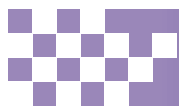




The Journal for
WOMEN
AND POLICING

Issue No. 34 AUTUMN 2014





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Level 2, 310 King Street, Melbourne 3000
GPO Box 2466, Melbourne 3001

Ph: (03) 9937 0200

Fax: (03) 9937 0201

Email: admin@cwaustral.com.au

All Advertising Enquiries:

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Issue No. 34 AUTUMN 2014



Front Cover: The 15th Excellence in Policing Awards were supported by our most senior women in policing. L-R Deputy Commissioner Lucinda Nolan (VicPol), Deputy Commissioner Catherine Burn (NSW), former Chief Commissioner Christine Nixon and ACWAP President, Assistant Commissioner Carlene York (NSW).

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PRESIDENT'S *report*

Carlene York APM President

“One woman is a token, two women a conspiracy and three make a difference.”

International Women's Day is observed annually on 8 March and continues to develop in terms of reach and relevance. In 2014, I joined women from around Australia to recognise this important event and to continue the underlying discussion around women's equality built on a platform of recognition and respect.

It has been interesting to see the emergence of a purple ribbon being promoted to recognise International Women's Day. Purple, white and green have long been adopted by feminist organisations around the world and link back to the Suffragette movement in London from 1906 – 1914. Suffrage of course continues to this day. 100 years on, it's timely for us to stop and consider the Suffragette movement and the emancipation of women. As I've written before in this Journal, Australia once led global action on women's suffrage and equality though sadly, can no longer lay claim to leadership in this area.

ACWAP proudly boasts purple as its official colour and branding. Mavis, our much loved logo, is nearly always presented in purple. History and the importance of symbolism are important for Associations such as ours for a variety of reasons including the value of recognising history and where we have come from. Organisational history remains important for context, our reason of being and for measuring progress – seeing how far we've come.

As well as celebrating achievements, International Women's Day seeks to focus attention on continued inequality for women and the need for our continuing to work for a fairer and more inclusive society. The Australian National Committee for UN Women now promotes a theme for IWD with 2014 focusing on ending poverty for women and girls through economic empowerment.

In the last edition of your Journal, I referenced the former Governor General Dame Quentin Bryce and excerpts from the Boyer lecture series she delivered in 2013. Economic inequality for women remains entrenched and cause for global shame. Women earn 10% of global income though own less than 1% of the world's property. 70% of the global poor are women. It's a cycle that we must break and we know that empowerment through equal rights to education, employment and economic opportunity remains a central and critical focus.

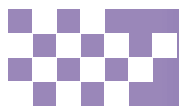
This message was emphasised this year for IWD by Federal Sex Discrimination Commissioner Elizabeth Broderick who said



“Women's access to decent, safe and flexible work played a key role in women's long term economic security and in strengthening Australia's economy.”

that women's access to decent, safe and flexible work played a key role in women's long term economic security and in strengthening Australia's economy.

On Sunday 24 August 2014, ACWAP will join with the Queensland Police Service for the start of a professional development seminar being held at Mooloolaba on the Sunshine Coast. The 2014 annual Excellence in Policing Awards will be held there on the night of Monday 25 August following day one of the seminar. Recognising women and men who make a difference to women and policing remains an important part of ACWAP's goals and I invite each and every one of you to join us in supporting the awards and in spreading the message around the importance of building a more inclusive and equitable society.



NOTE FROM THE

editor

Philip Green Editor

A

CWAP's Facebook and Twitter activities have continued to expand with some interesting shared stories and experiences. Uptake and interest from some of our newer members is particularly pleasing and we hope to hear more on your views and your ideas into the future.

Societal connectivity, social networking and smartphone capability have developed rapidly in recent history with some unforeseen consequences. For example, this edition of the Journal includes an article by Fairfax Media Journalist Rania Spooner on vulnerable women being victimised through developments in smartphone technology. Our uptake and use of technology has outpaced public policy in this area and I've got no doubt we'll see policing practice continue to evolve in response to these changes – including our response to crimes that simply did not exist in the past.

The stories around social media and the Web 2.0 community are not all negative, nor do they all end with a bad outcome. Networking and social network access can also be empowering with numerous examples of good news ending to threads started within a community of practice or interest group. Lt General David Morrison's line-in-the-sand speech to the Australian Defence Forces is one example.

In June 2013, Chief of Army David Morrison posted a video message to the Australian Army following media coverage of the so called Jedi Council. His speech quickly went viral, received global attention and we're still talking about it nearly a year later.

Then in July 2013, Lt Gen Morrison was interviewed by Ellen Fanning on SBS program *The Observer Effect*. The program asked Lt Gen Morrison about his stance and discussed why his message to the Australian Army had gone viral; why it had resonated with so many? His honesty and his commitment to an inclusive workplace based on dignity and respect was no doubt a major factor. His message and the discussion it started could not have happened without social media.

The Journal for Women and Policing is the only publication that's direct-mailed to every police station in Australia and New Zealand. The Journal is also posted online and is visible globally. Your reach and our potential to influence have never been greater.

There are over 60,000 sworn police in Australia and New Zealand alone. Our police and community partners do some



“The Journal for Women and Policing is the only publication that’s direct-mailed to every police station in Australia and New Zealand.”

extraordinary things on a regular basis and quite literally change lives. Shared experience and the potential benefit from an effective police community-of-practice cannot be underestimated.

ACWAP's increasing footprint from the Journal and social connectivity presents opportunity for women and policing. The 2014 Excellence in Policing Awards will be held at Queensland's Sunshine Coast on Monday 25 August following a professional development seminar. We look forward to these events, to sharing your stories and celebrating the recognition of the men and women who are out there making it happen!

You can link to our Facebook and Twitter accounts through our website at www.acwap.com.au. Please email your feedback and your ideas to journal@acwap.com.au.



16th Excellence in Policing Awards – *calling for nominations*

The Australasian Council of Women and Policing Inc. (ACWAP) is pleased to announce that the Australasian Women and Policing – 2014 Excellence in Policing Awards – are being held on the evening of Monday 25 August at Australia Zoo on Queensland's Sunshine Coast.

In conjunction with this important event, ACWAP will host a one-day professional development seminar on Monday during business hours. The Queensland Police Service will host a one day women's leadership forum on Tuesday.

To celebrate 150 years of policing in the State, the Queensland Police Service will be hosting a welcome function on the Sunday evening. These functions will be held at the Mantra Hotel in Mooloolaba on Queensland's Sunshine Coast.

The full 2014 program offered to attendees will be:

- | | |
|---------------------------------|---|
| Sunday evening 24 August | Welcome function celebrating 150 th Anniversary of Queensland Police Service |
| Monday day 25 August | ACWAP Development Seminar |
| Monday evening 25 August | ACWAP 2014 Excellence in Policing Awards Dinner |
| Tuesday day 26 August | Women's Leadership Forum sponsored by the Queensland Police Service |

The Excellence in Policing Awards remain an important part of the annual policing calendar and provide the opportunity to publicly acknowledge and reward the achievements of women and men who contribute to improvements for women in policing and improving law enforcement outcomes for women generally.

The professional development forum being held in conjunction with the Awards is an excellent opportunity for police practitioners and community partners to come together, network and to share best practice.

There are 11 categories for the Awards. Details will soon be available through the ACWAP website at www.acwap.com.au/ and through police jurisdictions.

Please keep an eye out for updates on the seminar and annual awards and please, spread the word.



Women in Profile

Federal Agent Melissa Northam is the 2013 recipient of ACWAP's most prestigious award – the Bev Lawson Memorial. The AFP's Deputy Commissioner Andrew Colvin presented Melissa with her award in Adelaide and joined delegates and guests in congratulating a truly remarkable police practitioner. The overview of Melissa's achievements is testament to her standing and her reputation in both Australia and the international policing community.

Melissa has over 27 years policing experience including service with Victoria Police, the Australian Crime Commission and the AFP. She is a qualified and experienced investigator who has worked on large scale

multinational and transnational investigations as well as targeted and small team inquiries. She was an Executive Board member of the Foreign Anti-Narcotic Community (FANC) from 2003 – 2005 and has held key agency liaison roles both in Australia and internationally.

Melissa led the Australian police response to the 2004 Boxing Day Tsunami in Thailand as well as contributing to the 2011 Christchurch earthquake. Melissa's policing career has seen her work in Thailand, across Asia, New Zealand, the UK, the Pacific and the US. She is currently working as the Senior Police Advisor for the Pacific Islands Chiefs of Police (PICP) Secretariat based in New Zealand. Melissa has received several police awards including a total of six Commissioner's Commendations. She is happily married with two sports-mad children.



**Federal Agent
Melissa Northam**

Deputy Commissioner Andrew Colvin from the AFP congratulates Melissa on her receiving the Bev Lawson Memorial award at the 15th annual Excellence in Policing awards held in Adelaide South Australia, August 2013.

When you started out your career in policing, did you have any idea that you'd end up working overseas?

When I graduated from the Victoria Police Academy in 1986, I was young and ambitious. My initial goal was to become one of the youngest detectives at that time. I achieved this and then set my goal to join one of the specialist squads. At that time I had no idea I would be exposed to so many facets of policing. In 1995 I transitioned across to the Australian

Federal Police and have since travelled extensively – undertaking investigations, liaising with the International Network and training abroad. I often pinch myself at the opportunities I have been given during my policing career.

If you had to choose, what would you nominate as your most memorable experience in policing?

I have had so many memorable experiences, some good and some bad. These events have enriched my learning

and enhanced my policing development.

Operationally, being a team member on the first Australian Law Enforcement Agency offshore narcotic investigation in 2000 was a highlight. I was involved in a successful complex multinational and transnational crime investigation in Fiji. The operation achieved the largest ever Australian heroin seizure at that time.

The operation was all the more interesting in that conditions were pretty challenging. We had limited and



Melissa with Superintendent Tita Fe'ao from Tonga Police at Police Remembrance Day in New Zealand. Tita became the first RAMSI Coordinator.



Melissa standing in front of the Royal Navy boat that had been protecting the Royal Family in Phang Nga when the Tsunami hit on 26 December 2004.



Melissa visited opium poppy fields in Thailand with an army protection detail – including transport by Hummers.

unreliable access to technology and it occurred during the 2000 Fiji coup. Rebel soldiers went on a rampage at Suva's Queen Elizabeth Barracks while we worked out how to 'store and secure' over 250 kilograms of heroin. The small team from Australia and Fiji formed strong friendships that have endured and remain important to me 14 years later.

The other event I have to mention is the Boxing Day Tsunami. In 2004 I was working as the Senior AFP Liaison Officer in Thailand. On 26 December, I was holidaying with my family north of Bangkok when I received a phone call from the Acting Ambassador to Thailand with news that a 'tidal wave' had hit Phuket.

On the ground, I was confronted with scenes I imagine being similar to a war zone. The challenges I faced from logistics, transport, coordination and communication were endless. For the next six weeks I worked tirelessly with foreign law-enforcement agencies, consular officials, defence, Disaster Victim Identification (DVI) teams and the Royal Thai Police (RTP). As operational commander for the AFP and the first Australian Law enforcement officer on the ground, it was important to establish preliminary logistics and an office for arriving DVI teams. Australia

was the first country to establish fully integrated capabilities which led to Australia (supported by New Zealand) moving into a leadership role and managing the overall response. The mapping for the proposed command and control structure was written on a napkin and within days we had more than 33 countries join a group which in due course was named the Thai Tsunami Victim Identification (TTVI) centre. Here I was sitting at the head of the table with my New Zealand counterpart and the Deputy Commissioner-General of the Royal Thai Police – it was a surreal experience. Like a mini United Nations, it risked the emergence of dysfunction through acrimony and indecision. However the model in fact proved to be remarkably harmonious, unified and effective.

I worked with some remarkable and courageous people during the emergency response; we had very little sleep and had to be creative. I became an expert in helicopters and negotiation of air transport as well as media management and diplomacy.

What is the most challenging aspect in policing that you face in your current role?

In my current role, I face such diversity and differences between the twenty

Pacific countries for which I am responsible. Managing expectations and relationships is a very challenging yet rewarding aspect of my work. Projects such as the development and launch of the Cyber Safety Pasifika program raising awareness of cyber safety has been challenging. This program was introduced in 2012 and now stands alone and speaks for itself. Launched in 12 countries and reaching out to over 22,000 young people, 35 Pacific trainers demonstrate the program's success. 40 % of these trainers are policewomen from across the Pacific – this is exciting news.

As a working mum juggling a challenging police career, what advice or reflection would you offer to women police who are starting a family?

The best advice I can give others is just do what is right for you. I was so worried about opinion and perceptions to the point that I delayed having a family for several years. I was really concerned I would be judged and removed from the operational role I was performing. I couldn't have been more wrong. My supervisor and team were so supportive and caring that both my children became very much part of the policing family.



The AFP has been so supportive and encouraging that my career has not been affected by being a mother. I had a 3 month old and a 2 ½ year old when I was posted to Bangkok, Thailand. The AFP supported me in every aspect including allowing me to bring the baby to Canberra whilst I underwent pre-deployment training.

How do you relax and have fun?

I am not very good at relaxing, I am always on the go - even at home. Fun is usually getting involved with my children's sports, working on committees or managing their rugby, basketball or cricket teams. I enjoy catching up with friends and spending time with my husband and children. With a busy career, I find that my husband and children always know how to bring me back down to earth and realise what matters. My family loves travelling so grabbing a holiday is the best fun of all knowing that the mobile phones are off and technology has been left at home.

What do you think has changed for women in policing since you graduated and started your own career journey?

I think policing has changed greatly since I joined. Attitudes have changed about previous norms such as drinking and smoking. Police are now more accountable for workplace behaviours and some issues are more readily spoken about. Technology has certainly changed the way in which we operate and manage our lives - this has been

probably the greatest change I have seen. I would like to see more sworn female officers join policing; I still think there is an issue with the recruitment and retention of sworn female officers in policing.

Who has been the most influential person in your police career and why?

I have been so fortunate to have so many people in my life who has guided me through my career, both personally and professionally. Some of those people may not even know they have influenced my career decisions. It is extremely difficult to place one individual as the most influential. I tend to attach myself to those who I believe have a high level of honesty and integrity and learn from those who don't. I always promise myself that I will not repeat poor leadership or copy poor behaviour. The people who have influenced my career know exactly who they are and I very much appreciate the support and guidance they have provided me - especially when I'm at a crossroad and don't know which way to turn.

What is your one "pearl" of wisdom to younger women starting in their police career?

Be yourself and never knock back an opportunity regardless of whether you think you are qualified to do it or not. If offered - take it!

If you were stranded on a desert island, what is the one thing you could not do without?

If I couldn't take my family then it would have to be a solar powered iPad.

Finally, what does it mean for you to have been recognised as the recipient of the Bev Lawson award?

It is wonderful to be recognized for something I love doing. I was honored that my peers and supervisors took the time to nominate me for such a prestigious award. The work I undertake in policing is done so with so many good sworn and unsworn officers around me and is very much a team effort. Receiving this award is a real highlight of my career and I thank all of those who nominated me and to the committee of ACWAP. I would also like to thank the men and women of the Pacific who believe that I am assisting them in making a difference.



Melissa visits an opium poppy site in Thailand.



Women vulnerable as technology helps stalkers

Technology and changes to the way we communicate with one another has also changed criminal offending. Smartphone uptake and app development has changed forever the way we live our lives. However, smartphone technology has also created new ways in which women can be victimised. Concepts including sexting, sextortion and revenge porn did not exist 10 years ago though now cause world-wide harm. Here, Age reporter Rania Spooner discusses how technology can harm vulnerable women.



Rania Spooner

Social media and email accounts are being hacked and women stalked as smartphones with global positioning technology create new avenues for domestic violence.

The technology has created a constantly evolving threat to the safety of women fleeing abuse, a first of its kind Victorian study has found.

"It's old behaviour with new tools and it's very easy to do," said Karen Bentley, a technology trainer working with the Women's Services Network, Australia's peak body for family violence services.

The Domestic Violence Resource Centre of Victoria surveyed 152 workers

from Melbourne's domestic violence sector and 46 survivors in response to mounting anecdotal evidence about smartphone harassment.

More than 96 per cent of the workers reported direct experiences of perpetrators using mobile technologies to stalk women, and about 29 per cent of workers pinpointed GPS or GPS-based applications like Apple's Find my iPhone or Find my Friends.

The apps were designed to track missing devices or connect friends, but like social media accounts, they become weapons of abuse in the wrong hands,

said DVRCV researcher Dr Delanie Woodlock. "It's as if abusers can be omnipotent now," she said.

One domestic violence worker reported: "One family had to flee the entire district as the perpetrator located them due to the victim's son becoming friends with another boy on Facebook who had his location linked to his name."

Brenda* discovered her husband was monitoring her emails through a forwarding rule he set up after hacking her account and taking control of her phone. "I don't have any privacy of my own, I can't email, I can't talk to support



workers, because he knows everything," she said.

Claire*, a Melbourne-based domestic violence worker, recently assisted a woman fleeing violence who was being stalked by her former partner through Find My Friends. "He drove to within metres of the front door of the refuge," she said.

But less than half of the survivors of abuse interviewed by the DVRCV told somebody about it, with an even smaller proportion of those who did seek help choosing to go the police instead of friends and family.

Survivors reported feeling embarrassed, afraid, confused or that they would not be believed if they sought help for technology-facilitated stalking.

Only 17 per cent of the survivors who took out violence intervention orders felt they had been effective.

"The harassment has continued, especially via online avenues for years," one woman wrote. "It seems anything online is much more difficult for the police to prove and take to court. It seems to be not taken seriously."

Ms Bentley said police stations varied dramatically in their approach to the issue. "We hear about some great work, but some police services are really struggling with this," she said.

"If there's not a specific piece of legislation that you can get them charged under you might have to use a variety of different laws, none of which quite fit."

Dr Woodlock said survivors and social workers often became investigators themselves, compiling proof to convince police and the courts the abuse was real.

A Victoria Police spokeswoman said smartphone stalking could be prosecuted under the state's existing crime legislation, which made surveillance behaviour illegal. "This surveillance would extend to tracking devices," she said. "Victoria Police always takes any stalking matter seriously, and the use of a tracking device on a mobile phone would form part of the evidence for any stalking investigation."

"Technology has created a constantly evolving threat to the safety of women fleeing abuse."

THE EXPERT'S SAFETY TIPS

- Turn location services off
- Set up a secret lock and a PIN on your phone
- Do not share an Apple/iTunes/iCloud account

IF YOU SUSPECT YOU'RE BEING TRACKED:

- Return your phone to default settings
- Disable Wi-Fi and 3G/4G
- Take screenshots of anything suspicious

Key Findings:

THE 152 WORKERS

- 94 per cent felt stalking was an issue for women experiencing domestic violence
- 85 per cent felt there was not enough protection for women being stalked
- 97 per cent reported mobile technologies had been used to stalk women
- 82 per cent reported smartphones had been used
- 29 per cent reported GPS tracking was used

THE 46 SURVIVORS

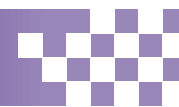
- 63 per cent were made to feel they were being watched or tracked
- 51 per cent believed they were being followed
- 44 per cent sought help and 30 per cent of those took out intervention orders
- Only 17 per cent of those who took out intervention orders found them useful

She said cases involving technology-facilitated abuse were generally investigated at a regional level, with the E-Crime Squad able to assist when needed.

Information on smartphone safety is available at smartsafe.org.au.

**Brenda and Claire's names have been changed to protect their safety.*

This article is published with permission by *The Age* newspaper. The online version of this article can be found at <http://m.theage.com.au/technology/technology-news/women-vulnerable-as-technology-helps-stalkers-20140306-349k8.html>



Hierarchy of physical performance

The basics of physical conditioning

Robert Thiel-Paul Queensland Police Service

This article aims to provide a background to exercise prescription within a law enforcement context. That is - the thinking and rationale behind why strength and conditioning professionals program what they do. With a growing interest in the 'fitness' of Police Officers to carry out their duties, it's time to take stock of the fundamental physical performance principles to ensure the programs we're establishing for our officers are effective and safe.

There appears to be a generally accepted consensus that officers need to maintain a certain degree of health and physical condition to carry out their duties. I would suggest this is common sense given the strong links between physical health, mental health and cognition (mental processes such as thought, decision making and pattern recognition). I would argue further that everyone, regardless of their occupation need to maintain physical health as a foundation for mental health and cognition. Police do however require highly specific physical characteristics to carry out high demand duties such as arresting a non-cooperative offender. With this knowledge in mind, this article will briefly present a novel and effective training approach that firstly develops the specific physical characteristics required for law enforcement and secondly stimulates cognitive processes through new skill development that further supports operational skills and performance.

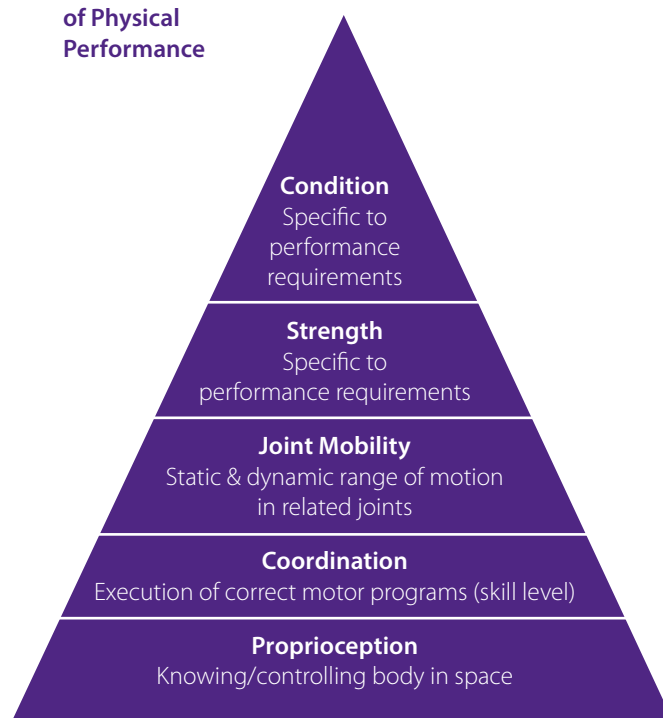
The next question we must ask is 'how is the best way to develop these characteristics?'. To answer this we must understand that there is a hierarchy for physical performance. Inherent in this hierarchy, are two main concepts;

1. Physical Concept - we must be able to move and control our bodies correctly before we 'overload' the systems of the body with additional weight or excessive fatigue. This is a basic, well accepted training principle but unfortunately is often neglected when designing training programs.
2. Contextual Concept - that physical performance is contextual. For example, we want to develop power in officers to best prepare them for the event of having to overcome a non-cooperative offender. However being powerful in the gym or scoring well on a standardised power output test doesn't automatically mean you'll be able to apply that power in this specific circumstance or be successful in detaining the offender. This is because 'power' is only part of the picture. Operational skill level, cognitive processes and even competitiveness and commitment all have a contribution to make in this circumstance. More work is required to understand the full landscape of specifically 'what's required' to be successful in executing key duties in law enforcement.

To return to the question of how best to physically prepare officers, we need the training to continually develop all levels of the hierarchy and provide a transferable link to the context in which they'll require these characteristics.

Summary of Physical Characteristics Required for Law Enforcement	
Characteristic	Rationale
Aerobic Endurance	Effectiveness of circulating and utilising blood which carries nutrients around the body and to the brain, providing a physiological link between physical health and cognition
Power	To physically overcome an offender; chase an offender; self defence
Anaerobic Endurance	To repeat 'powerful' efforts. See above.
Maximal Strength	Maximal strength is a vital component of power.
Mobility & Movement Proficiency	To protect the officer from injury and provide foundation for application of the physical operational skills
Fatiguing Metabolites Tolerance	Effectiveness of recycling and clearing fatigue causing chemical waste from working muscles
Muscle Mass	Provides protection against lifestyle related diseases and improves strength

Hierarchy of Physical Performance





One such approach is 'MovePro'. MovePro is short for Movement Proficiency which encapsulates the hierarchy. To execute complex physical skills such as forcibly restraining another person, we must have a degree of proficiency in all levels of the hierarchy. MovePro systematically develops each level and through the sequencing of movements develops the necessary integration between the levels for successful skill execution. Underpinning this approach are novel movement patterns that participants must first learn before they can perform sequences. This 'new skill development' stimulates cognition and central and peripheral neural pathways. MovePro progresses participants through a series of introductory sessions, assessing and teaching simple to complex movements. Each movement has a number of variations to accommodate the varying levels of proficiency and condition. The only equipment required is a dowel or broomstick handle and mats if undertaking the training indoors. As participants become more proficient at the movements we then begin to combine movements by 'sequencing' them. This increases the degree of complexity and intensity of the session. A typical introductory session includes isolated movements performed to specific number of sets and repetitions (usually around 30-60 seconds of work) while an advanced session will include a series of 5 to 10 minute sequences involving multiple movements. To increase the cognitive demands further, in advance sessions participants are only informed of the

next movement as the sequence progresses. Requiring them to listen, process information and physically react by repositioning themselves in preparation to execute the next move in the sequence. This is a seemingly simple alteration in the training but significantly increases the cognitive and physical demands of the session.

Some of the movements in MovePro are unique to MovePro, while others have been adapted from existing training approaches. It is the specific sequencing of movements in MovePro that makes it a valuable training approach for law enforcement officers.

Example Movement used in MovePro: Sit Out (Level 2)

Sit Out: Left Hand Side



Example Movement used in MovePro: Tiger Slide

Tiger Slide



Example MovePro Training Sessions

MovePro 2

Introductory Session to 'Outs & Ups'

Warm Up

Dowel - Body Roll Arounds - 1 x 30

Dowel - Front to Backs (narrowing grip) - 1 x 30
Supine Scorpions - 1 x 20

Prone Scorpions - 1 x 20

Session Body

Supine Dynamic Hip Circles: Slow ↑ Fast - 1 x 50
Bridge Side Touches - 1 x 30

Bridge Turns 1 x 20

Sit Outs 2 x 10

Sit Out Arounds 3 x 6

Hip Ups 2 x 10

Hip Drive Throughs (alternating knee) 3 x 6

Knees to Standing - 2 x 10

Quad Catches - 3 x 4

Stretch & Roll Out

NB: Details instructions and coaching is provided to participants for each movement presented during this session.

MovePro 78

Intermediate/Advance Session

Warm Up

Dowel - Body Roll Arounds - 1 x 30

Tiger Side Step Stretch - 1 x 6

Single Leg Reverse Lung with Twist - 2 x 8

Glut Stretch Walk - 2 x 6

Rolling Glut Stretch/Scorpion 1 x 12

Rolling Hamstring Stretch - 1 x 10

Glut Bridge with Overhead Hamstring Stretch - 1 x 8
Wide Stance Tiger Slide - 2 x 6

Outside Hand Prone Lunge - 1 x 12

Session Body

Inside-Out Jump Push Ups - 2 x 6

Outside-In Jump Push Ups - 2 x 6

Star Fish Push Up - 2 x 5

Star Fish Jump Push Ups - 2 x 5

Hop Push Ups - 2 x 10

Sequence: Commando Upper Body Crawl (5m) - Tiger Slide (2) - Hip Drive Through (2) - 3 x 6

Stretch & Roll Out

Fit for work – healthy for life.

Looking after yourself is about you, your family and your ability to enjoy life. Health, fitness and wellbeing is particularly important for police with most jurisdictions offering information, advice and support for holistic health strategies.

AFP

Wellbeing Services
tel: +61 2 6131 3743
e: Wellbeing-Services@afp.gov.au

Queensland

Safety & Wellbeing Branch
tel: +61 7 3364 6419
email: Thiel-Paul.RobertM@police.qld.gov.au
Level 1, Police Headquarters Gymnasium
200 Roma St, Brisbane, QLD 4000

South Australia

Health Safety and Welfare Branch
tel: +61 8 7322 3123
Police Headquarters, 100 Angas St.,
Adelaide, SA, 5000

Tasmania

Health, Safety and Wellbeing, Human Resource Department
tel: +61 3 6230 2478
Temple House, 147 Liverpool St., Hobart, TAS, 7000

Victoria

Health Promotion Unit
tel: +61 3 9566 9566
e: fitnessandlifestyle@police.vic.gov.au
Victoria Police Academy, Viewmount Rd., Glen Waverley, VIC, 3150

WA

Corporate Health Department
tel: +61 8 9260 7535
email: Fit.For.Life@police.wa.gov.au
Contact Mr Mark Neates

New Zealand

Wellness and Safety
tel: +64 21 192 2832
email: Stu.Duncan@Police.govt.nz
Contact: Wellness and Safety Manager
Stu Duncan

For further information on the topics discussed in this article or on MovePro please contact Rob Thiel-Paul via Thiel-Paul.RobertM@police.qld.gov.au.



Inspector Lyn Kaesler APM, New South Wales Police Force



Inspector Lyn Kaesler APM, NSW Police.

Recognition of excellence in policing, particularly women in policing, remains a key focus for the Australasian Council of Women and Policing.

ACWAP would like to recognise and congratulate our very own Lyn Kaesler, an ACWAP Committee member and long time supporter of women and policing. Lyn was recognised in this year's Australia Day Honours list.



Lyn with an international delegate at the 2013 Women and Policing Conference, Adelaide, SA.

Lyn began her career in policing in 1985 as a trainee at NSW's Goulburn academy. She started general duties policing at Sydney's Darlinghurst and later worked at the Sydney District Anti-Theft Squad.

Lyn was the Venue Commander at the Sydney 2000 Olympic Games and was promoted to her current rank at Gladesville before later serving at Fairfield.

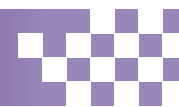
In 2004, Inspector Kaesler was seconded as the Project Coordinator for the Computer Aided Dispatch project, where she relieved as the Project Director

at the rank of Superintendent. In this role, she assisted with implementing 'In Car Video' project which was successfully delivered into highway patrol vehicles.

In 2012, Inspector Kaesler spent 12 months as the Professional Standards Manager before transferring as the HR Manager. Lyn became involved in the 'Women in Policing' group which she Chaired in 2010. She has, in her own time, developed leadership concepts and motivational and resilience presentations which have been delivered to female officers. Inspector Kaesler's has worked to develop capability

and confidence for women police and remains a Committee member of the Australasian Council of Women and Policing.

Inspector Kaesler is an accomplished sportswoman who represented Australia in water polo 13 times between 1981 and 1982. She played water polo for South Australia and New South Wales and is a long serving member of the Cronulla Water Polo club. Lyn has also volunteered a considerable amount of her time to sporting bodies in the community, coaching, refereeing and managing various teams in water polo and basketball.



PICP Women's Advisory Network – A success story

Mick Spinks, Technical Advisor, Pacific Police Development Program – Regional

In 2002, when the Women and Policing Globally conference recommended the formation of a Women's Advisory Network for Pacific Policewomen, who would have thought the recommendations would morph into such an amazing success story.

In 2003 seven countries were represented when the Pacific Islands Chiefs of Police Women's Advisory Network was formed. The organisation now has more than 20 Pacific Island countries in its membership. Such has been the success and impact of the WAN that a number of men have officially joined to show support for the advancement of women in policing.

The WAN, which celebrated its 10th Anniversary this year, is an important advisory organisation which seeks solutions to issues impacting on women in Policing across the Pacific.

One of the primary goals of the WAN is to promote gender equity within Pacific Police agencies. Other goals include recruiting strategies focusing on the recruitment of women into Police, actively support merit based promotion, support and improve professional standards to prevent discrimination and harassment as it relates to women in policing.

The 10th anniversary was celebrated in fine style during the WAN conference in Vanuatu. The participants heard from a number of special guest speakers including Ms Hilda Lini International Spokesperson of Vanuatu Development Model for Economic Self Reliance and Human Society.

The Commissioner of Vanuatu Police Force Mr Arthur Edmanley and the National Manager of the Australian Federal Police, International Deployment Group, Assistant Commissioner Mandy Newton also addressed the conference on

matters impacting on women in policing.

The outcomes of the conference were presented to the PICP conference in the Cook Islands during August 2013.

The current chairperson of the WAN, Chief Inspector Delphine Vuti from the Vanuatu Police Force said the local WAN was very proud to have hosted the conference.

"We were proud to have had the opportunity to host this very special 10th anniversary conference and to have had the benefit of such interesting and supportive speakers. The PICP-WAN has a vision of "Equality through Fairness" and to promote equality for women in all facets of policing without gender discrimination," Inspector Vuti said.

The PICP-WAN includes both sworn and non-sworn police employees, male and female with seven new male members joining the WAN this year alone.

Working without fear

"Sexual harassment is unlawful and has no place in Australian workplaces."

"Eradicating sexual harassment from our workplaces will require leadership and a genuine commitment from everyone – government, employers, employer associations, unions and employees."

Elizabeth Broderick, Sex Discrimination Commissioner.

The facts:

- One in five (21%) people were sexually harassed in the workplace in the past five years
- Sexual harassment affects more women than men
A quarter (25%) of women and one in six (16%) men were sexually harassed in the workplace in the past five years
- Nearly four out of five (79%) harassers were men
- Ninety per cent (90%) of women were harassed by a man
- One-third (33%) of women and less than one in ten (9%) men were sexually harassed in their lifetime
- More than half (51%) of bystanders (people who saw or became aware of sexual harassment) took action to prevent or reduce the harm of sexual harassment

Did you know?

On 3 December 2013, Emeritus Professor Anne R. Edwards, Chair of the Board for the National Centre of Excellence to Reduce Violence Against Women and their Children (NEC) announced the appointment of Ms Heather Nancarrow as Chief Executive Officer.

Ms Nancarrow has over 30 years experience in domestic and family violence prevention and has contributed to policy and legislative reform addressing sexual violence against women.

ACWAP welcomes Ms Nancarrow as CEO for NEC and looks forward to the Centre's progress as the research centre for the National Plan.



PICP Women's Advisory Network leadership workshop – a first for French Polynesia

The Pacific Islands Chiefs of Police (PICP) Women's Advisory Network (WAN), supported by the Pacific Police Development Program-Regional (PPDPR), conducted for the first time a leadership workshop in Tahiti, French Polynesia. The workshop held 10-12 March was hosted by Commissioner Francois Perrault.



The three day workshop involved 14 representatives from 10 Pacific Island countries who attended the workshop titled; "Challenging ourselves to flourish." The delegates - identified by their respective Pacific Police Chiefs as emerging leaders in their own service – used the workshop to enhance their understanding of issues around leadership and to develop their own personal leadership plans.

Countries represented included French Polynesia, Vanuatu, Palau, Samoa, Tonga, Cook Islands, Tuvalu, Kiribati, New Caledonia and Niue.

The workshop was officially opened by Commissioner Perrault who spoke of the evolution of numbers of women in policing and his support to encouraging women into leadership roles. The Commissioner further stated that 27 % of his workforce was women and many of those currently hold executive and leadership roles. Commissioner Perrault welcomed all delegates from the Pacific and encouraged them to share ideas and work collectively together to enhance and promote women in Pacific policing.

A highlight of the course was an official reception hosted by the French High Commissioner to French Polynesia, H.E Lionel Beffre, and dinner hosted by the Police Commissioner to French Polynesia, Francois Perrault. Delegates used this opportunity to network and improve their communication skills.

The Commissioner (Commissaire Divisionnaire Francois Perrault) also invited the workshop participants to visit Police Headquarters and arranged for them to view a family violence incident scenario demonstrating the impressive intervention strategies by the Tahitian police service.



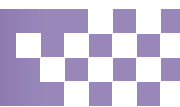
Top: L-R with the 2013 Deputy Chair WAN Senior Sergeant Rebecca Ellis-Hosking (Cook Islands) and Constable Trina Kaiuha (Niue).

Middle: Commissioner Perrault and French Polynesia Police delegates.

Above: Delegates in traditional Pacific dress attend a cocktail function at the private residence of the High Commissioner France to French Polynesia. Far PPDPR members Ms Ann McEvoy and Ms Patti Maxwell.

The workshop also provided delegates the opportunity to discuss their ambitions, how they are able to influence within their own organisations and workshop current perceptions

about women in policing. Delegates shared their experiences and offered valuable advice and practical strategies for influencing supporting others and sharing information with each other.



Gender and perceptions of police: Findings from the Australian Community Capacity Study

Elise Sargeant and Lorraine Mazerolle

INTRODUCTION

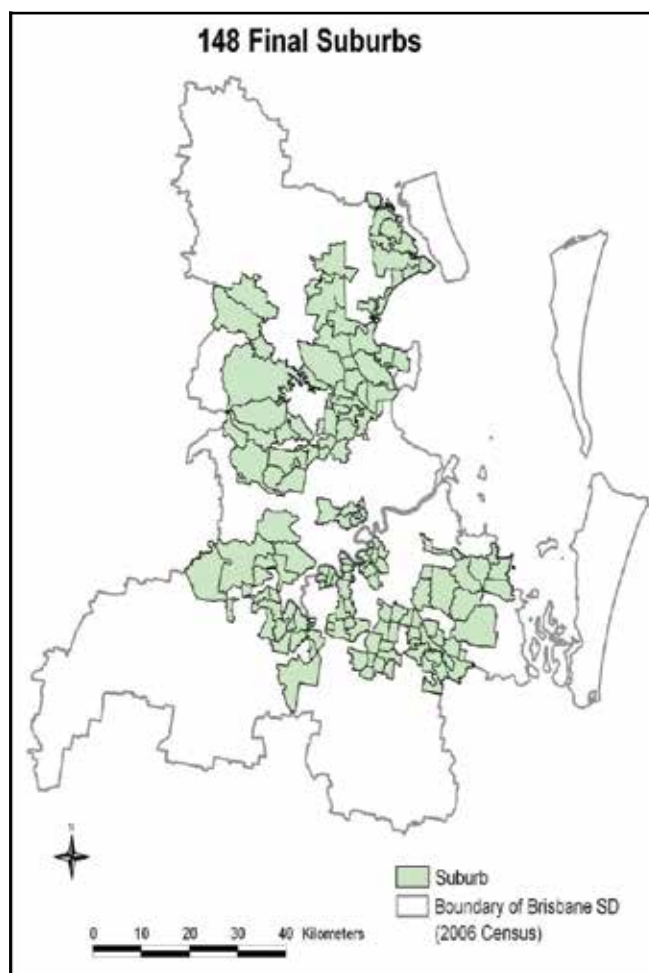
The way police engage with people in the community is a topic of great interest to police, politicians and to a wide range of groups across different types of communities. One of the questions that women in policing might ask is whether or not males and females in communities think differently about police. In a unique study of policing in communities across Brisbane and Melbourne, researchers at the University of Queensland (see www.uq.edu.au/accs) are studying the dynamics of police-citizen relations. In this article, we describe the Australian Community Capacity Study (ACCS) and report the results of how differently male and female citizens think about police across communities in Brisbane and Melbourne.

DATA AND SAMPLE

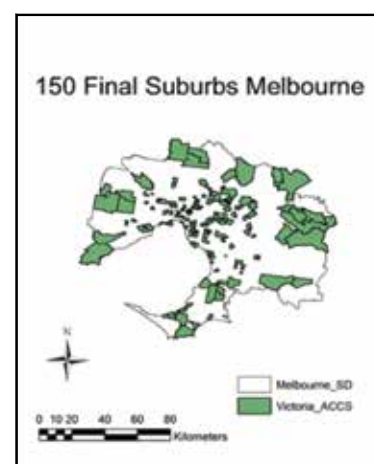
We used data collected in the Australian Community Capacity Study Wave 3, funded by the Australian Research Council. The Australian Community Capacity Study Wave 3 surveyed approximately 10,000 people living in 298 randomly selected suburbs or neighbourhoods in Brisbane and Melbourne (the capital cities of the states of Queensland and Victoria respectively), and their surrounds. The survey was conducted by trained interviewers using Computer Assisted Telephone Interviewing. The consent rate was 50.14%. This is calculated as $\frac{\text{completes}}{\text{completes} + \text{refusals}} * 100$. In addition to this primary sample, the ACCS also included a booster sample of participants from Ethnic Minority Groups in Brisbane and Melbourne (see maps 1 and 2 below). This included 328 people from Indian, Vietnamese and Arabic speaking groups. See the Wave 3 technical report for the methodology (http://www.uq.edu.au/accs/docs/FINAL_ACCS_Technical_Report%20Wave%203%20Brisbane%20Wave%201%20Melbourne_June%202012.pdf). The ACCS included measures of perceptions of procedural justice, law legitimacy, police legitimacy, trust in police, police effectiveness and cooperation with the police.

METHOD

The total sample following data cleaning was N=9,346 (3,665 males and 5,681 females). To examine perceptions of police, the law across gender, we compiled mean scales of our key constructs. Items included in each scale and Cronbach's Alpha reliability statistics are included in the Table 1 below. Items were measured on 5-point Likert scales ranging from strongly disagree (1) to strongly agree (5), or in the case of the police



effectiveness items, from very poor job (1) to very good job (5). We computed a pairwise correlation matrix to examine the relationship between perceptions of police and the law and gender. The results are presented in Table 2. We also graphed mean differences in scale scores across gender. See Figures 1 through 6.





KEY FINDINGS

We find that women consistently report more positive perceptions of police and the law compared to men. Mean differences show a slightly higher average perceptions of police among women compared to men. We note, however, that the sample generally displays positive perceptions of police overall.

Table 1. Items and Cronbach's Alpha reliability statistics for Key Scales

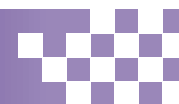
Construct	Items	Alpha
Procedural Justice	1. Police try to be fair when making decisions 2. Police treat people fairly 3. Police treat people with dignity and respect 4. Police are always polite when dealing with people 5. Police listen to people before making decisions 6. Police make decisions based upon facts, not their personal biases or opinions 7. Police respect people's rights when decisions are made.	.898
Law Legitimacy	1. You should always obey the law even if it goes against what you think is right. 2. I feel a moral obligation to obey the law. 3. People should do what our laws tell them to do even if they disagree with them. 4. Disobeying the law is sometimes justified (reverse coded).	.691
Police Legitimacy	1. Respect for police is an important value for people to have. 2. I feel a moral obligation to obey the police.	.698
Trust in the Police	1. Overall, I think that police are doing a good job in my community. 2. I trust the police in my community. 3. I have confidence in the police in my community.	.899
Police Effectiveness	On the whole, how good a job do you think the police are doing in your neighbourhood at: 1. Solving crime. 2. Dealing with problems that concern you. 3. Preventing crime. 4. Keeping order.	.881
Cooperation with Police	If the situation arose, how likely would you be to call police to report a crime? 1. If the situation arose, how likely would you be to help police find someone suspected of committing a crime by providing them with information? 2. If the situation arose, how likely would you be to report dangerous or suspicious activities to police? 3. If the situation arose, how likely would you be to willingly assist police if asked?	.833

Table 2. Pairwise Correlations for Key Variables

	1.	2.	3.	4.	5.	6.	7.
1. Gender	1.0000						
2. Procedural Justice	0.0463	1.0000					
3. Law Legitimacy	0.0852	0.2793	1.0000				
4. Police Legitimacy	0.0487	0.4226	0.4665	1.0000			
5. Trust in Police	0.0781	0.6733	0.2885	0.4874	1.0000		
6. Police Effectiveness	0.0963	0.5338	0.2009	0.2962	0.6239	1.0000	
7. Cooperation with Police	0.0652	0.2751	0.2136	0.3419	0.3048	0.2701	1.0000

Gender (0=Male, 1=Female); All Correlations Significant at $p < .001$

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PROCEDURAL JUSTICE

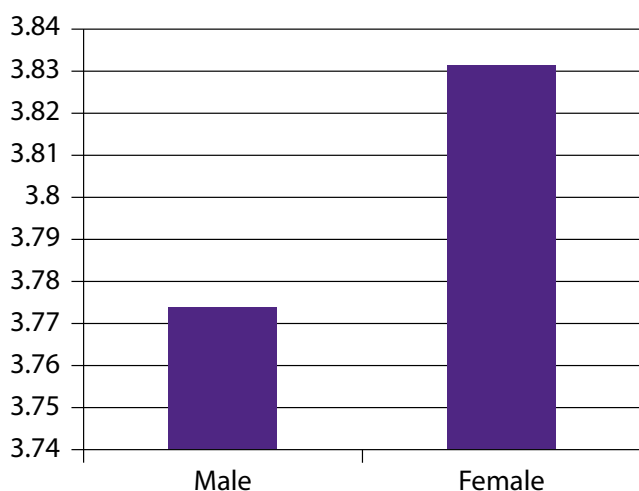


Figure 1. Mean differences across gender in perceptions of procedural justice (scale range 1-5)

TRUST IN POLICE

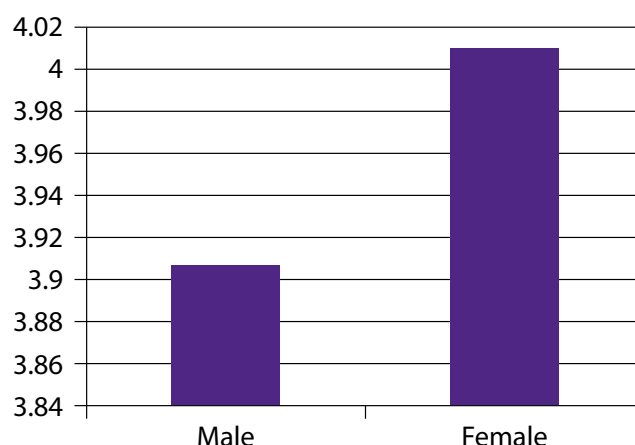


Figure 2. Mean differences across gender in perceptions of law legitimacy (scale range 1-5)

LAW LEGITIMACY

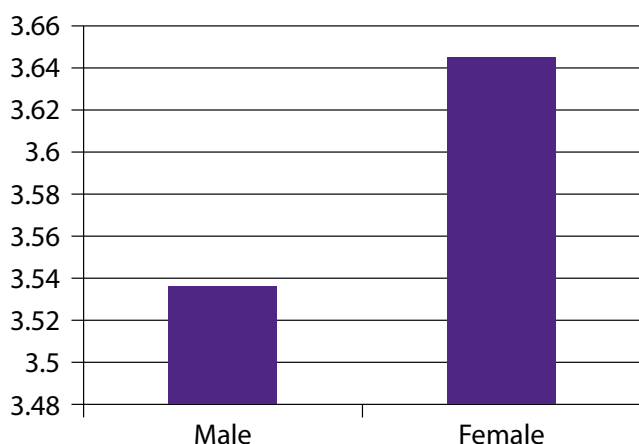


Figure 3. Mean differences across gender in perceptions of police legitimacy (scale range 1-5)

POLICE EFFECTIVENESS

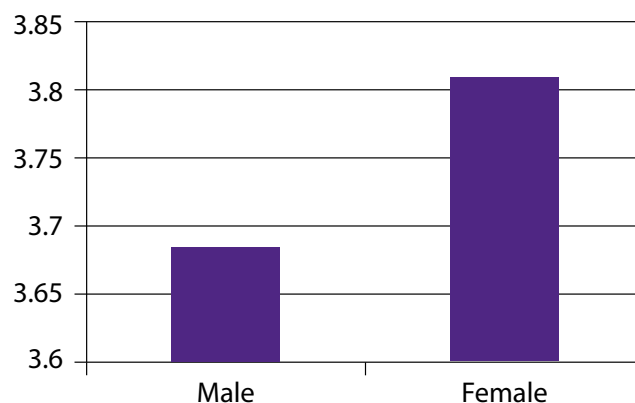


Figure 4. Mean differences across gender in trust in police (scale range 1-5)

POLICE LEGITIMACY

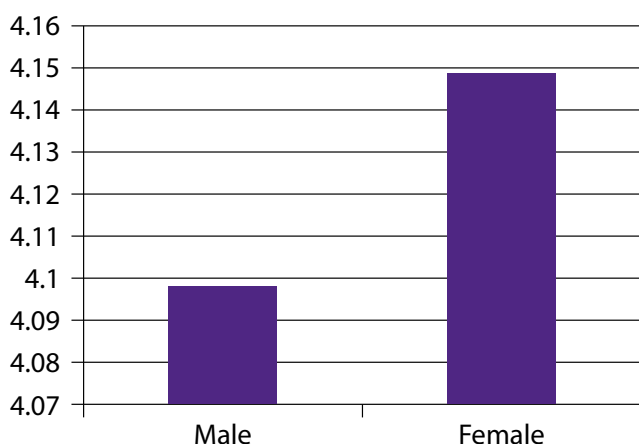


Figure 5. Mean differences across gender in perceptions of police effectiveness (scale range 1-5)

COOPERATION WITH POLICE

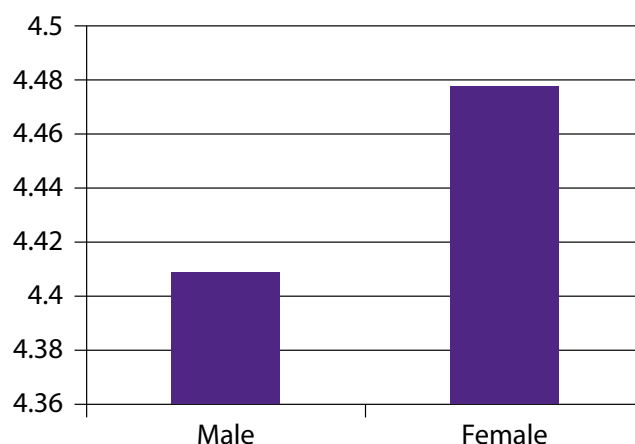
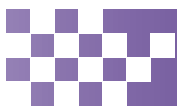
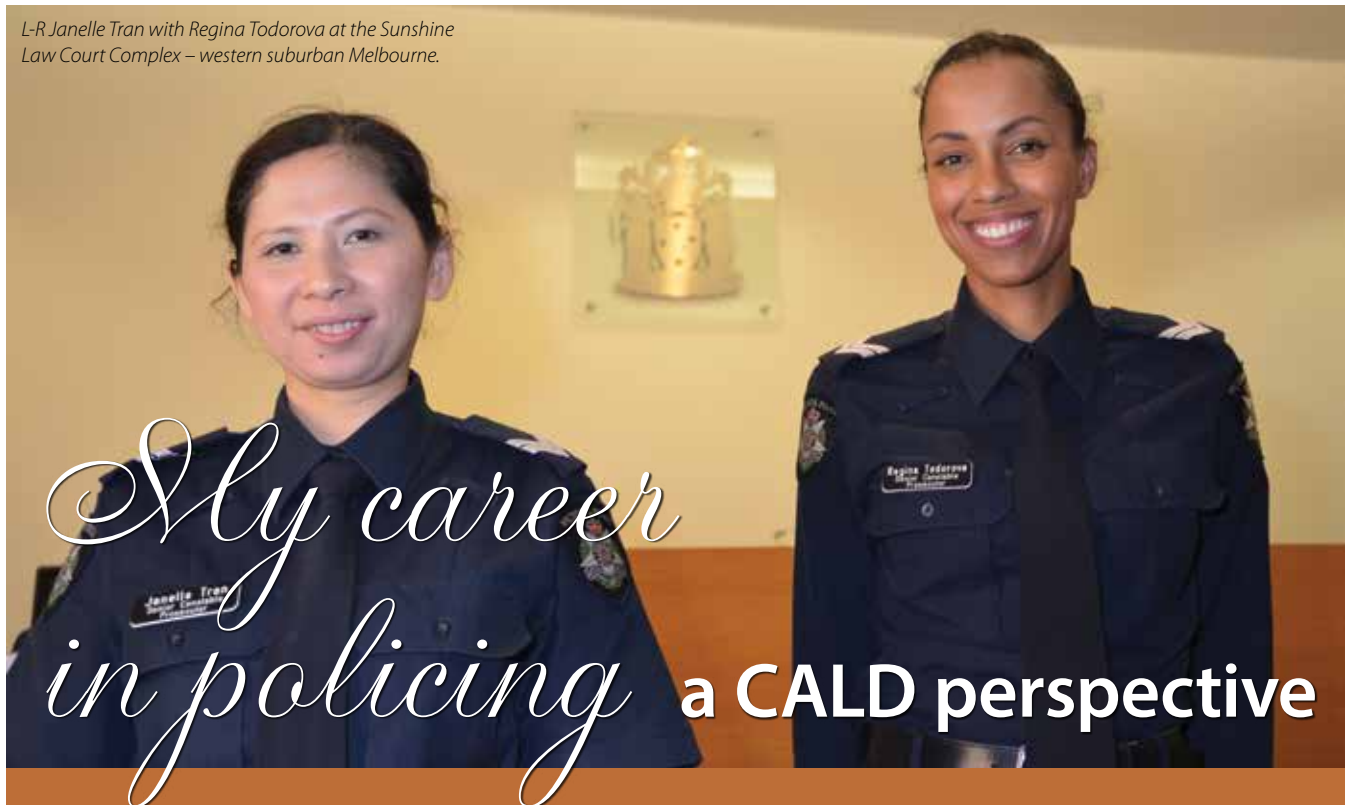


Figure 6. Mean differences across gender in willingness to cooperate with police (scale range 1-5)



L-R Janelle Tran with Regina Todorova at the Sunshine Law Court Complex – western suburban Melbourne.



Modern policing recognises the vital importance of community engagement to effective policing and over the years, we've seen many initiatives start with varying success. NSW Police started their highly regarded Community and Police (CAP) program some years ago with varying iterations of the program pursued in other jurisdictions.

Regardless as to how different police community engagement models may look or feel, they are almost certainly based on dignity, respect, tolerance, trust and mutual understanding.

The benefit of a more diverse and inclusive policing workforce cannot be underestimated. In this article, two women from a Culturally and Linguistically Diverse background share their experience of a policing career. Both Regina and Janelle were motivated to a career in policing through their interaction with police.

SENIOR CONSTABLE REGINA TODOROVA

After graduating in 2006, Regina was assigned to Transit Safety Command for 12 months before moving to a general duties policing Command in inner-suburban Melbourne.

In 2012, Regina successfully tackled the Victoria Police Prosecutor's Course and for the past two years, has been prosecuting at Sunshine – a busy police and court complex in Melbourne's western suburbs. Regina has recently passed promotional exams and hopes to become a sergeant in the near future. In addition to her police work, Regina is completing a law degree.

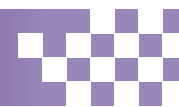
Regina was born in Sofia, Bulgaria, which at the time was still a Communist country. Regina's mother is Bulgarian and her Father is Nigerian. Regina moved to Australia with her mother in 1981 and settled in Kensington, a suburb in inner suburban Melbourne. She recalls the early years in Australia as being difficult for her family with little money, very few belongings and speaking little or no English.

Regina went to Primary School close to the Flemington Police Station and still remembers the day local police visited her class. She remembers thinking that policing was a wonderful profession and one she might like.

Unfortunately, her viewpoint changed in high school as she thought police did not recruit people from other cultural backgrounds and she remembers thinking that she'd never seen an ethnic police officer.

In 2005, Regina had a chance meeting with Bruce Colcott from the Victoria Police Multicultural Liaison Department and she rekindled her primary school ambitions. Regina had positive discussions with family friends who were in the police force and applied. She joined Victoria Police intent on becoming a Police Prosecutor, a goal that she has since achieved.

Regina has found being a police officer to be an exciting and rewarding



“One of the most important factors in overcoming the challenges faced was the guidance and support she received from her colleagues and mentors.”



Sen Const Regina Todorova prepares to prosecute. Reviewing briefs of evidence at Sunshine Magistrates' Court.

profession, which has provided her with a wealth of knowledge and experience. She admits that there were some challenges along the way. In particular, Regina recalls being a brand new Constable working full time and being the mother of a two year old son. During this busy time, she also became pregnant with her second son.

Regina recalls being worried about the impact on her career through being a young pregnant woman in the police force. Regina admits it presented some challenges but says that tenacity, hard work and determination helped her overcome any challenges faced.

Regina says that one of the most important factors in overcoming the challenges she faced was the guidance and support she received from her colleagues and mentors, both male and female.

Regina has completed a Bachelor of Arts at Deakin University where she has also worked as an academic staff member. Regina has also completed a Masters in Bioethics at Monash University. Regina says her university studies and varied work experience have provided her with critical analysis skills that have been invaluable to her policing career, both in general duties and as a Police Prosecutor.

Regina says she has seen a positive transition in Victoria Police both in terms of the number of policewomen and the number of police officers from various ethnic backgrounds, and with various life experiences.

Regina says there is one moment which cemented in her mind that she had made the right choice in becoming a police officer. She was approached and thanked in the street by a member of the African Australian community for being a role model. Regina hopes that she will continue to be a role model in the community and inspire young people – in the same way that she was inspired to start her career in policing.



*Above: Sen Const Janelle Tran reviewing court lists and briefs in preparation for a day at the Sunshine Law Court complex.
Above right: Janelle Tran with former Victorian Chief Commissioner Christine Nixon and members of the China/Vietnam delegation to the 2013 Women in Policing conference.*



SENIOR CONSTABLE JANELLE TRAN

Senior Constable Tran graduated from the Victoria Police Academy on 29 March 2008 and started in a general duties policing role at Werribee which is located in Melbourne's western suburb corridor. Janelle moved to the Wyndham Police Command family violence unit before becoming a Police Prosecutor.

Janelle was born in Saigon, Vietnam, and moved to Australia as a refugee when she was seven. She travelled a harrowing yet fascinating journey across the wild waters of South China Sea reaching the Malaysian refugee camp on the island of Pulau Bidong. After living in the camp for some months, her family moved to Australia and arrived in Adelaide.

It was in Adelaide that seven year old Janelle saw television for the first time and recalled being awed whilst watching the opening ceremony of the 1984

Olympic Games held in Los Angeles, California. This new country had things that she could not comprehend and although there was a language barrier, she was excited and fascinated with the country she now proudly calls home.

After finishing school, Janelle studied science and accountancy at university where she became pregnant with her son who is now in Year 10 and about to commence his VCE.

As a young mum, Janelle worked at Melbourne's Crown Casino and spent the next 10 years in the hospitality industry. This was a great training ground to develop her people skills including dispute resolution. She also learnt that regardless of a person's success or position, reflecting dignity and respect in all dealings with other people was the key to making a difference and to guiding your own behaviour.

Fluent in both English and Vietnamese, Janelle became interested in policing when she was called to interpret for a family friend

who'd been the victim of an aggravated burglary. The family friend had recently migrated to Australia and couldn't adequately explain her situation to the police. Janelle was shocked to find that there were very few Vietnamese police officers, let alone female officers. This incident occurred at a time when Janelle was contemplating what she wanted to do in life and policing emerged as her preferred profession.

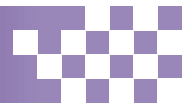
Janelle recalls being worried about how she'd be treated in a male dominant work place where there were few, if any other Asian females as sworn police officers. Janelle says that her fears were unfounded and that she's enjoyed the challenges and camaraderie of policing. Opportunities include Janelle being selected as the Victoria Police flag bearer for the 2009 ACWAP Conference held in Perth, Western Australia.

In 2013, Janelle joined NSW Police colleague Luc Nguyen at the Women and Policing Conference held in Adelaide to support a delegation of police colleagues from China and Vietnam.

One of Janelle's 'take-aways' from police conferencing is to 'Have a Plan'. Janelle remains inspired by Deputy Commissioner Catherine Burn from NSW Police who says the only difference between a dream and a goal is having a plan. Janelle says that having a plan helps her stay focused and motivated in difficult times. This plan has helped Janelle win a Human Rights Award in 2012.

Janelle is currently completing her Graduate Certificate in Police Prosecutions and since starting work with Legal Services, has been inspired to do further studies. She's completed an Advance Diploma of Business Management and is looking at enrolling in a Bachelor of Law and/or Business Management degree in the near future.

Janelle recommends policing as a career and her experience with Victoria Police so far has been remarkable. She looks forward to her continued future with Victoria Police.



Community policing:

Queensland's Police Liaison Officer model

The Police Liaison Officer initiative was first inceptioned into the Queensland Police Service (QPS) in 1992 as a result of the QPS response to the recommendations from the Royal Commission into Aboriginal Deaths into Custody. The first officers, operating on Thursday Island, were known as Aboriginal and Torres Strait Islander (ATSI) Liaison Officers. The scheme was trialled in Townsville with great success. The name ATSI Liaison Officers was changed to Police Liaison Officers (PLO) in July 1995.

The role and functions of the PLO is to foster relationships and bridge gaps between the QPS and culturally specific communities, through the cultivation of trust and understanding in their liaison role creating synergy between the community and the QPS.

PLOs undertake an induction program when they start with the QPS advising them of their rights, entitlements, duties and obligations as QPS members. PLOs are encouraged to continue developing their skills and knowledge with the QPS. However, no amount of training can prepare a PLO for everything.

Weng-Mun SUM is a Senior Police Liaison Officer (PLO) working from Fortitude Valley Police Station, within the Brisbane Region. Weng-Mun is Chinese from Singapore and speaks Cantonese dialect and also Mandarin. Weng-Mun has been working for nearly 10 years as a PLO and thought that she had experienced just about everything. This is her experience:

SUBJECT: BEING A PLO IS NOT ALL 'WARM AND FUZZY'

On Monday (January 27, 2014) I read in the local newspaper that a young Asian couple had been killed in a traffic crash in Toowoomba. Being a PLO and also multi-lingual I knew that I may be involved as I had done similar jobs before and was familiar with who to contact and what to do. I was meant to be on a rest day the next day, but work contacted me and requested that I change my shift and assist with supporting the families of the victims of the traffic crash who were arriving here from the Peoples Republic of China.

I had done similar jobs before but somehow I knew this would be different.

Dealing with family members in such situations will always throw up challenges. There are no procedures you can be taught or follow when dealing with raw emotions. This case was made even more difficult because both the families from the Peoples Republic of China (PRC) were from the "One child policy" era. Losing a loved one is hard to cope with, let alone losing your only child. In this instance, losing a newly wed couple with dreams of a successful life in a new country added to the burden. Just to add another layer of complexity, the incident occurred three days before Chinese New Year, which is always considered a happy time - a time of renewal.

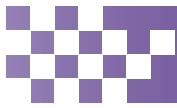
On the evening of Tuesday, January 28, Sergeant Teresa Thoi and I travelled to the Brisbane Airport to greet the families (both sets of parents and one aunt).



Both mothers saw us and fell on their knees - wailing and begging me to take them to see their children immediately. One mother said, "Please I beg you, bring me to see my daughter now as whenever she hears my voice, she will wake up." Their children were in Toowoomba, a good two-hour drive away.

I was in the unenviable situation of liaising and translating between the distraught parents, the consular officials and the QPS members. Constantly switching between Mandarin and English in such an emotional situation was one of the hardest things I have done.

After two of the longest hours I have had to work through, we finally convinced the family that they should stay in Brisbane for the night to get some rest and that we would assist them to get to Toowoomba the next day. At the hotel the families refused to go to their rooms, with one mother repeating, "This (incident) took away two young lives and ruined the two families. In our old age, we depend on



our children, and all of that is taken away," and that she had "lost everything" and "did not want to live anymore."

Realising the difficulty of the situation and against my better judgement I gave everyone my mobile number and said they could *"contact me any time."*

Early the next morning the family support person contacted me saying that the families were in the lobby of the hotel, waiting to go to Toowoomba. Upon our arrival, the mothers were again grieving uncontrollably and were begging me to take them to see their children. This was their only concern and no other information was being taken in.

We travelled to Toowoomba. They were so consumed with their grief that I had to try again and again to explain processes, leaving me mentally and emotionally drained. Viewing had been arranged, but not till later in the day, so we still had to deal with the families, logistics and more simple things like making sure they had something to eat and drink.

I don't think I will forget the viewing. The hospital counsellor assisted the family, lasting about five minutes before she left the room in tears. When I went back in, the two mothers had collapsed on the floor and were put in the recovery position and one of the fathers then collapsed on the floor. Both mothers

were admitted to the hospital for observation overnight and one of the local Chinese community members arrived to support the family.

I don't really remember much about being driven back to Brisbane, but I do remember the call from the family later in the evening making sure I would be there to take them to the scene of the traffic crash the next day.

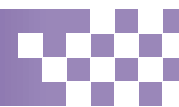
When we arrived in Toowoomba the next day we were greeted with the scene of the ambulance outside their hotel rooms. One of the mothers had collapsed again. She was refusing treatment and would only speak to me. I have never witnessed this sort of relentless, emotion-charged grieving.

At the scene of the traffic crash, I was in the process of explaining and translating to the family what happened and the sudden reality of what had happened was almost overwhelming. A few times I had to compose myself as the full extent of the circumstances came to light. Once again, the ambulance was called to treat the parents.

Later I assisted the families to retrieve their children's property, liaised with the appropriate Buddhist Monks regarding the funeral and assisted the family in booking and rebooking their return flights. By the time I saw them off at the

departure gate, I was ready for a rest. No sooner had I returned to the car when my phone rang. One of the parents was at Brisbane Customs security checkpoint. Customs officers were trying to remove the urns from his baggage and he did not understand. After speaking to the officers, I explained to the parents that it is policy for security to remove urns from suitcases to be x-rayed individually and then put them back into the suitcase. I also pre-warned him that he may face the same procedure during transit in Malaysia and that if there were any problems to contact me immediately.

I have learnt that trust is of upmost importance in my everyday job. I recall the family saying to me that they felt strange in a foreign country and the one thing that made them feel at ease was that I am Chinese and speak their language. They further noted that in most parts of Asia, police officers are very well respected; therefore, being Chinese and in uniform, the family felt they could trust me. I feel privileged that I was in a position to assist these two families utilising my linguistic and cultural skills within my role as a Senior Police Liaison Officer. It is for this reason that I find my job so rewarding, because I can help people.



Juanita Matanga

A career woman

ACWAP congratulates Acting Commissioner Juanita Matanga in her role as 'top cop' for the Royal Solomon Islands Police Force.

Juanita has featured previously in the Journal for Women and Policing including a feature article in Issue 19 (Summer 2007) and coverage of her award for Excellence in Policing in the Asia Pacific in 2008 featured in Issue 21 (Summer 2008).



Acting Commissioner Royal Solomon Islands Police Juanita Matanga with AFP Deputy Commissioner Peter Drennan travel to the 42nd Pacific Islands Chiefs of Police Conference.

Mick Spinks

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In 1990, a young woman named Juanita Matanga proudly graduated from the Royal Solomon Islands Police Force (RSIPF) academy. At that time, she no doubt had aspirations of success as she faced the challenges in her chosen career as a police officer. However, she most probably had little idea as to the extent of that success or exactly how her career would unfold over the next 23 years.

Juanita is the only female member in the RSIPF Executive where she currently holds the rank of Assistant Commissioner. On 27 March 2013 to 16 April 2013, she was appointed as acting Commissioner of Police and then again on 3 May 2013 when she was appointed to act in the top position.

It has not been an easy journey for her, as Juanita has worked in all facets of policing, from general duties, traffic,

investigations and more recently as Assistant Commissioner Corporate Support Services. This portfolio managed the major departments of the RSIPF structure.

Juanita says that to be a woman in such a high level job comes with a lot of responsibility and barriers that she says are slowly breaking down.

"I am doing my job as a police officer, but you tend to carry a lot of burden not only in being a senior officer but also in being a woman. We have come a long way in breaking barriers for women entering the police force over the last couple of years. We have a lot of recruitment and promotions for women in the force" she says.

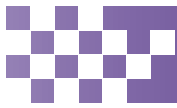
Juanita spoke of the Solomon Islands and said she believes domestic or family violence is one of the main problems

faced by women today. But, according to her, the country is stepping up to the challenge.

"The Solomon Islands have been very accepting in terms of gender and a very good example of that is me sitting in a position such as acting commissioner of police. And it's not just about me being a woman, it is also about having the right person holding the position.

"I am aware that domestic violence is one of the main crimes in the Solomon Islands and because of that we have very good partnerships with our stakeholders like the family violence unit and the community policing unit.

"Not only that, we are also partners with Australian World Vision and we are continuing to work with our partners from the participating police forces and



Juanita (centre front) and police leaders at the 2013 PICP Chiefs Conference in the Cook Islands.

we work very closely to identify issues such as domestic violence."

Juanita has a tough job ahead of her to eradicate the problems that her community faces but she is ready to face the challenge head on.

"I will continue to strive and move forward on issues like domestic violence. I know that the biggest challenge is ahead of me. They are not simple issues to address and they are associated with many problems, but this is what policing is all about.

We have to find modern ways of addressing old issues and at the same time keep in mind the culture and at the same time respect our community. When you take a policing job, you know and expect that you are dealing with many problems in society," she said.

Juanita was instrumental in implementing some of these changes such as the introduction of the Sexual Assault Unit in to the RSIPT structure, the introduction of a Merit Base Selection Processes to allow for fair competition by all serving members and equal opportunities for all serving officers.

These changes enable the RSIPT senior officers to ensure that their decision

is fair when addressing issues such as promotions, training and postings.

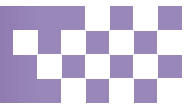
Speaking of her career, Juanita lists her time in general duties as some of her most memorable as she got an opportunity interact with members of the communities and when changes took place in the RSIPT.



Juanita Matanga (centre) with Senior Inspector Delphine May Vuti, the PICP WAN Chair and her Staff Officer, Supt Anika Nausi.



Juanita Matanga receives a presentation from Maara Tetava as the incoming Chair of the PICP Conference.



Path to leadership

Wendy McCarthy AO, professional mentor and board director, talks to Anna Fenech about how a mentor can advance career and leadership goals and change lives for the better.



Wendy McCarthy AO, professional mentor and board director.

SELECT CAREER HIGHLIGHTS:

- **Chancellor**
University of Canberra
(1996-05)
- **Founder**
McCarthy Mentoring
(1998)
- **Deputy Chair**
Australian Broadcasting Corporation
(1983-91)
- **General Manager**
Australian Bicentennial Authority
(1985-89)
- **Member**
EPAC Taskforce report to Prime Minister on Australia's childcare needs to the year 2010
(1995-97)
- **Co-founder**
Women's Electoral Lobby (NSW)
(1972)

Article courtesy of Private Word, NAB Private Wealth

THE SEARCH FOR WISDOM

A mentor is wiser and more experienced than the person they are mentoring so they can help that person learn and grow. It's a relationship you enter into voluntarily – but you are equals because you both learn from it. It's also a confidential relationship.

When people ask me for a mentor I say 'you are really asking for a wiser, more experienced person to listen to you and allow you to hear and trust your own voice'. The mentor acts as a sounding board, challenges the mentee and provides career advice and support.

Generally there's a 10 year age gap between the mentor and mentee. This means the mentor has made enough mistakes of their own to learn from – because no-one just learns from success. The mentor should be humble about mistakes they've made so they can rehearse some of those situations with the mentee.

SHOES TO WALK IN

Often you come to a fork in the road of your professional life and you can choose to go straight ahead or in a different direction. Maybe it's out of your comfort zone and there are risks attached but the rewards are potentially great. Can you hear or trust your own voice enough to be able to make the decision?

One scenario will see someone say:

"I'm a CEO for the first time, I have to report to the board and I need a mentor who has had that experience".

Therefore, you look for someone whose shoes you can walk in.

You don't have to be in the same occupation but you need to have gone through the same generic experience such as reporting to a board or learning to manage people up and down simultaneously.

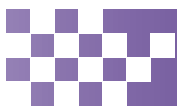
For emerging leaders, it's often about moving up to management from a technical background (where you are very good at what you do and where you may be earning a lot of money for your company) to a strange, insecure world where you are thrust into a documentary without a script! A good mentor may help you to make those adjustments.

Or, it could be that you are doing really well in a law firm as a senior associate and you see someone in your peer group become a partner and you say: "why is that person doing that but I'm not?". Then you think: "Am I up to it?"

Another scenario is where a woman is having her first baby. She may say to me: "How did you do it, Wendy, with three children?" In that scenario, it's about leaving your options open.

Most of your thought processes reflect your background. If you went to a certain school or university where there's a strong emphasis on women having careers then you're more likely to plan a career. Others may think they just want to have a baby and stop work (it probably won't work anyway as most households need two incomes these days!).

You need to take a longer view. You may live until you're 90. Men are more likely to assume they'll work forever but women don't necessarily work on that assumption.



A mentee's story

Vicki Ditcham, Private Client Director, NAB Private Wealth tells us about her experience.

As part of my career development, Angela Mentis, Executive General Manager, NAB Private Wealth, offered me a professional mentor.

It was timely as I was taking the next step in my career with NAB Private Wealth. Being born and bred in Adelaide, I'd established strong local relationships as a Private Client Manager, but I realised I needed a new challenge.

With NAB's acquisition of JBWere, an opportunity presented itself and I decided to relocate to NAB Private Wealth in Sydney.

I wanted a Sydney-based mentor from an external (non-NAB) group to give me a different perspective and someone who could advise me about surviving and flourishing in a big city.

We met monthly for 12 months, usually over lunch, but emailed often. She was a good sounding board and an inspiration, because of what she was achieving in her own career, (she was transitioning from Chief Financial Officer of a private company to a listed company).

She suggested strategies and set me tasks to help me deal with certain issues, such as a roadblock I was having with a colleague. She also encouraged me to do further study, in particular, to begin my Bachelor of Business degree.

It helped me to feel accountable to someone else for my own development. I've always had an informal mentoring arrangement at different stages of my career. Formalising it through McCarthy Mentoring felt different.



Vicki Ditcham, one of McCarthy Mentoring's mentees.

The ongoing benefits of mentoring have been brilliant. By the end of the experience, you become accountable to yourself. I'm now more likely to push myself to think about issues in different ways. I've developed more of a 'how can I help you?' approach, not just a 'what I can learn from you?' approach. It's about talented people from all walks of life wanting to give their time and experience to others in a networking format.

MENTORING PROCESS

I've written two books, *One2One the Guide for Mentors* and *One2One the Guide for Mentees* which helps set expectations for both parties.

I interview people before matching them with a mentor.

The standard commitment is a contract for two hours a month over 12 months.

It's such happy work. You get to know people really well, you learn to trust each other, and you see people grow and flourish.

During that period, the mentee might say: "I'd really love to go for that job but I don't think that I'd get it". In response, the mentor might say: "Let's rehearse it and consider why you would or wouldn't get that job".

You can give someone feedback and help grow their confidence. In the end they outgrow you but you'll always have that special bond.

MENTORING ENTREPRENEUR

I've worked for 50 years. I've been involved in a professional mentoring business for 15 years. It grew out of me being a teacher and seeing how education could create better managers.

I founded a company, McCarthy Mentoring, which my daughter Sophie now owns and manages. The company has organised mentoring for almost 700 people. It started when I was working for the CEO of a bank on diversity in the senior executive team. I suggested his proposal to promote women into senior executive roles would be more likely to succeed if he provided support to help them navigate their way. He agreed and identified a couple of mature businessmen as mentors. When the women said they could not relate to them he asked me to find someone else and out of that came my external mentoring business model. Before long, the men were seeking external mentors too and it was the use of these which has been the point of difference of McCarthy Mentoring.

In good companies there will be internal mentoring which develops organically but this means they mentor people in their own image. You see someone who was like you at 26 and give them a hand. Talented people who don't fit the mould are people the company misses out on if there isn't talent development. They are often women or people with technical skills who



just need a mentor to help them find their way.

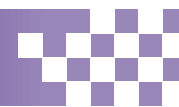
Success is the mentee saying: "I can hear and trust my own voice and I have a clearer strategic view about managing my career and life".

BENEFITS FOR WOMEN

If we can learn to look at ourselves from a distance and to not take things so personally we tend to manage our careers more effectively.

Women often say: "It must be me, I must be doing something wrong". I say 'no, it's just that you're female'. Women hate hearing that because (understandably) they want to be seen as individuals.

Continued on page 32



Continued from page 31

What is the evidence? Well, if 57% per cent of university graduates are female we could assume the small numbers in management and corporate leadership are not about competency or skill. It's about being female.

The continuing lack of women in leadership positions today I put down to impermeable cultural barriers. These are new obstacles which contemporary women must overcome. The game has changed since the women's movement of the 1970s. Then, we were happy to achieve increased entry to education, removal of the marriage bar and access to birth control.

GREAT LEADERS

I think great leaders have the capacity to unite people behind a vision and attract followers.

Mostly we learn leadership by example, through people we work for.

There are innate leadership qualities but they're overrated. There are

charismatic leaders who take companies to ruin. It has to be the right vision.

It's not just about heroism and standing out front. You take your people on the journey with you and you make them believe you achieved it together.

Mentoring can teach some of these skills.

Companies sometimes invest in the wrong people. It's very hard to undo because the people who invested in that individual often don't want to accept that they've made a mistake. In CEO roles, good boards will see any error quickly and undo it.

Sometimes a board might appoint someone who is charismatic but who is also a hideous bully or someone who won't share or delegate to anyone else.

MY CAREER

I've had a long and varied career and I'm always changing what I do. I've been a teacher, a CEO, a mentor, a manager and a board member. I have an appetite for risk, so if people ask me to do something, I'll often say 'yes' and think about it later.

Managing risk is still a challenge for women.

Today, I have a very eclectic portfolio.

It includes being Chair of McGrath Real Estate, which is the ultimate commercial business; being Chair of Circus Oz, Australia's premier circus company; being Chair of headspace Youth Mental Health Foundation, which is focused on youth between ages 12 and 24. It recognises that life decisions you make between the ages of 18 and 25 can have a profound impact on your life. For young people who've had their first mental health episode, early intervention can be life saving.

And, to complete the circle, my non-executive director role with GoodStart Early Learning offers a second chance to get early learning and childcare right in Australia.

I'd like to acknowledge NAB's sponsorship of the *Women's Agenda Leadership Awards* and the *Women's Hall of Fame*. I was thrilled to be the first woman to receive this acknowledgement.



NSW Police shine with the Leading Ladies program



Inspector Denby-Lea Eardley (centre) being congratulated on her award by Deputy Commissioner Catherine Burn (left) and ACWAP President, Assistant Commissioner Carlene York.

Inspector Denby-Lea Eardley was recognised in the 2013 Excellence in Policing Awards for 'Excellence in Policing for Women Initiative' and continues to drive the NSW Leading Ladies leadership program.

NSW Assistant Commissioner Mark Murdoch is the State's Corporate Spokesperson for domestic violence and a proud supporter of this leadership program.

"The program has grown and is becoming more and more popular" says Inspector Eardley. "Leading Ladies has 25 police enrolled for 2014 ranging from Senior Constable through to Inspector" she proudly notes.

In 2012, Inspector Eardley was awarded the Commissioner's Perpetual Award at the NSW Spokesperson Conference in Sydney's Darling Harbour. She used the opportunity from this award to further develop the program and wants to help support our future women leaders.

Inspector Eardley acknowledges that the Leading Ladies program is a significant investment and runs for 10 months. "The program gives participants the opportunity to develop and to raise awareness about their own style" she explains. "It includes building resilience, stress diagnostic and comprehensive feedback."

One of the most popular parts of the program is a session on 'Are you being heard?' facilitated by Debra Lawrence – the Actor who previously played the character of Pippa on *Home and Away*.

Leading Ladies is now in its fourth year and will hopefully continue to support women to leadership. ACWAP congratulates Inspector Eardley and acknowledges the support given by Assistant Commissioner Mark Murdoch. The program is supported by NSW Police Executive and presentations by the State's three Deputy Commissioners – Catherine Burn, Nick Kaldas and Dave Hudson.



Improving leadership opportunities for women in policing



The Journal has previously published information on the economic and business value associated with increased percentages of women in the workplace. Countries around the world continue to recognise the social and economic value of increased gender equality. Former US Secretary of State Condoleezza Rice puts it simply. Countries and organisations that do not consider 50% of their talent pool will simply not survive in an increasingly competitive global market.

BoardLinks, is an Australian Government initiative aimed at increasing women's representation on Boards. The organisation recognises that improving women's leadership opportunities is fundamental to gender equality. The Government has also created statutory bodies to improve our national performance in female workforce participation. This opinion piece by Helen Conway, and the Agency she leads, remains a valid and important reference for improving leadership opportunities for women in policing.

Helen Conway (pictured above) is the Director of the Workplace Gender Equality Agency (WGEA) - an Australian Government statutory body charged with promoting and improving gender equality in Australian workplaces.

Helen worked as a lawyer for many years before moving to the corporate sector where she held various executive positions in companies covering the insurance, transport, downstream oil, retailing and construction industries. She has also held various directorships in the health, transport and superannuation sectors.

In 1992 Helen was the recipient of the first scholarship awarded by Chief Executive Women which enabled further study and in 2005 was awarded the Australian Corporate Lawyers Association Corporate Lawyer of the Year.

Helen has an established track record in the equal opportunity sphere focussing in particular on initiatives in support of women. She spent ten years on the NSW Equal Opportunity Tribunal including three years as its Senior Judicial Member.

Helen's appointment as Director of WGEA is for five years from April 2011

Gender reporting data is critical to help employers lift female workforce participation rates says Helen Conway.

It is universally accepted that Australia needs to increase its productivity and long term fiscal challenges will place increasing pressure on the public purse.

Increasing female workforce participation is one of the key levers we can pull to grow our economy. Investment Bank Goldman Sachs have calculated that closing the gap between male and female employment rates could increase GDP by 13% while the Grattan Institute says increasing female workforce participation by 6% could add \$25 billion to the nation's bottom line.

The present female workforce participation statistics reflect a market failure. The lack of women in senior positions, low participation rates for women aged between 25 to 44, and the large proportion of women working part-time - double the OECD average - all point to an inefficient use of our female talent. Despite the World Economic Forum ranking Australia equal first for female educational attainment,

we have slipped to 52nd spot in terms of female labour force participation.

To correct this imbalance and encourage more women into work, we need to help employers translate their good intentions around gender equality into actions that will increase the number of women in the workforce. Company-specific, standardised gender reporting data is a critical part of the picture.

From this year, reporting to the Workplace Gender Equality Agency will be based on a range of gender equality indicators including gender composition of the workforce, pay equity and flexible working arrangements, and will be focused on outcomes.

This 'output' data will provide an unprecedented picture of gender performance across Australian workplaces and the Agency will use the data to develop a customised, confidential benchmark report for each organisation that reports to us. This will be a powerful business intelligence tool. Employers will be able to compare their gender performance to their peers, identify areas for improvement and track the effectiveness of their gender equality strategies over time.



It has been suggested that gender reporting will divert resource from the task of implementing initiatives to improve female workforce participation. On the contrary, the benchmark reports will enable employers to target their efforts where they are most needed so they aren't wasting resources.

Importantly, there is strong support for this new framework. Of the 2,522 employers surveyed by the Agency late last year, approximately nine out of 10 were supportive of the new reporting requirements, and almost eight out of 10 said benchmark reports would be valuable or very valuable.

It has also been suggested that data to be reported to the Agency duplicates existing data. This is incorrect. Unlike existing data, the Agency's reporting data will give employers relevant organisation-specific information they need to create solutions that will drive change. Macro-level workforce indicators generated by the Australian Bureau of Statistics won't cut it. While such data helps paint a broad national picture of the gender equality 'problem', it is of little relevance to an individual employer and highly unlikely to compel change – something painfully obvious given the lack of progress to date.

Other data sources are incomplete, not suitably specific and not standardised hence not useful to individual organisations.

Non-public sector organisations with 100 or more employees are required to report to the Agency. Despite suggestions that organisations at the lower end of this scale will find reporting unduly burdensome, the Agency's assessment informed by relevant feedback is that this is not the case. A report released by PwC last week indicates a readiness and willingness on the part of SMEs to report. In fact, it will likely be easier for smaller organisations than larger ones.

“Despite the World Economic Forum ranking Australia equal first for female educational attainment, we have slipped to 52nd spot in terms of female labour force participation.”

Gender reporting is not 'red tape'. It is important, however, that employers receive a return on their reporting that is commensurate with the effort of reporting. This means achieving an appropriate balance in the matters to be reported and providing valuable data in return. This is what the benchmark reports are all about.

Make no mistake: if we fail to equip employers with the information they need to improve workplace gender equality we will limit our nation's future growth. However, it is my hope that we will look back on this time as the watershed moment where Australia began to treat workplace gender equality as the economic imperative it is.

This article was first published in the Australian Financial Review and is printed with the kind permission of the WGEA.

What is the Workplace Gender Equality Agency?

The WGEA is a statutory agency created by the *Workplace Gender Equality Act 2012*. The Agency is charged with promoting and improving gender equality in Australian workplaces.

WGEA works collaboratively with employers providing advice, practical tools and education to help them improve their gender performance.

The Act includes annual reporting requirements that apply to all non-

public sector employers with 100 or more employees

WGEA is charged with overseeing the Act and the principle objectives detailed in the legislation, namely:

- promote and improve gender equality (including equal remuneration between women and men) in employment and in the workplace
- support employers to remove barriers to the full and equal participation of women in the workforce, in recognition of the disadvantaged position of women in relation to employment matters
- promote, amongst employers, the elimination of discrimination on the basis of gender in relation to employment matters (including in relation to family and caring responsibilities)
- foster workplace consultation between employers and employees on issues concerning gender equality in employment and in the workplace
- improve the productivity and competitiveness of Australian business through the advancement of gender equality in employment and in the workplace.

For more information on WGEA including tools, fact sheets and news, visit the website at: <https://www.wgea.gov.au/>



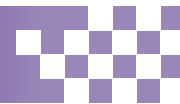
The Australasian Council of Women and Policing Inc is working to improve policing for women.

Established in August 1997, a growing group of women and men within police services and the community who are working together to:

- improve the policing services provided to women;
- improve opportunities and outcomes for women within policing;
- participate in the global network of women in policing.



Following the 2013 Adelaide conference, ACWAP commissioned a survey aimed at identifying current issues for women in policing. Police from all over Australia gave a strong response that provides a valid and contemporary evidence base to assist ACWAP and partners in addressing these issues. Just under 1,600 women responded to the survey - nearly 7% of all sworn and non-sworn women working in policing. ACWAP looks forward to sharing the findings of this survey and to working with our key partners to respond to the survey results.



Kate Jenkins

Victorian Equal Opportunity and Human Rights Commissioner



**Victorian Equal Opportunity
& Human Rights Commission**

We are often asked at the Commission why gender equality in the work place is still an issue – aren't we "done" with gender equality yet?

Australia is a world leader in the education levels achieved by girls and young women, yet we know that women do not have the same pay, income or career development and promotion opportunities as men.

Despite years of campaigning and awareness-raising from government and advocates on gender equality in the workplace, there are still persistent signs that we are not where we should be with regard to embracing gender equity in the workplace.

Being discriminated against because of age, sex, disability or pregnancy is unlawful. But it wasn't always that way. Many of the legal protections we take for granted only exist because of the legal safeguards offered as a result of the state and federal equal opportunity legislation, which was passed in the 1970s.

It is hard to fathom today that until that point you could refuse to hire someone because of their gender or harass a woman at work, and there wasn't much the person could do about it.

One of the key reasons I took the role as Victorian Equal Opportunity and Human Rights Commissioner is the outrage I

felt about being 20 years into my career and in 2014 being one of the few senior women in business, with the gender pay gap still at 17.1% and increasing in Victoria. I would never have imagined when I was a child in the 1970s that we would have made so little progress on gender equality at work and at home.

While many corporations are working hard to train managers in identifying unconscious bias that might be affecting recruitment, promotion, pay and training decisions, it seems to me that we are at the same time imprinting our young children with even stronger gender stereotypes.

If we look for a moment at the gender stereotyping that occurs from a very young age it is clear that attitudes are being formed very early on, which makes it so much harder to challenge as adults.

I am concerned about the long term effect of community and commercial messages that value girls who are pretty and caring and boys who are sporty and strong.

When this clear divide begins so young I am sure you will agree it only leads to people developing distorted and fixed attitudes about men and women and the roles they play in society.

I fear far more than improving the situation, invisible influences are creating the circumstances for a widening gender pay gap and an unequal share



of domestic caring in the future, not the other way around.

While we have come a long way, the truth is that women are still not paid equally to their male counterparts, women still are not present in equal numbers in business or politics, and globally women's education, health and the violence against them is worse than that of men.

It is astounding that despite women achieving equal pay rates with men doing comparable work in 1969, the pay gap has in fact widened.

It is outrageous that Victorian women, on average, will retire from the paid workforce with half as much retirement savings as men, due to being paid lower wages for years and the loss of superannuation and entitlements during child rearing years.

Our figures show that employment-related complaints constitute by far the



largest number of complaints received by the Commission. In the last financial year, almost 1800 complaints were lodged in the area of employment.

This is around 67 per cent of total complaints lodged.

But it doesn't stop there with more than 100 complaints of discrimination because of parental or carer status and family responsibilities, 54 because they were discriminated against at work for being pregnant.¹

The Commission has identified very specific issues that women in Victoria face and these include:

- Inequity as a result of structural discrimination that still exists and manifests as bias and sexual harassment. There is an under representation of women in business, politics, sport, the media and leadership and public life, which is both a symptom and perpetuating factor in discrimination against women.
- Some women in our society are vulnerable and face additional challenges in realising their human rights. This disadvantage is magnified by our service system which can be inflexible and incapable of responding to or recognising multiple disadvantage – such as women who face disadvantage because of more than one attribute such as being Indigenous, culturally and linguistically diverse, having a disability or because of their sexuality. This is known as intersectionality.

Sexual harassment is also a major issue that we are addressing. Research shows that one in five women experience workplace sexual harassment in their lifetime. It takes many different forms and happens in many different environments. It is an everyday experience that is under recognised and under reported. And it is symptomatic of workplaces that accept the undervaluing of women.

Sexual harassment can be physical, verbal or written and can include comments about a person's private life or the way they look, sexually suggestive behaviour, brushing up against someone, making sexually suggestive comments or jokes. With the advent of social media there is a whole other area to police and we see time and time again people who think it is ok to send sexually explicit emails, text messages or posts on social networking sites.

It is against the law and some types of sexual harassment can also be a criminal

offence. These include indecent exposure, stalking and sexual assault, as well as obscene or threatening phone calls, letters, emails, text messages and posts on social networking sites. We know it is a problem because we received more than 300 complaints of sexual discrimination and sexual harassment in the area of employment last financial year alone and we know there are many more women who are afraid to speak up when it happens to them.

Even though the legal frameworks preventing discrimination are strong – we cannot rely on them as the full solution for this issue. We must take not only organisational but also personal responsibility. We all have a role to play in changing the culture of our workplaces.

“Research shows that one in five women experience workplace sexual harassment in their lifetime.”

If every police officer takes action and personal responsibility for deterring sexual harassment when they see it – whether it is by supporting a victim to report unwanted conduct or by speaking out against the perpetrator, we have a real opportunity to change the culture and stamp out sexual harassment in the workplace.

We all harbour conscious and unconscious biases that influence our perceptions, judgements and behaviour. An example of how this works was tellingly put into practice by business psychologist Binna Kandola at a diversity conference in the United States, attended by policy experts and human resource specialists – those who you would expect to be the most aware of factors that can effect diversity and inclusion.²

Kandola describes a scenario – an applicant considering a job at a bank. The room knows three things about the applicant, she is a woman, and she is a university graduate where she undertook gender studies. The room is asked which of the following options are most likely to occur
A. the applicant takes the job at the bank
B. the applicant takes the job at the bank and joins the women's network.

The majority of people select option B. In fact it is impossible that it would be more likely that the applicant would join the bank and the women's network, as she must join the bank in the first instance anyway.

This example demonstrates how we use even the smallest pieces of information to form assumptions about how people will act.

“Understanding and addressing biases requires individuals to recognise the perception distortions that can occur, and why, and the steps that can be taken to reduce their impact on behaviour. This is critical to building a workplace environment based on merit.”³

One of the biggest challenges is changing unconscious behaviours. Our own preferences and life experiences can form an unconscious bias. Even though we actively believe that we support gender equality in the workplace our own subconscious thought process may not reflect this.

So the big question for us at the Commission is not so much why the persistent signs remain but how we can engender change. All the right mechanisms are in place – strong legal frameworks and in many industries there are strong advocates.

But a big part of the answer is individual accountability. Our next step is to start challenging ourselves, to ask some really hard questions about what we think and why we act the way we do?

The productivity that is lost because of the restrictions placed on women's opportunities and the community's acceptance of the status quo won't be reversed unless we do something about it.

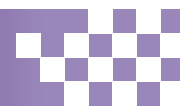
Don't be afraid to speak up if you think you are being discriminated against – or if you see something unfair preventing someone else from enjoying the same rights as everyone else.

We are all in this together and we will all benefit from a more just and fairer society.

The Commission will be working hard to continue this important conversation.

Notes

- 1 VEOHRC Annual Report 2012/13
- 2 Binna Kandola, Eliminating Unconscious Bias conference Monday 27 February 2012, at Grange St Paul's
- 3 Deloitte, Re-examining the business case for diversity. Human Capital Australia, September 2011, 9-12



Central Queensland Domestic Violence Forum

"Let no one be discouraged by the belief there is nothing one man or one woman can do against the enormous army of the world's ills.....against misery and ignorance, injustice and violence. Few will have the greatness to bend history itself, but each can work to change a small portion of events and, in the total of all these acts will be written the history (that matters)."

His Excellency Major General Michael Jeffery AC CVO MC 25 January 2006

Police and community partnerships are making a difference. In Rockhampton (Qld), a recent forum encouraged us to stand up; to put forward innovative ideas, and to work together to help prevent the violence in the community.



Judge Anne Demack – special guest speaker.



and family violence related occurrences reported in the Capricornia District.

Superintendent Van Saane is well aware of the danger fraught not only for the families involved in domestic and family violence related occurrences but also the attending police, as traditionally police are responding when the cycle of violence reaches explosion or crisis point which is often a high risk situation.

Whilst police continue to perform first response duties (arrest, detention, etc) it is not addressing the causal factors. Superintendent Van Saane called on the experts in attendance at the forum to collectively participate in early intervention strategies before the crisis point was reached.

Judge Anne Demack, set the scene for the days thinking with a lawful encounter of a victim impact statement depicting a respondent's total lack of 'empathy' towards the victim. Judge Demack challenged attendees to ensure they approached the workshop with 'empathy' and worked together with police toward a solution in reducing the risk to future victims of domestic and family violence. A community effort was required for a community issue.

Representatives from 22 different organisations responding to the effects

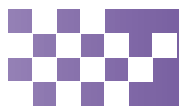


Top: Forum participants gather for a group photo. Above: Superintendent Ron Van Saane, Capricornia Police District Officer.

The Capricornia Police District in Central Queensland is leading the charge against the impact and severity of domestic and family violence related occurrences in the Capricornia Community, through a 2 day Domestic and Family Violence Forum, held 5th and 6th of February 2014 in Rockhampton. The aim of the forum, was to bring together key practitioners and decision makers from government and non-government agencies to work collaboratively to identify new and innovative ways to respond to domestic and family violence in the Capricornia Police District.

The forum, hosted by the Capricornia Police District Officer, Superintendent Ron Van Saane, was conceived as a result of the alarming increase in reported domestic and family violence related occurrences – an increase of 85% in reported breaches and 89% in calls for service over the last 5 years coupled with 10% of the State's total domestic

of domestic and family violence in the Capricornia community were invited to participate in the forum. With such a vast network of experience working together, a collection of short and long term objectives were tabled and a Steering Committee was selected. The first Steering Committee meeting was held on 27th February 2014 with monthly meetings scheduled thereafter. The committee has endorsed a subcommittee who will focus on a media strategy and a literature review specific to research and work done on preventing and responding to domestic violence in Capricornia District. The main outcome of the forum achieved, a collaborative network driven to provide early intervention strategies in an effort to reduce the impact and severity of domestic and family violence in the Capricornia community.



Managing conflict in the workplace

Workplace conflict is inevitable. Whether you're at school, university, a sporting club or a large social gathering, the chances are you spend time with people you may not necessarily like or whose company you simply don't enjoy. This can even occur in families. How do we deal with this dynamic in the workplace? Unlike social or voluntary associations, we can't normally choose who we work with. If left unchecked, workplace conflict can lead to depression, stress and even illness. The good news is that a lot of work is being done on how to better manage workplace conflict – something from which our members can benefit. The Queensland Police Service has been improving its workplace conflict model to assist employees across the State.



Sergeant Michelle Millar,
Queensland Police Service

Conflict Coaching has recently been introduced in the Queensland Police Service (QPS) as an additional dispute management strategy. The model aims at improved employee support and providing our people with practical help on how to manage conflict.

Conflict Coaching is a voluntary and confidential process that can be applied to specific disputes or general patterns of dealing with conflict. The Conflict Coach provides one-on-one support – either face-to-face or over the phone. The model is ideal for assisting people working in remote locations.

It is not counselling, and should not be confused with other professions such as psychology or social work. The role of the Conflict Coach is to provide support to the individual; to identify their goals and the steps they need to reach them quickly and with ease.

Conflict Coaching can provide QPS members with the valuable skills to help them to manage conflict situations by:

- Creating a space in which the member can be comfortable in describing their conflict situation and investigating ways to deal with it;
- Providing a structure and framework that guides the member to identify their goals and taking the necessary steps to reach them;

- Helping the member to explore the challenges and barriers they may face in reaching their goals;
- Sharing feedback that helps the member to develop the skills that provide alternative methods for effectively managing conflict;
- Conflict Coaching clients can be less reliant on his or her supervisor or manager for support in day-to-day interactions with colleagues and clients.

Conflict Coaching can also assist parties to be better prepared for mediation.

However, Conflict Coaching should not be viewed as counselling as it is focused on the practicalities of managing specific workplace conflict situations.

Conflict Coaching can assist Supervisors and Managers who are preparing to have a difficult conversation with a member of their staff, or for those who have identified situations where they continually postpone managing, resulting in the escalation of the conflict.

A Supervisor/Manager who has sought the support of a Conflict Coach is better able to:

- Manage interpersonal conflict situations at a local level through open and assertive communication;
- Manage conflict in the early stage, preventing an escalation;

- Increase employee confidence in their supervisory/management skills; and
- Prevent ongoing disputes, which left unchecked can affect morale and impact on employee health and wellbeing.

A number of sworn and non-sworn staff in the QPS have been trained as Conflict Coaches and their role is to:

- Assist individuals to identify their goals.
- Help individuals to identify what steps are needed to reach those goals quickly and with ease.
- Discuss and create different perspectives for persons being coached to reflect upon.
- Determine any barriers to accomplishing goals.

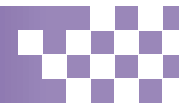
The Coach will focus on helping the client to deconstruct the conflict by:

- Identifying the individuals trigger points.
- Identifying the client's underlying values, needs or aspects that the individual perceives are being undermined by the other person.
- Considering the connection between these triggers, values, needs and identity.

Within the QPS the Conflict Coaching offered usually looks like this:

- Client contacts the Employee Relations section to discuss available options for managing workplace conflict.

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- If conflict coaching is appropriate, a coordinator will make contact with a suitable Conflict Coach.
- The Coach will then make contact with the client and conduct an "Intake Interview" to talk about the coaching arrangement.
- Once Conflict Coaching is agreed upon, the client will be offered

the following:

- Up to six, one hour phone/face-to-face coaching sessions;
- This is based on one session per week or fortnight;
- An Exit Session to determine the effectiveness of the coaching; and
- Voluntary feedback/evaluation form by the client.

Conflict Coaching has been widely accepted in the QPS and clients are discovering the value of it as a strategy to assist them with managing workplace conflict. If you would like more information on Conflict Coaching, please contact Sgt Michelle Millar at the North Queensland Police Academy on +61 7 47504466 or email Millar.MichelleM@police.qld.gov.au

Letter

Dear ACWAP Committee,

It was indeed a pleasure to attend the conference organized by you and your team. I personally learnt a lot from the conference discussions and through the informative presentations by all the speakers. Working as police officer in Pakistan is not an easy job. But seeing all of you women performing such diverse jobs has given me a lot of motivation and encouragement.

I would also like to thank you for the various meetings that you organized for me and my colleagues, especially the visit to the police academy, victim support centre and police headquarter in Adelaide. I learnt about many new ideas which I hope to share with my senior officers.

I sincerely hope that we keep interacting in the future. We look forward to seeing ACWAP and Australasian police jurisdictions at the next conference hosted by Pakistan.

Thank you again for the great time we had in your country.

Regards,

Amara Athar
Assistant Superintendent of Police
Pakistan

Here's what you thought of the conference. We asked delegates to comment on their favourite conference aspect and here's some of what they said.

Keynote speakers Christine Nixon and Miriam Silva were fantastic!

Seeing an international representation of women in uniform was inspiring.

I have so many it's hard to choose as each one brought emotion, inspiration, motivation, courage and strength.

...getting to meet people from all different places and learning from their experiences - also getting to network with people from your own organisation

Meeting members from other jurisdictions and other countries, as well as academics working in the field, to discuss similar experiences and how things can be improved for all.

The talk from Christine Nixon was excellent. She spoke openly about the issues, mentioned positives and referenced the role/part men can play in supporting women.

The plenarys. High level speakers - Miriam Silva was amazing and I enjoyed hearing Cath Burn talk.

The whole thing but specifically the networking. The talk from the Barlows was fantastic.

The session on policewomen in Afghanistan. I thought we had problems but they're nothing compared to them. Eye-opening. I could have listened to Christine Nixon and Miriam Silva all day. Those two ladies are remarkable and so inspiring. I would work for Miriam.

The guest speakers in the morning - fabulous. And the panel at the end - very interesting.

The Award ceremony. It was eye opening and I saw it as an opportunity to follow through and implement (change) in my home police force.

Meeting other police and networking. It as fabulous to talk and make friends. The mood of the conference was fantastic. The organisation of the whole three days was excellent.