingly, we developed a survey, entitled *Experiences in the Workplace* which consists of a number of standardised measures of work experiences and attitudes as well as a number of other items designed to measure issues including deployment, and educational and personal development needs.

The survey was piloted with 900 Queensland Police Service employees and was then administered to approximately 5,500 male and female, sworn and nonsworn police employees in 5 jurisdictions in 1999. A 41% response rate was obtained which is quite a good result for a survey of this nature, which is lengthy and deals with some sensitive issues (e.g., harassment, discrimination).

As mentioned above, the survey incorporates a range of measures of work attitudes and behaviours. A previous ACPR report (Boni et al., 2001) discusses the findings of measures that relate to access to professional education, development and training. The results I am presenting today are from a more recent report (Boni and Circelli, in press) which focuses on the following issues:

Career Perceptions

- Job intentions.
- Self-efficacy.

Workplace Justice and Equity

- Procedural justice.
- Distributive justice.
- Gender and transfer/deployment.
- Sexism.

Organisational Impediments

- Career barriers.
- Stressors.
- Compromises and sacrifices.
- Bullying.

Workgroup Inter-Relations

- Support groups and mentors.
- Co-worker support.
- Co-worker reaction to promotion.

Given the time constraints, today I will discuss the results of only two of these issues, namely career barriers and bullying. Workplace bullying, in particular, is an extremely topical issue at the moment. While there are a vast number of international studies of bullying in the school and childcare arena (e.g., Farrell, 1999; Griffiths, 1993; Jarvis and Berry, 1998; Rigby, 1998), studies of bullying in Australian workplaces have been limited (Barron, 1998) and this is particularly true in the case of police organisations. In response to this, the ACPR has recently produced a critical issues paper that discusses workplace bullying, its prevalence, potential causes, consequences and implications for policing (Lynch, 2002). A proposal for further research into bullying in the police workplace has also been prepared.

Career Barriers

A standardised measure of career barriers developed by Simpson (1997) was used in the survey. This measure assesses the degree to which cultural or attitudinal barriers at the organisational level impede employees in their careers. There are 14 items. Respondents are asked to indicate the extent to which each of the items has been a barrier to their career during the previous 12 months using a 6-point response scale, where 1 = *not at all*, and 6 = *to a very large extent*. Examples of some of the items include 'family commitments', 'lack of career guidance', and 'sexual discrimination'.

The following emerged as the most significant career barriers for the entire sample:

- lack of training;
- attitudes of senior staff;
- lack of career guidance; and
- family commitments.

It is important to bear in mind that the means were low, indicating that overall these were considered barriers to a little or a very little extent. Significant

gender differences also emerged. **Women** rated the following barriers more highly than did **men**:

- lack of adequate childcare;
- lack of personal confidence;
- social pressures;
- 'Men's Club' network; and
- sexual discrimination.

The finding for 'lack of adequate childcare' is interesting given that fewer women than men in the sample had children. This suggests that female parents in the sample may take on more responsibility for childcare than do male parents. This finding is supported in the abundant literature on work-family conflict (e.g., Beutell and Greenhaus, 1986; Geller and Hobfoll, 1994) in a range of other occupations.

On the other hand, the finding for 'lack of personal confidence' may reflect a bias in reporting. In other words, women may be more likely than men to admit to having lower confidence. Alternatively, it may indicate that women are indeed less confident than men and that this poses a barrier to their career.

The 'Men's Club network' and 'sexual discrimination' findings are not surprising given the literature that shows that women in policing tend to be excluded, isolated and discriminated against in terms of, for example, deployment, transfer and promotion (Betz and Fitzgerald, 1987; Holdaway and Parker, 1998; Jones, 1986; Martin, 1996; Martin, 1989; Martin and Jurik, 1996; National Centre for Women and Policing, 2000).

There were also some significant differences between sworn and nonsworn samples. In particular, **sworn women** rated the following barriers more highly than did **nonsworn women**:

- inflexible working patterns;
- social pressures;
- 'Men's Club' network;
- sexual discrimination;
- family commitments;
- lack of adequate childcare; and
- spouse/partner's attitude.

The finding that the first four of these were seen as greater barriers for sworn women would suggest that the work environment of sworn women is less flexible and more discriminatory than that of nonsworn women.

In addition, the fact that sworn women were more likely than nonsworn women to have more than one child may explain the result for the 'family commitments' and 'lack of adequate childcare' barriers. Interestingly, although sworn women were less likely to be married or living with a partner than nonsworn women, it appears that their spouses or partners pose a barrier to their career. In summary, therefore, a range of barriers exist for sworn women, both within the organisation and outside the workplace. It is also clear that sworn and nonsworn women face different pressures and barriers to their careers.

While women rated 5 barriers more highly than did men, men rated only 1 barrier – 'attitudes of senior staff' – more highly than women, and this was true only for sworn men. This finding suggests that senior staff may not be supporting or encouraging sworn men to gain the experience, confidence and training necessary to progress in their career. This explanation is supported by the finding for another measure in the survey, which examined perceptions of support provided for organisational advancement. Men were significantly less likely than women to report receiving encouragement to seek promotion from their immediate supervisor. Again, however, the mean for the 'attitudes of senior staff' barrier was moderate, indicating that men perceived it to be a barrier only to a little extent.

Overall it is interesting to note that nonsworn men's ratings of the career barriers were the lowest of all four groups.

Bullying

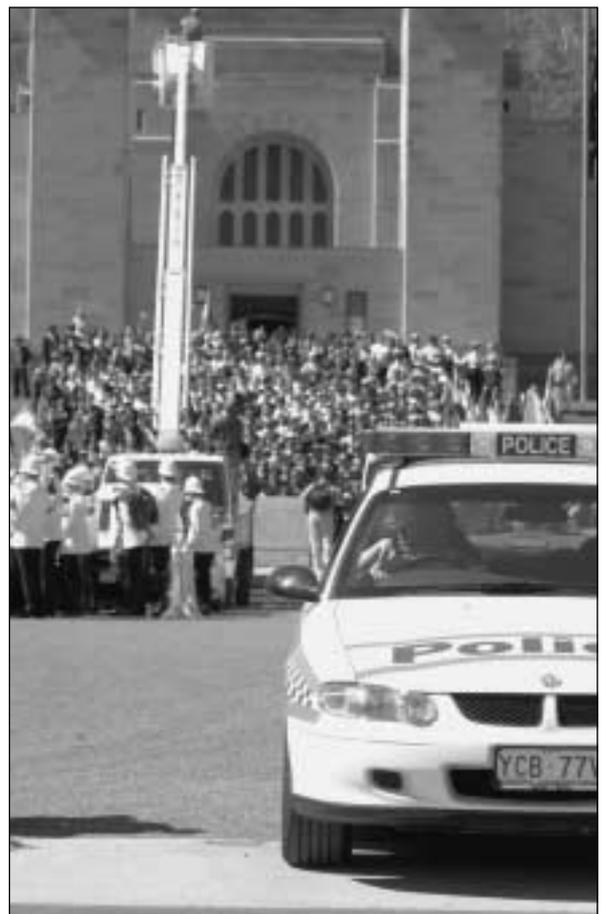
Bullying can pose another organisational impediment to employees. Barron (1998) defines bullying as a repeated pattern of aggressive behaviour that escalates over time and causes victimisation in the subject who is unable to defend him or herself. This definition emphasises two main features of bullying, namely that aggressive behaviours are repeated and that they are intended to be hostile and/ or perceived as hostile by the recipient (Einarsen, 1999). Workplace bullying may take a variety of forms, including ridiculing a co-worker or subordinate publicly for disagreeing; public verbal abuse; social isolation; personal attacks on one's private life by ridicule, insulting remarks; undermining an individual with vindictive or humiliating words or acts; excessive dumping of work on an individual; or assignment of unpleasant tasks to an individual (Einarsen, 1999; Hannabuss, 1998; Rayner, 1997; Yandrick, 1999). The concept of bullying is similar to sexual harassment in that the behaviours need only be *perceived* to be hostile.

The measure used for bullying in the *Experiences in the Workplace* survey was one developed by Spargo (1998). This measure lists a number of bullying behaviours and asks respondents to indicate (a) how often they have personally experienced the behaviours in the past 2 years, and (b) how often they have seen others experience the behaviours in the past 2 years. Examples of the behaviours include being 'subjected to threatening or abusive language or treatment', being 'victimised because of a refusal to undertake tasks', and being 'prevented from explaining or putting your point of view'. The response categories were: *never*; *once*; *2-5 times*; and *more than 5 times*.

The bullying behaviours most frequently *experienced* by respondents were:

- being given unreasonable or impossible tasks;
- being subjected to threatening or abusive language or treatment;
- being prevented from explaining or putting forward your point of view; and
- having undesirable rumours spread about you.

These behaviours had been experienced at least twice in the preceding two years by approximately one-third of all respondents.



The behaviours *observed* most frequently by respondents were:

- having undesirable rumours spread about you;
- being subjected to threatening or abusive language or treatment;
- being given unreasonable or impossible tasks;
- being isolated or 'frozen out' at work; and
- being prevented from explaining or putting forward your point of view.

More than one-third of respondents had observed these behaviours at least twice in the previous two years.

These findings show that bullying is actively occurring in at least some Australian police services. This should be of concern to police organisations because, as Einarsen (1999) notes, by definition, bullying causes humiliation, offence, or distress. More specifically, outcomes to the individual may include headaches, nausea, insomnia, depression, lack of concentration and socio-phobia (Björkqvist, Østerman, and Hjelt-Back, 1994; Office of the Employee Ombudsman, 2000; Rayner, 1997). At an organisational level, the effects of bullying may be manifested in reduced job performance, poor public image (i.e., becoming known as a 'difficult' workplace environment), absenteeism, sick leave, high staff turnover, unpleasant work environment (e.g., employees are guarded or isolated for fear of being victimised) and poor morale (Einarsen, 1999; Division of Workplace Health and Safety, 1998). The associated costs to the organisation may be significant. These include costs associated with counselling, employee assistance programs, mediation, recruitment and training of new staff, management time, workers compensation claims and so on (Division of Workplace Health and Safety, 1998; Office of the Employee Ombudsman, 2000).

Significant gender differences also emerged. For example, females were more likely than males to **experience**:

- being humiliated in front of fellow workers or members of the public; and
- having undesirable rumours spread about them.

Males, on the other hand, were more likely to **experience**:

- being unreasonably refused requests for training; and
- being called derogatory names based on race or ethnic background.

Overall, these results show that men and women experience different types of bullying at work. However, the current data only identifies the gender of the *victim*. The *Experiences in the Workplace* survey did not examine the issue of the gender of the bully, or the nature of the work relationship between the bully and the victim (eg. manager/subordinate) making it difficult to comment on the reasons for these sex differences. There is, however, some evidence to suggest that females are most likely to be bullied by a lone male, while males are most likely to be bullied by a lone female (Rayner, 1997). Indeed, it would not be surprising to find that males are the main perpetrators of bullying against females, given the literature showing the negative attitudes male peers and supervisors hold towards women in policing (Austin, 1998; Balkin, 1988; Hale, 1992; Heidensohn, 1992; Martin, 1993). Clearly the inclusion of an examination of the gender and rank relationships between the bully and the victim in future research would be of value in the development of more effective approaches to dealing with bullying in policing.

On the whole, the behaviours that were **observed** most frequently by respondents were the same as those **experienced** most frequently. Females were more likely than males to **observe**:

- being humiliated in front of fellow workers or members of the public;
- having undesirable rumours spread;
- being isolated or 'frozen out' at work;
- being victimised because of a reasonable refusal to undertake tasks;
- being victimised because of a failure to cooperate with 'accepted' behaviours;
- being prevented from explaining or putting forward your point of view; and
- being subjected to offensive or unpleasant jokes etc relating to race or ethnic background.

It is interesting to note that the females were more likely to observe a range of the bullying behaviours than were the males. There were no behaviours that males were more likely to observe than females.

It is important to note that it is not possible to say whether these behaviours actually occurred, or more particularly, whether the target of the behaviours actually experienced being bullied. However, even perceptions of bullying can have an impact on the overall climate of the workplace.

Implications for policing

Career Barriers

Overall, the major internal career barriers that were reported were the attitudes of senior staff, lack of career guidance, and lack of training. Policing is an occupation that requires members to continue to learn, train and update their knowledge in order to keep abreast of improved practices and procedures (e.g., through the availability of new technologies, benchmarking and development of best practice approaches). In order for this to be realised, active encouragement from senior police is needed, as well as an active commitment to providing career guidance and training to all employees.

The major external career barriers that were reported were family commitments, lack of adequate childcare, and spouse/partner's attitude. These appear to be more of a hindrance to women – both sworn and nonsworn – than to men, even though male respondents were more likely to have dependent children and families. While the conflict between work duties and home responsibilities is experienced by a growing number of both men and women (Crawford Seagram and Stark-Adamec, 1992; Lease 1998; Martin, 1996), it appears that working women are still taking on the major responsibility for household and family duties. In order to address the barriers that arise from this, police managers need to ensure that a range of 'family-friendly' options is available to help employees juggle family and work responsibilities. These include parental leave, part-time work, job-sharing, flexible work schedules, working from home, and special family leave. While most police organisations do have such policies in place, there is some anecdotal evidence to suggest that employees may sometimes be reluctant to use these services for fear of being singled out or perceived to be receiving preferential treatment. In order to avoid or minimise this, there must be active and widespread support by senior management who must demonstrate an active commitment to helping employees manage job and family roles.

Bullying

The findings on bullying have a number of implications for police organisations. Overall, early intervention is highly recommended (e.g., Yandrick, 1999), and Barron (1998) provides a number of proactive suggestions to address the problem. First, accepting that such behaviours are a problem is a significant starting point.

As for other forms of harassment, anti-bullying policies need to be developed and implemented. Standards of behaviour within the workplace, which could include a commitment on the part of employees to interact openly and civilly, should be established and communicated to all employees. In addition, information sessions could be used to increase the awareness of bullying as an organisational problem. Further, victims should be provided with support and access to internal dispute resolution procedures. This may include access to professional conflict-management services either within the department (e.g., welfare services), or provided by an independent agency.

These strategies are echoed by Hannabuss (1998), who also provides some practical advice for dealing with bullying including avoiding being alone with the bully, looking for early warning signs (e.g., deficiencies in leadership, low moral standard of behaviour) and keeping detailed records of bullying experiences.

In short, Einarsen (1999) argues that bullying will only occur if the bully feels as though he or she has the blessing, support or at least the implicit permission of superiors. As a result, while some degree of conflict is natural in any organisation, it is most important to develop and maintain a respectful workplace and that this becomes ingrained in the culture of the organisation. Ensuring that police managers understand the costs of bullying to the organisation is likely to mean that they are more vigilant and willing to act.

Conclusion

The results of this study clearly show that sworn and nonsworn men and women in policing differ on a range of issues. However, there are also areas of convergence. While this report has focused on problems and issues as they affect women, women are only one of a number of special groups in policing. There are a number of minority groups in policing including police of particular racial or ethnic groups who may also experience problems and issues associated with their minority status. Accordingly, this study underscores and reinforces the need for effective diversity management.

Diversity management goes beyond the mere establishment of equal employment opportunity policies. Instead, the goal is for more global organisational cultural change to accommodate and value difference.

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Women and Politics Prize 2004

This Prize of \$1000, is co-sponsored by the Australasian Political Studies Association and the Institute of Public Administration Australia (ACT). It is awarded for the best essay on the topic of women and politics broadly defined. The criteria used in judging entries will be as follows:

- Originality of argument and/or material
- Usefulness to women involved in political practice or in teaching politics
- Quality of presentation

Please note the following conditions:

- 1 The competition is open to residents of Australia and New Zealand who are enrolled as undergraduate or postgraduate students on 30 July 2004;
- 2 Essays should be approximately 5,000 words (7,000 words absolute maximum) and

unpublished, although entries which have been accepted for publication are eligible;

- 3 Five copies of the essay should be submitted; all should have a title page. The author should not be identified on the title page or in the essay. The covering letter must include name, address and contact phone number of the author and should clearly identify the essay by title.
- 4 Entries must be received at the address below by 30 July 2004.

Further Information:

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New Zealand Police – Flexible Employment and Best Practice

by Paula Rose

Inspector: Manager Continuing Education – New Zealand Police

Introduction

Women of today are encouraged to pursue careers at the same time as raising a family.

The purpose of this paper is to provide an overview of research conducted in 2001 exploring the relationship between parenthood, part-time work and careers for women within the context of the New Zealand Police. This will be done by providing background information about Flexible Employment Option (FEO) the policy governing part time work in New Zealand Police, an overview of the research and study group used, information drawn from the study about how part time police work is currently operating in New Zealand. Finally this paper will examine the recommendations that have been drawn from the research. International best practice is identified as a means of moving forward to improved careers for part time policewomen.

Organisational Structure

New Zealand Police have a traditional western police career structure. It operates on a rank-based structure with the main body of the organisation at the rank of constable and progressing through an array of ranks to a single position of commissioner. The focus is on an internal labour market for all sworn positions. Although there is some flexibility for recognising previous learning or experience, entry is mainly through recruit level.

Representation of Women

Although the number of women in the police has grown since the 1960's with women now comprising 15.3% of sworn staff, they are clearly, still a minority (New Zealand Police, 2001a). Similar to international law enforcement agencies women are not well represented at the higher levels of the organisation and continue to have difficulty achieving the higher ranks (Gaston and Alexander, 1997; Holdaway and Parker, 1995; Lunneborg, 1989; Miller, 1995; Schulz, 1994). In

an organisation of over 7000 sworn officers there are 10 sworn women appointed at Commissioned Officer rank. Our female Deputy Commissioner is non-sworn. The majority of these women are childless, reflecting researchers views that promotion within the police will be limited to a few women, those most likely to be successful being those who refrain from having children (Velvede, 1991; Waugh, 1994). This reflects similar findings of women managers (Mallon and Cassell, 1999).

Internationally part time policing options have increased. The majority of these being implemented since 1990. The rationale for this has been to retain police and capitalise on the investment and training policing organisations have made (Dene, 1992). At this stage the effects on staff retention and promotional opportunities are yet to be clearly identified (Edwards and Robinson, 1999; Gaston and Alexander, 1997).

Flexible Employment Option (FEO)

The ability for sworn staff within the New Zealand Police to work on a part-time basis was introduced in 1993 with the implementation of the Flexible Employment Option (FEO). This policy allows sworn staff to work on a fixed part-time basis ranging from 20% to 80% of a full-time equivalent. What is notable about this policy, is that members retain all benefits including leave and salary levels. These benefits are allocated on a pro-rata basis dependant on hours worked.

The Flexible Employment policy seeks to:

- retain existing skilled sworn staff;
- attract skilled staff back into police on a less than full-time basis;
- meet Equal Employment Opportunity (EEO) and corporate plan objectives;
- provide employment flexibilities sought by both the organisation and individuals, and
- efficiently utilise skilled staff.

Working Mothers: 'Balancing Life or a Trade-Off?'

The dramatic increase in working mothers in the western world is evident since World War Two (Joshi and Dex, 1999). Time off, balancing family commitments and a woman's ability or inability to accept overtime or out-of-town placement frequently contribute to problems in obtaining experience relevant for advancement. Those who are unable to work longer hours or who are away from work for periods for childbirth can find that this has damaged their promotional opportunities (Jackson and Hayday as cited in Wright and Whiting, 1999). Even though there has been an increase in the domestic and childcare role played by men, women continue to provide the primary childcare and domestic support role and as such being required to balance home and work. (Aitken, 1993; Gerstel and McGonagle, 1999; Judiesch and Lyness, 1999).

Research

The literature tends to focus on assessing the effects of absences from work on career and the effect of part-time work on career progression and earning power as separate and independent issues. Increasingly women with families are choosing to return to part-time work with a desire to continue their career, not just work. Part-time work is no longer seen as low status, low paid work but can offer a viable option for both individuals and organisations to attract and retain skilled women. However research relating to the combination of career and part-time work indicates that promotion and success, certainly in a traditional career sense, seldom occurs. While family friendly initiatives are increasingly being applied in organisations the perceptions that part-time work is linked with part-time commitment remains. While part-time work may assist women to balance family and work, balancing part-time work and career success seems much harder.

The Research Study

The research was conducted over late 2000 and through 2001 and began using semi-structured interviews followed by a questionnaire. Members of the research group were all sworn members, either currently or previously working part time and were at the time of the study employed by New Zealand Police.

Originally questionnaire distribution was to be restricted to women police. However as a result of the issues raised in the interviews and the relatively small number of men in the staff list provided, the questionnaires were forwarded to males who met the



criteria. The use of male respondents was primarily aimed at obtaining comparative data.

The questionnaire was sent to 104 members. From this group 87 useable questionnaires were returned. The final study group consisted of 77 women and 10 men. The return rate of 83.6% is well in excess of return rates for questionnaires which often sit around the 30% mark, even with incentives. One inference that can be drawn from the high response rate is the level of feeling respondents held about part time police work. Indeed many of the comments on the questionnaire forms reinforced this view.

Introduction to study results

The aims of the study were to explore:

- i Why policewomen choose part-time work?
- ii What is the return for the individual on investments made in terms of training, education and experience for working mothers?
- iii Were policewomen working part-time concentrated in specific areas of work? And were there any reasons for this?
- iv Were part-time workers and women who have worked part-time proportionately represented at all levels and in all areas of the organisation?

Why do Policewomen choose Part-time Work?

Flexible work patterns are seen as a way of enabling organisations to meet their diverse needs while simultaneously combining home and work (Edwards and Robinson, 2001; Lane, 1999a, 1999b; Skinner, 1999). The overwhelming majority of women in the study were parents of young children. In total 96% of women were parents with an average child age of 3.8

years. Although the group of males in the study was relatively low it is interesting that the dominant reason for part-time work was to pursue study with few men (30%) utilising part-time work for family related reasons. These findings differ from comparable research into part-time policing conducted in police agencies in the United Kingdom where all part-time workers (male and female) had children and cited child related reasons as the main reason for working part-time (Edwards and Robinson, 2001, 1999).

Something that is not clear from the current research is the degree to which individuals applying for part-time work determine the hours and role they will work. The preference for work during school hours to meet childcare needs was clear and this was often from women whose full-time position had been shiftwork.

What is the Return for the Individual on Investments made in terms of Training, Education and Experience for Working Mothers?

Investment and returns are often associated with economic rational models and in this way is usually interpreted using a financial perspective. In this research the interpretation on returns and investments is thrown wider. It encapsulates tangible costs and benefits including salary levels and other forms of remuneration but it also includes non-tangible and non-financial elements such as satisfaction, balancing life and work, enjoyment and flexibility. Return on investment in this way adopts a more holistic and less economically rational approach.

Human Capital Theory

Human capital theory is like investing into a bank account, the bank account being the individual. The investments made are composed of training, experience, and qualifications. Like any bank account any return on investment relies on the amount in the account balance and is heavily linked to the rate of interest of that particular account. It doesn't matter whether interest rates are high if the account you hold has a low fixed interest rate. Although the focus is on individual investment and return, the organisation is not unaffected. What happens with the individual has a flow on effect to the organisation. In this case with a closed labour market and organisationally funded and managed training the effect is intensified.

Initially when this is applied to those in the study the return on investment is on par with full-time equivalents at a pro rata basis. However when we

examine the current levels of training and the type of experience that part-time workers are accessing then a different picture emerges. Basically three groups emerged

- 1 Staff who changed duties and benefited from it
- 2 Staff who changed duties and suffered because of it
- 3 Staff who remained relatively unchanged

Staff who incur a change of duties as a result of a move to part-time work are either assisted and so build the investment levels and rate of return or conversely they stop any further forward movement and even begin to regress. If we liken it to the bank account, one group (Group A) add to their investment portfolio and are in a position to increase the return on that investment. The second group (Group B) add nothing further to their investment portfolio and as a result of external pressures, eg lack of recent new skills and experience, their investments begin to lessen in value with a corresponding reduction in potential rate of return. A small group remain in a similar position both prior to and when working part-time. Groups A and B will be examined separately.

Group A

This group comprises members of the study who were moved from their original policing role to a specialist position. The biggest example of this in the group are the eight members who were placed in Intelligence without the positions being advertised. Because this role is a specialist position members working in this group obtained a range of skills and experience that can be measured as investments made in them.

For this group working part-time has benefited them and resulted in an investment in them that they may not have otherwise gained had they remained working full-time in their previous role. This is in sharp contrast to the findings of contemporary research where lack of opportunity, training and advantage for part-time workers is a prominent finding (Joshi and Dex, 1999; Judiesch and Lyness, 1999; Lane, 1999a; Skinner, 1999; Wright and Whiting, 1999; Folbre, 1992).

Group B

Members of Group B are members whose roles changed as a result of part-time work. However, unlike Group A, theirs was not a change for the better. The work that these members were moved to has added no value to their skillset or experience. Examples of this group include members who have moved from specialist areas to watchhouse and administrative support roles. One member of the study clearly demonstrates the effect on

human investment capital that such a move can have:

Constable A is a shift watchhouse member. This role was created three years ago when she returned to work after maternity leave so she could work part-time. She has been in this position for over three years. During this time she has not attended any training with the exception of customer focus training. She has not had any training in legislative changes yet she is called on by the public to answer inquiries. She has not had any personal safety training yet she works in a risk area interacting with prisoners and public. Prior to having her child she worked in a number of CIB support roles and was considering undertaking specialist investigators training. This is no longer an option because these skills and experience are very dated. She acknowledges that her future policing choices are very limited because of these factors. (I – W – 2)

Clearly Constable A was an experienced officer before commencing work in the watchhouse and use of her experience in this area demonstrates an under-utilisation of her as an employee. Her current work acts to depreciate her skill set, clearly not efficiently utilising skilled staff as the police policy requires. While this approach adopts a holistic approach to human capital theory it confirms the findings of similar research which focuses on specifically financial elements of human capital theory (Folbre, 1999; Joshi and Dex, 1999).

It is important that employers who offer part-time work ensure that there are opportunities for training and development if they wish to retain staff and guard against gradual skill erosion (Arulampalam and Booth, 1998).

Research findings in the current study reveal a consistently expressed theme that suggests the majority of part-time workers have difficulty accessing training. Lack of permanent affiliation with workgroups, not being rostered for training as well as being overlooked or forgotten are reasons expressed for difficulty accessing regular training.

Are Policewomen Working Part-time Concentrated in Specific Areas of Work? And are there any reasons for this?

The study group did not find that part-time policing options were being applied to all policing positions. On the contrary it found that four out of every five women (80.8%) experienced a change in policing position

when they worked part-time. The most dramatic change was for women previously employed as general duties staff. In this group 91.4% of women changed roles. Over 10% of women respondents were advised that the position worked on FEO was the only part-time position available in the station. This may be true in very small locations with limited choice, however the majority of respondents were from large centres where this argument does not hold true. The decision-making of what positions are suitable for a part-time option clearly depends on the managers concerned. Further research is required to identify the criteria managers apply in determining which positions are not suitable for part-time work. Women working part-time were found to be concentrated in areas such as Intelligence, watchhouse and support roles. Women working part time were overwhelmingly at constable level.

A significant reason for part-time workers being concentrated in a small number of positions is linked to the lack of support for members working part-time. Women in the study repeatedly cited a lack of support, understanding, opportunities, fairness and commitment from the organisation, specifically managers, supervisors and colleagues. This is not restricted to New Zealand Police rather similar issues have been raised in other police settings (Edwards and Robinson, 1999). Indeed for family friendly policies to be successful there need to be a change in the culture to one of acceptance (Lewis, 1997).

Evidence of differing attitudes to part-time policing are evident in the type of position members are assigned. While some managers have showed a willingness to match part-time work and the skills of the individual to either their current position or an identified area of policing need, others continue to consider part-time staff a problem where they have to find a job for them. If part-time policing is to be a viable form of employment for members and more importantly for the organisation, managers must demonstrate the willingness to match supply with demand. Essentially this means that managers must use these resources as effectively and as efficiently as they can. It also means that there will need to be greater levels of flexibility from both parties.

A further difficulty with typing certain jobs as part-time is the resulting impact of these positions becoming lesser valued and hurting rather than helping career advancement. Smith (1993) highlighted the potential for this to happen and it has been described that a major reason for this occurring is due to gender stereotyping (MacDermid et al., 2001). The current study supports this with movement to concentrated areas that become identified as 'soft jobs'.

Are Part-time Workers and Women who have Worked Part-time Proportionately Represented at all Levels and in all areas of the Organisation?

This study found women the dominant group of part-time workers in New Zealand Police, which is consistent with similar research (Blossfeld and Hakim, 1997; Joshi and Dex, 1999; Lane, 1999a; Skinner, 1999). Unlike comparable studies the context of this research was a male dominated organisation with women representing 15.3% of total sworn police staff (New Zealand Police, 2001a). In this research women comprised 88.5% of the part-time workers studied. Even though New Zealand women dominate part-time work at an expected rate of three to one, in New Zealand Police this level is much higher at a level of almost eight to one. One suggestion is that a bi-product of part-time work is to create a gendered form of labour market participation (Smith, 1993).

The current number of police staff working part-time is 129 with a total sworn policing service numbering 7,087 (New Zealand Police, 2001a). The trend of women dominating part-time work continues with 84.5% of all police members working part-time being women. Women working part-time comprise 10.05% of all policewomen. Men on the other hand are a very small group with only 0.03% of all policemen working part-time. Within the study few women applied for promotion, either while working part time or afterwards. No one gained promotion while working part-time. This confirms similar assertions that although promotion is possible for a part-timer, at least in theory, there exists little evidence of it actually happening (Neathey and Hurstfield, 1995, as cited in Skinner, 1999).

The increased representation of women in New Zealand Police shows very slow progress. Opportunities vital for developing skills and experience to achieve promotion are frequently in areas where part-time work is not welcome. The reasons many respondents gave for not pursuing the majority of specialist roles was linked to difficulties in gaining acceptance and support from managers and colleagues alike. Although part-time work is an opportunity to reduce hours of work for a limited period it also provides the opportunity for managers to marginalise women into less valued roles where career development is stalled if not hindered completely. A similar situation exists for nurses in the National Health Service in Wales and Lane (1999b) describes the choices between part-time work and pursuing careers as a 'trap' (p.381). On one hand a return to work full-time makes balancing family

commitments difficult. On the other hand those who chose to work part-time had to accept that this would have a negative impact on their careers.

Application of Part-time Policing Policy

Ad hoc decision making about part-time hours to be worked and the position to be filled along with moving staff into positions without advertising them and the accompanying transparency provide additional problems for women. Resistance from colleagues and managers is a consistent theme. Establishing a fair and transparent decision-making process for determining part-time work provides a means of overcoming this resistance. The application of part-time opportunities to all policing roles, unless there are very good reasons, is a key tenet of the New Zealand Police part-time policing policy. However with four out of every five women working part-time being moved out of their position, one questions how successful this part of the policy is. There is no set criteria for determining which roles are unsuitable for part-time work. No process is used for gathering data on this decision making, nor is there any way to audit the grounds for changing members' duties. Information from the current research consistently identifies the narrow range of part-time policing roles.

The New Zealand Police flexible employment policy adopts a fixed period reduced hours approach rather than a permanent part-time option. Although the term is specified at a maximum of four years, evidence from respondents is that this is not being consistently applied. While some respondents cited pressure to return to work being applied almost as soon as they started part-time work, others were clearly advised that the term was fixed at four years and subject to annual review. This placed individuals under pressure and uncertainty. A third group had exceeded the maximum period but continued to work part-time, either with the agreement of managers or because no one had stopped them. There lies a lack of consistency in the way policy is applied that promotes uncertainty and unfairness for some, and potential challenge from others.

The objective for police managers should be to achieve a point of balance. This focus on people, through meeting needs such as part time work while managing the need for people to perform. Performance in this context is not about doing whatever job they are assigned to, rather it is about maximising the return on the organisation's investment and utilising the worker where their skills and abilities best serve the organisation. Movement to a point where performance

is the only consideration would fail to match the organisation's activities to government outcomes as well as jeopardising the retention of staff. For police, retention of staff is an important issue due to the specialised and unique nature of the training, the length of time to replace members and the closed labour market difficulties. On the other hand concentration on the people aspects only makes poor economic and business sense. Ultimately the organisation is about performing services in exchange for public funding. If the organisation cannot deliver the services then continued funding is at risk. The challenge is to find the balance.

Changes in Career Perceptions

The organisational structure of police lends itself to the notions of traditional career theory. There has been recent restructuring and some removal of the demarcations between sworn and non-sworn positions with many non-operational managerial positions advertised to both groups. However there remains a strong closed internal labour market for sworn positions with levels of rank and advancement still clearly defined. Against this backdrop there is also evidence of the move to acknowledge that policing is not necessarily a career for life (Collins, 2000). Police training has moved from the provision of all training to the use of tertiary providers with externally recognised qualifications together with New Zealand Qualifications Authority recognition for some police courses. Changes to police superannuation also reflect a response to employees moving between organisations over their lifetime by removing the barriers that deferred benefits created to maintain dependency and commitment to the organisation.

The introduction of family friendly policies such as part-time policing are greeted by many working women as an opportunity to successfully combine family and career. Indications from this research are that while a minority have been placed in situations which provide flexibility for family and career opportunity, the majority are placed in situations where although work and family are able to be 'balanced' it has come with costs to their career.

Conclusions

This study set out to explore the relationship between parenthood, part-time work and careers for women in the New Zealand Police. The motivation for part-time work rests primarily with children and family responsibilities. As such this research confirms the findings of similar research (Lane, 1999a; Judiesch and Lyness, 1999).

Reference to the Flexible Employment Policy suggests that part-time policing options will be generally applicable to all sworn positions. This is contrary to the findings of this research. Results from this study indicate the majority of women change their policing roles when they move to part-time work. The basis for decision-making about part-time policing roles is ad hoc and responses suggest high levels of subjectivity used by managers. It strongly suggests that those members undertaking part-time policing options are marginalised into areas deemed 'suitable' by their manager.

This marginalisation acts in one of two ways, to either unfairly advantage or to unfairly disadvantage. Advantages occur by providing opportunities without any formal appointment or selection process. Disadvantages occur by removing members from current positions with levels of skill and knowledge higher than subsequent placements. Ad hoc placement of staff to positions without a clear and transparent process raises questions of equity for both part-time and full-time staff. Added to that is the resentment of colleagues who see special treatment being given. Further research is needed to examine the decision-making process for part-time policing placements. This is particularly important if police are to:

- cater for increased demand for part-time work;
- allocate staffing to periods of demand;
- efficiently utilise skilled staff, and
- ensure equity.

Work patterns for both male and female employees are changing. Career patterns for workers are changing (Juhasz, 1989, as cited in MacDermid et al., 2001). These changes are and will continue to affect NZ Police.

A primary use of family friendly policies, including part-time policing, is aimed at retaining trained staff. However simple retention of numbers will not address the issues of disproportionate representation of women at all ranks in police. If the retention of staff is to be maximised then alongside numbers must go quality. Best practice means members pursuing part-time policing require access and support to training, experience and professional development on a par with full-time workers. To constantly add value to the members in the organisation requires investment in them to gain return. Certainly there exists individual responsibilities for development, however as an organisation if police are to maximise return on investment then they cannot afford to allow the skills of members to depreciate over time or through a failure to effectively utilise them. Clear guidelines for accessing training are required, particularly for part-

time workers, that define the individual and the organisation's commitment and responsibilities. This needs to be accompanied by strategies to overcome managerial and collegial resistance and build support for part-time staff.

Although this study did not specifically target general police attitudes towards part-time policing this was a bi-product. Respondents' comments about their experiences on part-time work were littered with negative experiences from colleagues, supervisors and managers. The prominence of explicit comments and behaviours raises major concerns about the acceptance of part-time work and workers within the police organisation.

Given that police introduced part-time policing in 1993 the level of comments about management and collegial misunderstanding of part-time policing and lack of access to support and information indicates a lack of organisational acceptance to part-time policing. To overcome such distinctive negativity and demonstrate commitment of part-time policing, police management must take action to ensure that information, awareness and support for the policy is increased.

New Zealand Police offer FEO as a reduced hours, fixed term option to retain staff, in particular working mothers. Although the policy is very specific about the term of the part-time policing contract, in reality the way it is implemented lacks consistency. Further research is needed to determine what reasons exist for extending an individual's part-time contract outside these policy guidelines. Given the indications from members of the study that they do not intend to return to work full-time, and indeed will challenge their right to do so, some organisational clarity is required in this area.

While understanding that some of the findings of this study are consistent with previous research, the unique structure and employment environment for police restrict the general application of these results to all organisations. Few organisations are faced with the issues surrounding two groups of staff with distinct employment conditions in the form of sworn and non sworn staff, and a closed labour market.

Best Practice Recommendations to Balance Flexible Employment, Career Success and the needs of all

- Flexible employment or part time options should be applied to all members in their current policing unless there are overwhelming reasons why this should not happen.

- Formal processes are required to record and audit part time applications so managers can be assessed on their application of the policy
- Clarity is required over the term of part time work and then consistently applied.
- Where members are moved to other positions formal appointment procedures are needed.
- Part time work must be seen as part of core work and not as a resourcing extra.
- Win – win is the aim for both parties, employee and employer. That means give and take on both sides.

Part time policing, like many other family friendly policies, aims at achieving equal employment opportunities. Equality does not occur at the expense of others, nor at the detriment of those involved. Done well, part time work offers a viable way to balance members needs, ensure the retention of trained staff while at the same time adding value to the career development of those involved. But only if it is done well.

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Fourth Australasian Women and Policing Conference

Improving Policing for women in the Asia Pacific Region

Darwin, 22-24 August 2005

Every three years the Australasian Council of Women and Policing its conference and the Fourth conference in the Australasian Women and Policing series of conferences will be held in Darwin from 21 to 24 August 2005.

This 2005 conference will build on the outcomes from the 2002 Women and Policing Globally conference held in Canberra and will focus on how policing can be improved in the Asia Pacific Region.

Delegates from Australia, New Zealand, the Pacific Islands and Asia will explore how policing can better protect women's human rights and examine strategies to improve the number of women in key decision making positions within policing.

The conference will start on the Sunday evening with a reception and the first two days will focus on the key themes of the conference. The final day of (optional/additional workshops) will allow participants to develop strategies and outcomes that they and the Australasian Council of Women and Policing can progress.

The key themes will include:

Women in decision making in policing

- Why is it important that women are in key decision-making roles?
- Who is there now, how did they get there, what difference are they making?
- How go get more women into these position.

Improving the police services provided to women

- Migration and trafficking of women for the sex industry.
- Domestic violence.
- Peacekeeping.

Networking

- Developing and maintaining networks.
- What is wanted and needed from the networks.

More information about the conference will soon be available from the Council's website www.auspol-women.asn.au

For more information please contact Helen McDermott on helenmcd@ozemail.com.au.

ACWAP AGM held on Saturday 4 October

- 1 The new committee is:

President	Christine Nixon
Vice President	Helen McDermott
Secretary	Narelle Beer
Treasurer	Pamela Samartus
Committee	Joanne Howard
	Kim Eaton
	Lesley Wright
	Jill Wood
	Sandy Langlands
	Margaret Rhodes (editor)
	Melinda Tynan (public officer)
- 2 the 2005 conference will be held in the last 2 weeks in August 95 in Darwin with Conference Co-ordinators (Linda Henschke) doing the administration and the theme will be something along the lines of improving policing for women in the Asia pacific region. In the next few weeks I will be getting together a sub-committee to start working on it (it's only 22 months away).
- 3 Sandy will be updating the strategic plan to guide what our priorities over the next year.
- 4 We will meet via teleconference about every 6 weeks on Thursdays after 4pm.

Australasian Council for Women and Policing Inc

Financial Report for the period October 2002 to September 2003 (Last AGM 20/10/2002)

1 Accounts

Attached are the detailed financial records for the above period.

General Account – No. 06 4003 10049179

- Opening Balance \$1444.77CR (@7/10/02) – Closing Balance \$35,699.51CR (@ 30/09/03).

- An oversupply of chequebooks, relating to above account, were issued by the Commonwealth Bank of Australia:

Grants Account – No. 06 4003 10068900

- Opening Balance \$797.92 – Closing Balance \$ Nil. Account now closed (see following).
- At the meeting on 30 January, 2003, approval was granted for the account to be closed and for the balance of (\$797.92) to be distributed equally between Jennifer Bradley and Melinda Tynan for monies expended to publish "Fitting in or Standing Out" June 2000. Cheque Nos 09 & 10 respectively, to the value of \$398.86 each were issued.

Investment Account (Term Deposit) – No. 06 4003 50100119

- Opening Balance \$17,351CR- Closing Balance \$5351.71CR.

Approval was granted in December 2002 to withdraw \$12,000 from the Term Deposit account to pay for GST and ACWAP Awards and merchandise (\$ 10,154.68) for Canberra Conference.

2 BAS

BAS for September 2001 (mentioned in the last Financial Report) had not been paid but monies owing (\$7) were paid on December 2002.

BAS for the quarters marked * submitted to the ATO during period stated above.

Majority of income/expenditure relates to the Canberra Conference held October, 2002 (as per quarterly statements provided by Conference Co-ordinator), with minor income/expenditure relating to invoices and membership fees handled by the Treasurer's office.

Quarters	Accounts Payable		Accounts Receivable		Balance of monies	GST Payable Receivable
	\$ Amount	GST Payable	\$ Amount	GST Receivable		
Jan-Mar 2002	13615.62	764.34	76117.65	6919.79	\$62,502.03	\$6,155.45
Apr-Jun 2002	69927.61	6350.07	127393.34	11399.54	\$65,490.81	\$5,049.47
*Jul-Sep 2002	38588.25	2194.45	56465.00	4785.91	\$17,876.75	\$2,591.46
*Oct-Dec 2002	407086.18	36196.70	363773.11	32961.19	-\$43,313.07	-\$3,235.51
*Jan-Mar 2003	15479.96	675.83	270.00	24.55	-\$15,209.96	-\$651.28
*Apr-Jun 2003	30588.55	1418.58	9077.66	794.84	-\$21,510.89	-\$623.74
Totals	575286.17	47599.97	633096.76	56885.82	\$65,835.67	\$9,285.85

July-Sept 2003 BAS will be submitted once statement (& corresponding cheque for the ATO – if applicable) is received from Linda Henschke.

3 Policy

I developed the **Application for Funds and/or Reimbursement Policy** to ensure an audit trail of expenditure is maintained. The Policy was implemented in January 2003. A copy is attached for distribution.

4 Membership (list attached)

- Membership applications/renewals received during October to December 2002:
 - Annual: 20
 - Corporate: 3
 - Life Membership: 2
- Membership applications/renewals received during 2003 for the 2003/04 Financial Year:
 - Annual: 14
 - Corporate: 2
 - Life Membership: (nil)

5 Conference

Details of monies (relating to Conference) received from Conference Co-ordinators:

Cheque received for Jan-Mar 2002 quarter	\$3025.08
Cheque received for Apr-Jun 2002 quarter	\$5180.08
Cheque for Jul-Sep 2002 quarter sent directly to the ATO	\$2509.93
Oct-Dec 2002 quarter – n/a reimbursed by ATO	\$0.00
Jan-Mar 2003 quarter – n/a reimbursed by ATO	\$0.00
Apr-Jun 2003 quarter – n/a reimbursed by ATO	\$0.00
June 2003 – Deposited direct into General Account – No. 06 4003 10049179.	\$13,470.32
August 2003 – Deposited direct into General Account – No. 06 4003 10049179.	\$15,896.80
Total	\$40,082.21

These monies included membership and sales of merchandise monies deposited by Helen McDermott in June and August, 2003.

Sandra Langlands

Treasurer/Membership Secretary

1 October, 2003

The Australian Institute of Criminology has launched a Drink Spiking Telephone Interview Hotline as part of their national research project to investigate drink spiking in Australia. Research will focus on the nature and extent of drink spiking and associated criminal victimisation, and aims to identify effective communication and educational strategies to prevent and respond to drink spiking. The Australian Institute of Criminology is inviting victims of drink spiking to call the hotline and talk about their experience, to help gain a greater understanding of the circumstances in which drink spiking incidents occur. More information on the Australian Institute of Criminology National Project on Drink Spiking can be found at: <http://www.aic.gov.au/research/projects/0073.html> Drink Spiking Hotline: Freecall 1800 008 125 8am-8pm weekdays.

Several organisations providing useful information for people interested in the sexual assault field have been added to the Links page on the ACSSA website.

Visit:

<http://www.aifs.gov.au/acssa/links.html>

for links to organisations and resources.

The Conferences page on the ACSSA website has been updated, with several new forthcoming conferences added to the listing.

Visit: <http://www.aifs.gov.au/acssa/conferences.html>

You can send your upcoming events to:

conferences@aifs.gov.au

for listing on the ACSSA website.

Remember to REFRESH or RELOAD each page in your browser to receive the latest information.



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