

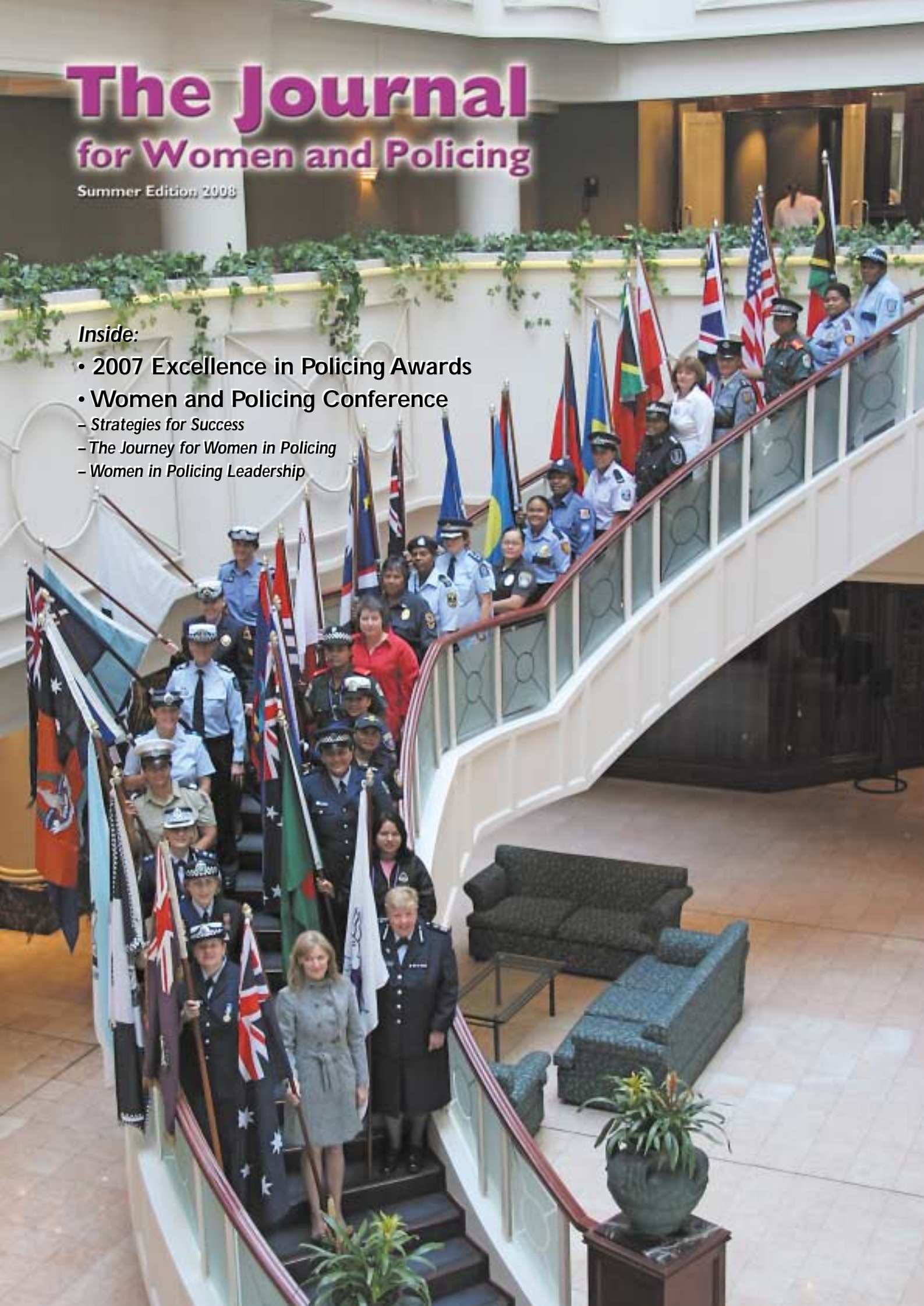
The Journal

for Women and Policing

Summer Edition, 2008

Inside:

- 2007 Excellence in Policing Awards
- Women and Policing Conference
 - *Strategies for Success*
 - *The Journey for Women in Policing*
 - *Women in Policing Leadership*





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To register for this exciting conference or find out more, visit our web site:
www.iawp2008.org

Photos from top: Artist's impression of the new Convention Centre; Pandanus sunset; Aboriginal culture; Cahills Crossing; Senior Constable Tania McKinney. Some photos courtesy Tourism NT.



www.iawp2008.org



The Journal

for women and policing

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Cover:

The front cover features attendees at the 2007 Conference.

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Editor's Report

Kylie Coady



The 21st Edition of the Journal for Women and Policing includes the celebration of the tenth anniversary of the Australian Council of Women and Policing (ACWAP) and its 2007 Conference which was held in Melbourne in August. The conference highlighted how women are leading change in policing and how this leadership is improving policing for all women. Issues surrounding the changes over the last decade were raised, with speakers providing an insight into the past, present and future leadership strategies and the impact of women's leadership on organisations and the community. I have included some of the research papers in this edition to encourage women in overcoming the challenges of leadership in policing.

Internationally, October is recognised as Breast Cancer Month where organisations get together to raise awareness and funds for research into the disease. To coincide with Pink Ribbon Day you will find an article from the Victoria Police Breast Cancer Support Group which aims to raise awareness and care for people affected by Breast Cancer, a subject that sadly touches the lives of many of us.

Congratulations to all the 2007 Excellence in Policing Award recipients. It is a privilege to acknowledge your contributions and tireless efforts to improve policing for everyone. This year the award recipients again represented every rank within policing as well as celebrating the important contribution made by unsworn staff. Thank you to everyone, especially our international guests, who took time out of their busy schedules to travel to Melbourne for this event. On behalf of ACWAP I would like to thank the Commissioner's of these forces for showing your support and encouraging members to attend.

I would like to acknowledge the efforts of our outgoing editor Kim Eaton who has performed this role for the past four years.

As the new Journal Editor I would like to introduce myself. I joined the South Australian Police Service in 2001, and worked in Adelaide, Ceduna and Murray Bridge. I joined the Australian Federal Police in 2006 and currently working in Aviation based in Adelaide.

With several recent changes to the committee, I anticipate we will see many fresh ideas, networks and objectives for the future direction of ACWAP.

The next edition of the Journal will highlight the importance of 'Engaging Men; The Gender Debate', so if you have any papers, research or an interesting story on this topic please send it through. I have added a **Dear Editor** column to the Journal and welcome letters containing news, feedback or questions which can also be sent to my email:

acwap@ozemail.com.au.

If you would like to join ACWAP our membership applications can be found online at <http://www.auspol-women.asn.au>

A huge thank you to Greg Dwyer, our talented and creative photographer.

Kylie Coady
Editor

Dear Editor

The following correspondence was sent to the Executive Director of 60 Minutes in response to comments made by Peter Harvey on Sunday 9 September 2007.

Dear Executive Director,

I thought it was important to provide you with some feedback on the above coverage.

Peter Harvey last night did a piece on NSW Police and APEC and interviewed Assistant Commissioner Dave Owens. He referred to Assistant Commissioner Owens "and his men" and later "the boys in blue", when clearly the vision showed policewomen in tactical gear on the front line and as plainclothes or "undercover" operatives etc.

As one of Australia's most senior policewomen, it would be greatly appreciated if you could remind 60 minutes staff about the inappropriateness of such language/terminology and the fact that it is perpetuating the misconception that policing is a man's world!

A possible comment for the mailbag next week might be:

"How politically incorrect to speak of the Assistant Commissioner "and his men" and the "boys in blue", when the vision clearly showed numerous women out there on the frontline. What more do we need to do to demonstrate to the community (and award-winning media) the very significant contribution made by women to current day policing?"

Many thanks for your assistance and consideration of my comments.

Barbara Etter
Assistant Commissioner
WA Police

Barbara,

Thank you for your forthright comments made on behalf of all women in policing. It was great to note that the following week on the 60 minutes program Peter Harvey admitted his mistake and made the comment, "Fair Cop, Assistant Commissioner. I'll go quietly".

...and we celebrate another improvement for women.

Editor

To submit your letter to the Editor please email to acwap@ozemail.com.au
or post to P.O. Box 1485 Woden, ACT 2606

President's Report

Helen McDermott



After ten years as the Australasian Council of Women and Policing's President, Christine Nixon finished her term and I have agreed to take on the role of President as an interim measure until the new members of our Committee have settled in and learnt the ropes.

We are indebted to Christine for her support, guidance and strategic perspective. Christine was one of the people who made the Council possible in the beginning and helped us through many of the challenges and hostilities we have encountered along the way.

With Christine as President we have had the benefit of some of the best strategic advice available in Australia today. She was instrumental in the council becoming an internationally well respected body whose annual celebration of the achievements of the women and men in policing marks Australasian policing calendars and whose biennial conferences provide an important opportunity for exploring the discourse on policing for women and whose journal provides the most prominent exposure for research on women and policing.

While we will miss Christine, the Council's new Committee is a dynamic and enthusiastic team and collectively, I am sure will fill the breach. At our Annual General Meeting as well as bidding farewell to a few committee members we welcomed quite a few more and our new, much larger committee is drawn from diverse areas within policing, law enforcement and the community. I think it will be a great mix and we hope that you will be seeing a lot more of us in the coming year.

2007 has been a busy year for the Council and its Women Leading Change conference was a great success. More than 230 women and men from around Australia, New Zealand and the region came together and explored the impact of women's leadership for policing. Our Awards recognised some amazing women and men who are making a real difference to policing and the Council and we would like to congratulate everyone who was nominated for an award. We would also particularly like to thank those men and women who nominated someone; without people like you, policing would remain a hostile and unfriendly place for women.

I would like to thank Kim Eaton for her great work as Journal Editor over the last few years. She brought a greater focus on the Pacific and other regions and re-established our focus on how women in Australia are improving policing for women. I would like to welcome our new Journal Editor, Kylie Coady and I look forward to seeing the Journal continue to evolve and reflect Kylie's enthusiasm and passion for improving policing for women.

We are also looking forward to developing a new look website and in 2008 the Annual Excellence in Policing Awards presentation dinner will be held in Sydney.

We will also be starting the planning for our 2009 conference. This will be held in Perth in 2009 and over the next few months the Council will develop the theme and focus of the conference. So keep an eye on our website for news and think about presenting a paper at the conference – so many of you are doing amazing work and I know that your colleagues, the community and policy makers would love to hear about it.

Helen McDermott

Meet our New Committee Members

These extraordinary women bring to the committee a great deal of diverse experience, enthusiasm and a wealth of knowledge about improving women and Policing. Please welcome:

- Denby Eardley – NSW
- Barbara Etter – WA
- Donna Fyfe - QLD
- Lindy Kerr – Victoria
- Ingrid Kuster – ACT
- Kerry Lofdahl - QLD
- Kim McKay – NSW
- Lisa McMeeken – Victoria
- Jennifer Monk – Victoria
- Michelle Plumpton – Tasmania
- Wendy Steendam – Victoria
- Jane Walsh – Victoria

Greg Dwyer has joined us as our official photographer and I am confident the Council's events will be far more interesting than crime scenes! We would also like to thank Jenny Fleming and Christine Nixon who stood down from the Committee this year and acknowledge their contributions to the Council. The annual general meeting saw a few changes made to the committee, with the new members above joining us and several leaving us. New roles:

- Helen McDermott - President
- Kim McGee - Vice President
- Lisa McMeeken - Assistant Secretary

These amazing women will forge a new strategic plan for the upcoming years and will continue to address the issues of Women and Policing.



Top Row left to right:

Kim McGee, Wendy Steendam, Leanne Lomas, Lisa McMeeken, Christine Nixon, Kim Eaton, Susan Harwood, Jo Howard

Bottom Row left to right:

Lindy Kerr, Ingrid Kuster, Kylie Coady, Helen McDermott, Michelle Plumpton, Narelle Beer, Jane Walsh, Jennifer Monk

Australasian Council of Women and Policing 2007 Excellence in Policing Awards

Joanne Howard

This is the 9th year the Australasian Council of Women and Policing has offered the Excellence in Policing Awards. The awards are an opportunity to publicly acknowledge and reward the achievements of the women and men who are actively making policing and law enforcement better for women. The awards recognise the excellence that is being developed and that currently exists throughout Australasia to ensure that women's concerns and needs are properly taken into account and addressed by policing.

This year ACWAP received 53 nominations across the 11 award categories. This made demanding work for the Selection Panel which comprised: Vice President ACWAP, Helen McDermott, Australian Crime Commission member and ACWAP Committee member, Detective Brevet Sergeant Talei Bentley, Chief Inspector Martin Jeffrey, Researcher at the University of South Australia, Ms Nadia Boni and myself.

Excellence in Research – Improving Policing for Women Award

Sponsored by Monash University



**Awarded to
Inspector Theresa Walsh
– Victoria Police**

Research about women in policing and how women are policed, is critical to being able to make improvements for women. Theresa has explored how policing has impacted on a group of women's lives; women who were convicted of murder or manslaughter between 1991 and 2000. The research

looked at the relationship between any disadvantage in their lives and their subsequent pathway to being convicted of such a serious crime. It also explored the role and responsibilities of the Victoria Police in the prevention of crime by reducing the impact of disadvantage.



Most Outstanding Female Administrator

**Awarded to
Catherine Gardner
– NZ Police**

Often those working in administration in policing have had diverse careers

and the winner of the 2007 Most Outstanding Female Administrator Award is no exception. Armed with a Bachelor of Science, Catherine left Australia and headed to London where she joined the Metropolitan Police and worked for 14 years in a range of roles finishing her career in a Child Abuse Team which provided innovative service delivery to women and children.

She returned home and in her five years with the New Zealand Police she has introduced major innovations in service delivery to victims, witnesses, complainants and front-line police officers. With staff that includes a large number of women who have newly arrived in New Zealand and who have 16 different languages as their first language, her support and encouragement is highly regarded. This is a woman who has made a real difference to policing in New Zealand and delivered significant and tangible results for women in the community.

Most Outstanding Female Administrator – Highly Commended



**Awarded to
Inspector Joanne Aitken
– QLD Police**

As the inaugural coordinator of Community Policing in a metropolitan region, she developed and introduced relevant policies for the administration of a Police Citizen Youth Welfare Association, the Community Police Liaison Officers and the Cross Cultural Liaison Officer. She has drafted policies which included administration guidelines, human resource issues and financial management issues and provided invaluable guidance and support. Now Staff Officer to the Assistant Commissioner at State Crime Operations Command, Joanne has provided dynamic and proficient leadership to all Administration Staff.

Excellence in a Policing Initiative



**Awarded to
Ms Barbara Blackmur
– QLD Police**

The initiative was developed in response to a jurisdiction's ability to maintain the same level of service delivery in a climate where there was a growing number of police, principally women, requiring to work part-time mainly due to family responsibilities. Applications to work part-time were fraught with difficulties from both a management and an employee

perspective. A solution was needed to permit part-time employees to work at times other than day shifts and which saw them remunerated in a fair and equitable way.

This jurisdiction created the 'Operational Proportionate Approach to part-time policing as an initiative'. Positive feedback shows that the model has gone a long way in redressing perceptions that part-time operational female officers were being given preferential treatment and it would seem that any stigma which may have been attached to female part-time employees is on the wane. The model is a factor in encouraging women's full participation in the workplace.

Excellence in Policing in the Asia Pacific Region

Sponsored by Austral Media



**Awarded to
Inspector Juanita Matanga
– Solomon Islands**

Imagine being a woman in policing where law and order has broken down, where your sisters and policing colleagues are raped and assaulted. Think about, how, when peace is restored, you would go about investigating those crimes against your sisters, your aunts and

your colleagues.

Juanita has been a serving member of the Solomon Islands Police Force since 1990. She provided assistance to the community through the tension period which saw ethnic clashes between the people and the neighbouring Provinces where in excess of 200 people were murdered. During this period the maintenance of law and order collapsed and many criminal offences were committed.

Between 2000 and 2003 she actively participated in the relocation and resettlement of people who were being targeted during this period. It involved at times, the clandestine movement of people in coastal traders to evade the attention of clashing parties. Juanita would assist in coordinating these movements and place herself at great risk of death or injury. One such confrontation culminated in an armed member making a threat against her life.

There were a large number of sexual offences committed upon women in the community and against serving Solomon Islands Police women. At the time there was limited investigative or support services available to investigators or the victims of crime. After the arrival of the Australian government intervention through the Regional Assistance Mission to the Solomon Islands (RAMSI), this officer was instrumental in the introduction of a stand alone Sexual Assault Unit. The unit commenced operation in 2004 and has made significant inroads into the provision of investigative and support networks for sexual offences committed against women.

Juanita is the Chairperson for the Solomon Islands Police Force women's committee. She actively promotes and supports women in the Solomon Islands Police Force by her conduct, presence and standing in the community.

Most Outstanding Female Practitioner



**Awarded to
Senior Sergeant Donna Fyfe
– QLD Police**

Donna has 22 years service, initially joining the Victoria Police Force in 1985. She had to identify the victims from the Hoddle St massacre and states it was a traumatic experience and she still remembers it well to this

day. She resigned from Victoria Police in 1993 to join the Queensland Police.

Donna is the first female to be a Forensic Services Co-ordinator of a country region in her service. She now manages three Police District Scenes of Crime Offices with a total of 18 staff under her control including scientific and fingerprint experts.

Not only has she displayed exceptional leadership but she constantly provides support and guidance to other women within policing. Offering support and mentoring for career planning, personnel and professional development and tips for surviving in a male dominated occupation.

Most Outstanding Practitioner – Highly Commended



**Awarded to
Gabrielle Quirke
– New Zealand Police**

Gabrielle has been a non-sworn police member for 18 years. She has undertaken work with victims of crime and targeted repeat family violence through a special project where families of repeat violence

come together for a weekend retreat and are exposed to motivational speakers and counsellors. Evaluations show a complete change for the better in the scale of incidents and the offenders and victim's attitudes toward police.

Gabrielle has mentored, supported and provided guidance to other women within policing, a profoundly deaf young woman and an older woman lacking in confidence and skills and a down syndrome woman. She has gone the extra mile to find meaningful work for them and improved their self esteem and confidence. She comes highly recommended by all of her managers.

Excellence in Policing Initiative for Women



Awarded to Sergeant Michelle Plumpton – Tasmania Police

From a very early stage, the Tasmanian government identified that young females were a target group that were vulnerable to negative influences and would benefit from an early exposure to a positive policing influence, aimed at engendering successful relationships and providing them with a vision for the future. A mentoring program for young girls, aged between 15-16 years of age in their final year of high school began, as an initiative of Women Tasmania. The inaugural mentoring program commenced in 2002 at a high school situated in a major metropolis that primarily consisted of families reliant on government benefits.

Such was the success and commitment of Michelle's involvement that she received personal congratulations from the Minister for Women Tasmania. In 2003 and 2006, the Director wrote to the Tasmania Commissioner of Police to request the specific involvement of Michelle in the mentoring program. As a result of her involvement, the Australian Broadcasting Corporation filmed a story for its program 'Stateline', which was publicly aired in 2006.

The mentoring program has been a great success with a total of 133 students having participated since its inception. The very first student to be mentored by this woman, was accepted into the Tasmania Police Academy on 17 October 2005 and is now a serving member in of TAS POL.

Most outstanding Female Leader



Awarded to Joy Murphy – Victoria Police

A 34 year career which has made a real difference to women in the community. A woman who is a visionary and innovative leader who has made a real difference to policing's response to sexual assault with the practices and procedures she advocated for over 18 years ago, and which were resisted at the time, are now every day practice. Her nominators regard her as a wonderful ambassador for her police service and to be an inspiration to all women.

In 1995, she was instrumental in forming the Victorian Gay and Lesbian Police Employee's Network and stoically supported gay and lesbian members despite intense criticism from some of her superiors, including participating in the annual St Kilda Pride March. She was the first Senior Sergeant to support and implement Part Time Policing in the operational field.

In 1998, Joy became increasingly concerned by unfair treatment from managers within her region. She took a principled stand which resulted in a formal complaint to the Equal Opportunity Commission concerning workplace discrimination on the basis of sex and sexual orientation. Her decision to formally challenge the existing

hegemony, along with other female officers like Narelle McKenna and Debra Robertson, represented a key turning-point for Victoria Police and its employment practices with respect to women.

Most Outstanding Female Leader – Highly Commended



Awarded to Superintendent Vicki Arender – NSW Police

The Most Outstanding Female Leader award celebrates women in policing who are not only showing dynamic and innovative leadership, but who look beyond their own careers and mentor and provide guidance to women and men who do not conform to traditional patriarchal models. Her outcomes speak for themselves, in her command there are more men than women who work part-time hours. She stands up for her staff and supports them in a way that helps them grow from solving their problems. She is someone who loves her job and shares that enthusiasm.

Bravery

Sponsored by Hellweg



Awarded to Sue Waydock – South Australia Police

In our society the public accolades for bravery are often defined by the masculine or heroic concept of bravery – putting oneself in danger in order to save someone more vulnerable. There is no doubt that this is brave, but there is more to bravery than that.

But there is more to bravery than taking physical risks. Our story of bravery started on Friday 13th March 1998.

A female police officer was tasked to attend a disturbance. A struggle ensued which resulted in her falling two metres from the top of a flight of stairs to the ground, hitting a tree and falling sideways. The offender was arrested and Sue was left with serious spinal injuries.

In the years that followed she had seven major surgical operations and continues to require surgery every few years to change the battery in her epidural stimulator.

In between operations, Sue was determined to return to work and was told that she would never be classed as operational again and was faced with degrading comments from her work colleagues. Nevertheless she wanted to stay within policing and re-skilled herself by completing a range of courses. Despite this, her organization didn't share her enthusiasm and Sue tackled a culture that made it easier to give up and take a disability pension rather than stay in policing. She was put in a position where she had to argue and fight for her job, tackle entrenched attitudes towards workers with injuries and show that it really doesn't take too much effort or imagination to make the most of a worker who can't do everything but who wants to do as much as they can.

But just doing it for herself wasn't enough, Sue has done what she can to make sure that the path is easier for others who follow. The South Australia Police now has a skilled and willing worker who although continuously struggles with pain every day and attends a physiotherapist every week, works six hours a day, three days a week. Sue Waydock has been an employee of the South Australia Police for just over 20 years.

Her bravery through the initial incident, treatment and ongoing pain and her bravery in fighting to remain in the police workforce is truly inspirational.

Most Outstanding Female Investigator

Sponsored by Austral Media



**Awarded to
Detective Superintendent
Gayle Hogan
– QLD Police**

With over 30 years service, Gayle has had a diverse policing career and is committed to improving policing for women in a non-judgemental way that shows compassion as well as a pragmatic understanding of policing. Currently the officer in charge of an

Organised Crime Group, she is responsible for over-seeing the direction and performance of the Outlaw Motorcycle Gang Taskforce and Casino Crime Unit. Being appointed as a detective since 1985, she has taken the lead on some of the major investigations in her state.

She is actively involved in the women's network in her police service and is a mentor and confidant to many women who are progressing through the ranks. The most senior female investigator in the Queensland Police Service, she is a role model for others and encourages potential in the women and men around her.

Most Outstanding Female Investigator – Highly Commended

Sponsored by Austral Media



**Awarded to
Detective Senior Constable
Lorenda Barber
– NSW Police**

Most outstanding female investigator award is open to all women who are currently or formerly employed in an Australian or New Zealand policing, law enforcement agency or justice agency.

Crimes that involve the manipulation of others and the abuse of influence over others power are not easy cases, the victims will often not see themselves as victims and often think that they have a lot to lose by assisting investigators. But

with what is described by her nominator as a relentless work ethic, dignity and a never-give-up attitude, this investigator has achieved some remarkable results for the victims of sexual abuse by a cult leader in NSW. The perpetrator has been convicted of having sex with a child – in order to fulfill his 'prophecy' that there would be a new holy era when he would have 12 queens and 72 princesses to assist in bringing forth his children as an immaculate race".

The 2007 Bev Lawson Memorial Award recipient is:

Ann Lewis – QLD Police



The Bev Lawson Memorial Award is open to all current or former employees of any Australian or New Zealand policing, law enforcement, or justice agency. The award is the Council's most prestigious award and recognises the most outstanding woman who has been first in any policing or law enforcement activity or support service.

It honours the ground-breaking achievements of Bev Lawson, who as Deputy Commissioner with the NSW Police was Australia's most senior woman in policing until her untimely death in 1998.

The criteria for the **Bev Lawson Memorial Award** are to have:

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

Our 2007 Bev Lawson Memorial Award recipient has paved the way for other women to follow within her police service. She was sworn into the Queensland Police Service in 1975, during a period of reform when the idea of professional policing was being attempted but there was a strategy to recruit significant numbers of women.

She continued in policing and in 1993 she was appointed the first female Detective Inspector within her police service; in 1994 she was appointed first female head of a state Drug Investigation Unit – heralded as a 'world first' at the time; in 1995 she was the first woman from her police service to be awarded the Australian Police Medal; in 1996 she was appointed the first female Detective Superintendent; in 2001 she was appointed the first female Chief Superintendent to serve outside Metropolitan area; and in 2007 she became the Queensland Police's second ever female Assistant Commissioner.

Paving the way for those who follow she has encouraged other women within the Queensland Police Service to develop and pursue their skills, abilities and opportunities. Ann is a strong advocate and supporter of other women and a formal and informal mentor of both sworn and staff members at senior and junior levels within the Service.

Contribution to Policing



Awarded to Richard McCreadie

It is the support of Commissioners like Richard McCreadie that can make a real difference to policing. We all clearly see the personal stamp of the commissioners in our region, both good and bad, both progressive and archaic.

When Marea Rayment and Helen McDermott did the first comparison of conditions of service across Australia in July 1996, they were horrified to hear that the Tasmania Police didn't provide any paid maternity leave, and that the union thought it was a highly progressive condition that the women were allowed to use their sick leave instead! In August 1996, Richard McCreadie was appointed Commissioner of the Tasmania Police.

Since then they have enjoyed a 94% increase in the number of female police officers from 16.7% in 1996 to 24.8% today. In 1997, 35% of trainees were female and today it is 49%. In 1996, Tasmania Police did not have any female commissioned officers, they now have three and a promotion system that is fairer.

Not only do women in Tasmania Police now have paid maternity leave but they have flexible hours, they can work from home and have the facilities in the workplace to feed infants. They now also have a Women's Consultative Committee from whom he takes advice.

Commissioner McCreadie also played an integral role in the implementation of the Tasmanian Government's *Safe at Home* policy. Introduced in 2004, this policy involves a range of services

working together to protect and support victims of family violence while making offenders take responsibility for their behaviour and is making a contribution to women's safety in Tasmania.

His decency is part of his philosophy and makeup and he has always espoused the high level of recognition and respect of women in policing. The extent of his support of all members and families will never truly be realised, even in times of disciplinary action when he has actively intervened and his compassionate nature has been exposed in many different ways.

He is a strong advocate for access & equity, he has not only introduced the policy but made others adopt and accept it widely, so much so that it is now part of the culture which has benefited the policewomen considerably in achieving their goals and aspirations.

He has been accepting of operational changes which have been sought by junior ranking policewomen, such as the introduction of the change in style of hats for police women when the change was firmly opposed by a senior ranking female officer.

He has been a strong advocate of ACWAP, CAWIPAC and ANZEOCC, never allowing a missed opportunity for policewomen to represent Tasmania interstate and indeed, overseas, when a senior policewoman attended an international conference as the Australian representative in Seoul. He has actively encouraged policewomen to attend FBI in the USA as well as overseas deployment.

At a time when family friendly practices were not widely accepted throughout the organisation, he promoted a policewoman to the rank of Sergeant on a part time basis. In addition, he supported the transfer of a female Sergeant of Police as OIC of a station, a position which was job shared with a male colleague, much to the angst of many colleagues at that time.



The 2007 Excellence in Policing Award Winners

ACWAP Leading by Example – Strategies for Success Melbourne August 2007

*Assistant Commissioner Barbara Etter, WA Police,
Telstra Business Woman of the Year for WA*



I would like to share with you some of my secrets or strategies for success. Not that I profess to have got it all right!

To start with, I would like to stress the importance of being strategic in your approach to issues. In 1992 when I was laterally recruited into the NT Police I smashed through the glass ceiling but found that I had to walk on broken glass for several years thereafter. In relation to that infamous glass ceiling, these days I would...

'Grab a tall ladder and sneak in through a side window late at night, with the help of friends!'

There is more than one way to skin a cat! The police culture can be very captivating. It is an interesting personal challenge to achieve a sense of belonging and camaraderie, but to also maintain your autonomy and uniqueness as a female.

"I HAVE NO INTENTION OF BECOMING 'ONE OF THE BOYS' BUT WOULD STILL LIKE TO FEEL LIKE PART OF THE FAMILY."

I have had some major challenges in my 26 years of policing in a male-dominated environment. There is a great book out called "Nice Girls Don't Get the Corner Office" (by Lois P. Frankel). I'd like to point out that I have a nice corner office on the 7th floor of HQ directly above the Commissioner's office, complete with superior river views! The book covers the many unconscious mistakes that women make that can sabotage their careers and undermine their credibility. When I read the book, I found a number of mistakes that I am guilty of.

One of the things that I need to get better at is saying "No"!! My husband and PA, in particular, keep telling me so! My personal tips include:

- Keep in mind the importance/centrality of integrity – you can build a great reputation in 20 years and lose it in five minutes. To me, leadership is meaningless without unquestionable integrity. The softest pillow that you can have at night is a clear conscience. Losing your integrity is a bit like losing your virginity – you just can't get it back!
- Be true to yourself and always try to do the right thing.
- Public speaking and Toastmasters – I don't think I would have won Telstra Business Woman or succeeded in policing without this skill.
- Make sure that you are doing something that you are passionate about – otherwise it is too much of a chore.
- Seize opportunities when they present themselves and be prepared to take calculated risks.
- Be highly organised. I am the Queen of Lists and distinguish between those things that are important and those that are urgent.
- Make some time for quality thinking and reflection.
- Ensure work life balance – life is to be lived, not worked!
- One of my strategies when things get really tough is to draw a pie chart and demonstrate to myself what a small part of life work actually is to me.
- Be comfortable in your own skin! It is what is in your heart and soul that counts. We can't all be beauty queens so make the most of what you've got.
- Pursue personal and professional development.
- The power of positive thinking and visualising success should not be under-estimated.
- Networking – so important for self-confidence, stress management, support and even developing your own power base. Network as broadly as you can, and outside of your own current agency.

- Get yourself a coach or a mentor.
- Be aware that little things do count! eg. remembering names, acknowledging people, gestures of kindness or thoughtfulness, and celebrating other people's successes.
- Take the opportunity to "Make a Statement!" If you are entertaining, buy fresh flowers. Serve sorbet between entrée and main meal. Break out the linen napkins. Think about what small things you can do in the workplace that will have impact.
- Look after your health – sleep well, eat well and make sure you have loads of energy! I am one for taking my multi-vitamins and fish oil. I also take high-dose Gingko Biloba for my brain and memory.
- Don't forget to take some time out and reward and pamper yourself. And remember to have some fun...Get a dog!
- And, of course, be nice to your children (or your nieces and nephews in the case of us "DINKS"). After all, they are going to choose your nursing home!

Having said all of this, one of my major tips for success is to always set yourself new goals and challenges. Don't be afraid to stretch yourself or get out of your comfort zone.

I certainly felt out of my comfort zone when I was nominated for Telstra Business Woman of the Year. But you never know what may happen if you have a go!

Whilst I have spoken about personal strategies for success, it is clearly important as leaders that we have a strong focus on others, their welfare and professional development. Particularly with women, it is so important that we work with each other, rather than working separately, or heaven forbid, undermine each other. To me, it is also important to openly support women's initiatives and programs. Most importantly it is incumbent upon us to lead by example and be great role models for other women. I hope there may be something that has struck a chord with you that you might take away, reflect on and utilise in the future.

Definitely Not Leadership 101: a Different Approach to Leadership Development for Women

Winner of the National 2007 Diversity at Work Award for Women in Leadership Programs

In the last edition of the Journal Dr Susan Harwood wrote eloquently regarding the first Leadership Development for Women (LDW) program at Western Australian Police (WAPol). In particular Susan reflected on the remarkable presentations made by the first LDW group to the broader WAPol community. In this edition consultant Maggie Leavitt (of Maggie Cox and Associates) and Jen de Vries (academic at the University of Western Australia) provide further insights into the history, philosophy and format of the program which they have developed together over the last eight years. What is it about LDW that enables a group of 30 women (police staff and police officers) to present their learnings in a creative fashion to the 'top brass', and to do it with such aplomb?

Maggie and I began working together in the late 90's building on and refining the LDW program that had been in place at the University of Western Australia (UWA) since 1994. We have since expanded to delivery of the program in other universities and public sector departments. The program is specifically designed for all female groups, acknowledging that women's experiences of work and leadership are different from men's. It has been so successful as a women's program Maggie has now won public service tenders to deliver mixed gender leadership programs based on the design and philosophy of LDW.

How is LDW different? LDW is informed in its design and content by the latest understandings and research regarding gender in the workplace, together with research on leadership, identity and organisational cultures. Our program draws on both the research and life experiences of the women.

Understanding the theory has led us to develop a program using a dual focus approach – we focus on the women **and** the organisation. We work from the firm belief that the women are not the problem – we do not work to fix the women, to skill them to better fit into the organisational status quo. Rather we create an environment within the program that encourages and supports their confidence and capacity to fully utilise the skills they have. We also add some new ones to the tool-kit but, most importantly, we recognise that the women's capacity to lead at every level in WAPol is more often about whether the culture in their part of the organisation recognises and values their leadership capabilities and style.

So we also attend to the organisational culture and, with the participants, identify where it supports women's contributions and where it needs to change. We work to build constituencies for change – working with others in the organisation (the champions, coaches, colleagues etc) to understand gender in the workplace and to become part of the culture change process. We ensure positive outcomes for

the women through their development and maintaining a broader organisational focus on the culture and how it supports effective leadership practices by all staff. So understanding the culture is an important foundation for either working within or challenging the status quo. While this is ultimately the choice of the women the program seeks to find a pragmatic balance between the two, without falling into the trap of trying to fix the women by teaching them 'to play the game'.

This dual emphasis can be confusing and confronting for some participants. LDW is not a traditional leadership program that happens to be delivered to a group of women and it does not offer leadership 101 or even leadership 501 theories. Two WAPol women from previous programs have captured this difference:

"Firstly it is NOT about theories of leadership – it is about finding your own style of leadership – as a woman – and being confident with it in a masculine environment. It actively encourages the fostering of networking as a way of being supported in the organisation. It enables participants to practice various workplace/leadership strategies in a supportive environment to find their own style. It is an opportunity to examine the culture of the organisation and understand why men tend to be more successful and how to work with or challenge the culture in order to be successful as a woman."

"It is not a course that teaches you theory. It is a course that teaches you the stuff you don't read in books that is essential for getting on in the world. Some people think that if you do the right thing and work hard, you will progress in the business world, but the harsh reality is that this is rarely the case. LDW helps you recognise this and employs strategies to put yourself in a position where you get yourself noticed for "acceptable" reasons. It teaches you to read the politics and to play the game. Most people who have "made it" have worked this out for themselves, but others need to have it pointed out to them."

So what does the program look like?

The LDW program is a cohort program of 30 women, open to sworn and unsworn officers. One hundred and twenty women have now participated in LDW at WAPol, over the last 4 years. It is a comprehensive and multi-dimensional program with three main strands, which extend across 6-9 months:

- ten days of development workshops,
- one day of corporate coaching¹ (mentoring) for each participant, and
- peer learning groups, formed around needs identified by the participants.

This unique combination of in-depth development workshops, mentoring and supportive peer group work lies at the heart of the success of the program. Working at the individual, small group and larger group level multiplies and deepens the learning effectiveness.

The peer learning groups (an adaptation of action learning) involve a process of personal learning with collegial support and are an important and integral component of the program. The women themselves generate the topics and choose their groups at the start of the program and work with their colleagues to explore the topic in a personal way. The final presentation is a synthesis of the learning of all the groups and highlights just a fraction of the learning that has taken place over the year. The presentations tell rich stories of the women's journeys and their achievements during the program as well as highlighting current organisational issues for women. This final feedback loop is an important aspect of the culture change positioning of the program.

The relationships with coaches is another important element in building support and change agency across the organisation. Research undertaken at UWA² showed that coaches (mentors), and particularly senior male mentors increase their understanding of gender issues in the workplace as a result of their involvement, often with resultant changes in their behaviour.

So what are the outcomes for the women?

Natalie Morris, WAPol's in-house LDW co-ordinator and the LDW Steering group, currently chaired by Superintendent Kris Leo are finalising details of a comprehensive evaluation of the first four years of LDW. In the meantime however we know that for some women LDW has had a profound impact on their working lives. Teresa Delany a recent participant on the program has moved forward by branching out into another public sector agency and is extremely happy in her new role.

To be successful a program like LDW relies heavily on a partnership between the organisation and ourselves as consultants. Many in WAPol have taken leadership roles in getting the program up and running, and more importantly in keeping LDW going. We are very grateful for their support. Particularly important and active champions have been the Commissioner, Karl O'Callaghan and Assistant Commissioners Mal Shervill and Barbara Etter. They, together with the steering group and the coaches, many of whom have coached more than once, form the backbone of the organisational change process occurring in WAPol.

As consultants we recognise that organisational change around issues of gender in such numerically male dominated organisations such as policing is always going to take time. However, we have observed significant gains for women in the time we've been involved at WAPol, and there is a continuing momentum for change to which LDW contributes.

Our commitment is to ensure positive outcomes for the women and the organisation. Jen is currently pursuing doctoral studies aimed at further evaluating and refining the impact of LDW in the organisations where we currently deliver it. Maggie meanwhile is adapting the model for leadership programs for mixed groups, again contributing to further refinement of the LDW model. If you are interested in knowing more, the UWA LDW website provides a significant amount of detail, in particular the evaluations and research which underpin the program.

<http://www.osds.uwa.edu.au/about/activities/ldw>

Feel free to contact us for more information

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Left, Maggie Leavitt – right, Jenny De Vries

¹ The term coach is used to differentiate between LDW and a mentoring program that was already in place. However the role is a mentoring role.

² de Vries, J., Webb, C. & Eveline, J. 2006, 'Mentoring for gender equality and organisational change', *Employee Relations*, vol. 28, no. 6, pp. 573-587.

Women in Policing Leadership: Preparing, Practising, Pondering

Simon Burchill

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The Dearth of Women Leaders

In June 2005, there were 68 women serving at the rank of Senior Sergeant and above compared with 916 men in these positions. That is, women represented 6.9 percent of the sworn police management pool, and of this number only 2 were designated officers in charge of operational police stations (QPS, 2005a). Neither is the situation significantly better among the ranks of officers relieving at higher duties. An analysis of recent payroll data (March 2006) shows that of the 271 middle and senior management positions being filled temporarily by officers at lower substantive ranks, only 24 (8.9 percent) of these were women.

Why is this the case?

The literature identifies four factors underlying gender inequity in police management ranks.

Factor 1: Willingness and Self Belief

Prenzler and Hayes (1999) research suggests that women seeking promotions in Australian police services are succeeding in their applications at a comparable rate to men (p. 12). If this is indeed the case, then under-representation of women in OIC and other managerial positions reflects a dearth of applicants. Of the possible reasons underlying this, Wilkinson and Froyland (1996) note there is a belief in police services that women are "not always as determined to attain promotion as their male counterparts. They either apply less or to 'give up' more readily" (p. 4). An overly masculine police culture that places too much emphasis on the physical nature of policing is also suggested as a reason policewomen fail to apply for promotions. In his study of the experiences of female South Australian police officers' experiences, White (1996) quotes the testimony of women and other researchers who depict a workplace environment in policing organisations where women "had to adjust to a policing style defined by men, they had to continually prove themselves and were also subjected to a host of discriminatory remarks and behaviour" and that as such, "many policewomen become apathetic, disenchanted, their expectations were frustrated and they became underachievers" (pp. 2-3).

Factor 2: Non-Work Related Issues

Non-work related issues such as family care responsibilities and access to long term maternity leave are frequently mentioned in the literature as issues affecting women's career advancement. Compounding these are the stereotypical expectations that *all* women have non-work issues related to their existing or anticipated roles as mothers and wives.

In policing contexts, Boni, Adams and Circelli's (2001) research confirms others' findings that there is an overriding tension

between police work and family commitments for both male and female officers (p. 25) while Holdaway & Parker's (1998) study of British women police officers' experiences found "conflicts between home and work hampered the fulfilment of women officers' endeavours. In their survey, female officers reported that "their home duties often or very often interfere with work" far more frequently than male respondents (p. 56). Rose (2003) reports similar concerns in relation to New Zealand's female police officers.

Factor 3: Skills and Abilities to Realistically

Wilkinson and Froyland (1996) note with regard to deployment: "if female officers are perceived as less able than male officers to perform policing tasks, they cannot expect to be similarly deployed" (p. 3). This may limit women's access to the experiences in a range of positions and situations that would support their applications for promotion. Compounding this is the subtle discrimination applied to women that credits them with "sensitivity, people skills and understanding" (p.3). This may lead to their deployment in commands from which it is not easy to obtain promotion due to lack of relevant experience. Similar deployment discrimination has been noted by Holdaway & Parker (1998) in their study of British police officers' experiences. "Men's stereotypical views about women's physical capacity for police work and their vulnerability", they report, "determine their deployment" (p. 47).

Factor 4: Supportiveness of the Workplace & Organisation

Perhaps the most pernicious and difficult to address factor underlying women's lack of low representation in management relates to the culture of the workplace as reflected in the attitudes and beliefs of those who work there. This factor is also the most significant as it contributes to the causes underlying the others. Workplace cultures that are not cognisant, receptive or accommodating of women's wants and needs are also those that have women members who lack willingness to compete, find conflict between their work and non-work lives and fail to acquire the skills and abilities to compete for promotion in a 'merit' based hierarchy.

White's (1996) research into the constraints affecting policewomen's career development identified police culture's rejection of women's EEO rights and aspirations to be the most significant barrier to their advancement. In particular, he found, through an analysis of the literature and interviews with policewomen in South Australia, that policemen's conviction that policing is primarily "a physically demanding and dangerous job" that "required strength, assertiveness and courage in the face of unpleasant situations" actively excluded and discouraged policewomen's attempts to progress their careers (p. 2). These conclusions supported the findings of Poole & Pogrebin (1988) and

Dick & Cassell (2004) who found that women's enthusiasm for promotion declined as they gained more experience in policing and exposure to its masculine culture.

In contrast, Fleming and Lafferty (2002) find that a "new managerialism" is being promoted in the QPS and other Australian police services which is committed to equity and diversity and thus should impact on practices. However, it has in the past been met with resistance from middle managers and the unions resulting in limited progress. They note that "the greatest hostility toward women 'in the job' came from older male police officers, usually at the sergeant or senior sergeant level" (p. 7) They also document ambivalent support from industrial organisations such as the Queensland Police Union in that their rhetoric reduces equity initiatives to no more than a 'management strategy'. Given the union's influence, this stance "remains a significant barrier to more equitable outcomes for women police officers" (p. 7).

Beyond cultural considerations, the rules and regulations surrounding working conditions also affect police organisations' ability to promote female officers to management positions. Rose (2003) reports that of the female officers of the New Zealand Police who had worked part-time, few had applied for promotion, either while working part-time or afterwards, and no-one had gained promotion while working part-time. "Opportunities vital for developing skills and experience to achieve promotion are frequently in areas where part-time work is not welcome" (p. 25).

Which of these factors are the most significant?

Analysis of the responses from 264 operational police officers in south east Queensland to on the impact of these issues identified that Factor 1: 'Self-Belief and Willingness Issues' were the most significant for women. The operational policewomen surveyed had very little desire to be officers in charge of operational police stations:

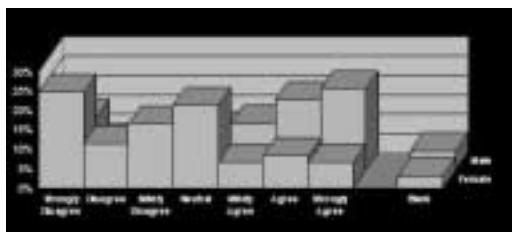


Chart 1: Responses to "I want to be an OIC of an operational police station"

Similarly, these women had very little faith in their ability to fulfil the role in comparison to their male counterparts:

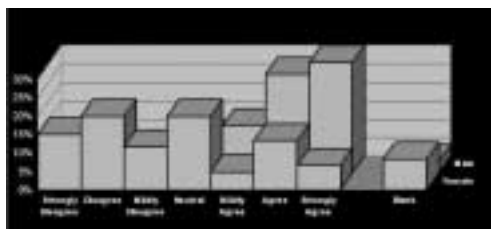


Chart 2: Responses to "I have the ability to be an OIC of an operational police station"

These findings help explain and validate Prenzler & Hayes' (1999) findings that there was a shortage of female applicants for police management positions.

Factor 2: Non-work related issues were somewhat less significant in policewomen's career planning and progression. For instance, there wasn't a huge variation in the responses male and female officers gave to the question relating to the impact promotions would have on their outside work lives:

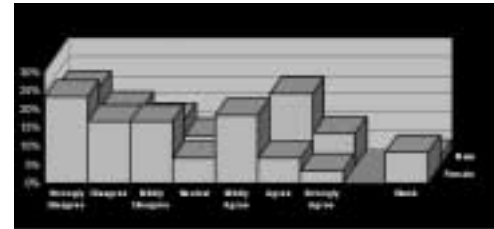


Chart 3: Responses to "I do not worry about the impact a more senior position would have on my non-work life"

A fair percentage of both policemen and policewomen strongly disagreed with the statement "I do not worry about the impact a more senior position would have on my non-work life". However, the way these concerns are dealt with may have implications on police officers' career progress:

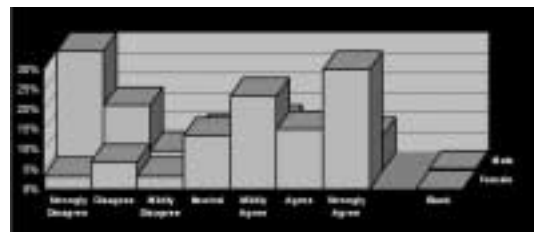


Chart 4: Responses to "I would consider, at some point, working part-time"

A clear majority of the operational female respondents were open to the idea of working part-time while an equally clear majority of males ruled out the idea. This is the most gendered response in the survey. Given that most part-time work applications are made on the basis of family responsibilities, this has a flow on effect when it comes to securing promotions. Operational policing leadership positions are rarely filled on a part-time basis. Similarly, it is difficult to get acting OIC experience when working part-time.

Factor 3: Issues regarding policewomen's skills and abilities to realistically compete for operational leadership positions were also less significant than policewomen's apparent lack of confidence and ambition in securing leadership positions.

When it comes to management, both genders indicated they enjoyed managing people in the workplace:

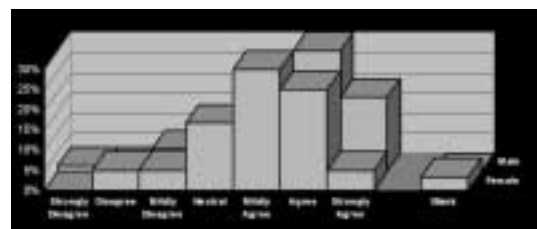


Chart 5: Responses to "I enjoy managing people"

And the responses to a question in the survey on officers' confidence in their ability to participate in the application process were similar – policemen being slightly more confident than women, but no great discrepancy along gender lines:

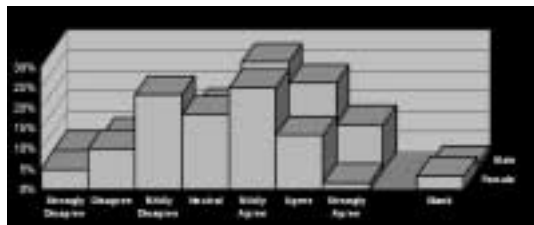


Chart 6: Responses to “I have the skills to confidently address KSC in applications”

Factor 4: Organisation and workplace supportiveness emerged in the research as the least significant factor. When it came to rating their supervisor’s supportiveness when it comes to applying for promotions, the operational male responses were polarised between feeling they had no support at all, or strong support. The female responses, on the other hand, were more centred with a positive average:

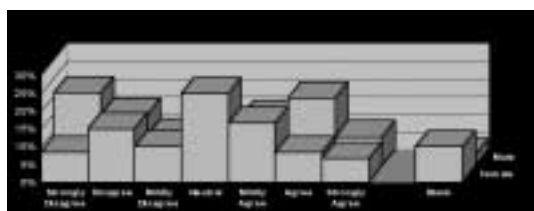


Chart 7: Responses to “I am encouraged by my supervisor to apply for positions”

The responses to the question: “My supervisor supports/allows/encourages me to undertake professional development” indicated that policemen and women both thought they were supported and encouraged to develop their careers, although the men slightly more so:

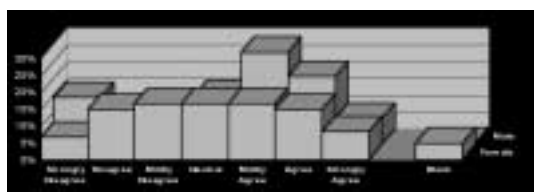


Chart 8: Responses to “My supervisor supports/allows/encourages me to undertake professional development”

Interestingly, this result was reversed when it came to the level of support and encouragement offered to operational policemen and women from their colleagues. Here women acknowledged higher levels of support and encouragement than their male counterparts:

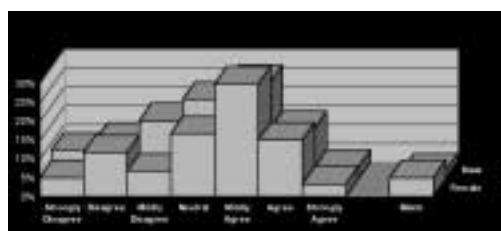


Chart 9: Responses to “Colleagues let me know about work-related opportunities”

So, when considering the gendered responses of the 194 operational policemen and 60 operational policewomen to the rank of Senior Sergeant who participated in this survey, it is evident that Factor 1: ‘Self-Belief and Willingness Issues’ were the key factor underlying the lack of women in operational policing leadership roles. Factors 2 & 3: ‘Non-Work Related Issues’ and ‘Skills and Abilities to Realistically Compete’ were also important though less significant, and factor 4: ‘Organisational and Workplace Supportiveness’ – cultural issues – were the least significant according to the women surveyed.

Are Policemen and Policewomen valuing the same things in their leaders?

Before we move on to the strategies that are used by successful female police leaders to overcome these factors, it is worthwhile answering the question: “Do police men and women have the same qualities in mind when they rate effective police leaders?”

This too was surveyed, and both the female and male respondents identified ‘communication skills’, ‘experience’ and ‘fairness’ as the most important attribute. After these qualities, the responses were gendered with women valuing ‘approachability’, ‘honesty’ and ‘understanding’, while men preferred ‘decisiveness’, ‘leadership’ and ‘firmness’.

What strategies are used by women who succeed in attaining police management positions?

So, how do women interested in promotion prepare to deal with these issues? How do women in active operational leadership positions overcome these factors and effectively fill these positions? And what ponderings do they make with regard to addressing these issues across the organisation?

To answer these questions, I interviewed policewomen at a variety of ranks: Senior Constables contemplating promotion and their careers; Sergeants and Senior Sergeants actively filling operational leadership roles; and Inspectors engaging in strategic decision making, for their insight.

When it comes to factor 1, all the women I interviewed had confidence. Confidence in their abilities as supervisors and managers, and a belief that they brought attributes to management roles that male supervisors they have worked under in the past, didn’t have.

The women I interviewed believed they were more empathetic to the concerns of their staff, that they were more approachable, tried to adopt a broader perspective and consider more than one solution to problems that arise. They also felt they were more tolerant and negotiable than their male peers, that they were better able to build rapport with their staff, and were less inclined to see things in black and white terms.

So factor 1: ‘Self-Belief and Willingness Issues’ were addressed by these women through having a clear understanding of the qualities they possess that place them ahead of their male colleagues.

All the women I spoke to identified that they did need to overcome non-work issues to take up leadership positions. The 3 Senior constables all commented that at the time you start contemplating Sergeant positions, you are usually in your early 30’s and you have to decide how much of a family you are going to have... Operational policing can involve a lot of shift work and

unfortunately, the child care industry rarely accommodates people who need to drop off and pick up children outside the usual before and after business hours windows. So how did the interviewees overcome these issues?

One Senior Constable, 'Sharon', purposefully pursued (and won) an OIC position to a community beat with an attached residence. This meant she was never too far from her children and could interact with them during the day when she was in the office. Sharon also benefited from having a non-police partner who worked regular hours so that he could look after the children when she has to work a 2 – 10 pm shift. 'Monica', an acting Senior Sergeant, was definitely the most ambitious of the women I interviewed. She had sorted her work-life balance issues by retiring from representative sport and indicating she had no intention of starting a family. 'Darlene' a Senior Sergeant acknowledged the importance of a supportive family and their understanding that work called her away at times. She added that she reciprocates this understanding by trying to ensure she didn't bring work home. The 2 inspectors I spoke with, 'Deborah' and 'Jane', described balancing work and life as a constant juggling act requiring a lot of organisation and flexibility. Deborah for instance had taken advantage of the fact that she would be in her office all day to personally care for an ill child, bringing her into her office with some activities to keep her busy. While Jane remarked that she was putting off thoughts of further promotion until her single child had finished secondary school.

I asked all the interviewees what they saw as the key qualities they had that enabled them to secure their acting and substantive leadership positions and all of them mentioned communication skills early in the list. This is not surprising considering the value these women placed in their approachability. The more senior interviewees also asserted the importance of experience and credibility. It was vitally important to Darlene, Deborah and Jane that those they worked with, especially the men, had complete trust in them as capable and meritoriously selected leaders that they could have confidence in. They were very keen to ensure they were not regarded as token leaders selected because they were women. Once they had secured their leadership positions, my respondents identified personality management, fairness, consistency, self-preservation, thoughtful delegation of work, honesty and openness to constructive criticism in addition to knowledge and competence as skills used on a daily basis. The emphasis here is on communication skills rather than technical knowledge and familiarity with the work being carried out by the work unit. This suggests more women might apply for leadership roles if they were advertised as an opportunity to apply the communication and social skills normally attributed to women in society.

With regard to cultural barriers, the Queensland Police Union of Employees was considered to be of little value. The 2 inspectors, Deborah and Jane, had nothing but scorn for the non-commissioned officers' union and were delighted and relieved they could resign and join the commissioned officers' union instead. They regarded the QPU as an out-of-touch organisation that recruits through fear, gives its members little in return for their fees, and fails to support the role of women in policing. Jane, in particular, was quite emphatic about this citing the QPU's refusal to address last year's Senior Women's Forum and their publishing of letters that cast doubt on women's ability to competently fulfil general duties policing roles. The more junior members thought it was important to be union members, but noted that there were no female executive members or delegates that they knew of.

To overcome organisational culture barriers (such as the QPU and some of its members' antipathy) the interviewees all stressed the

importance of mentoring relationships and the formal and informal support networks in the organisation. The Leadership and Mentoring Program (LAMP) run for middle to senior ranked police and staff women by the Queensland Police Service's Career Planning Unit was highly rated both for the opportunity it presents participants to mentor other women as well as be mentored by women who have succeeded in reaching senior management levels. The importance of informal mentoring relationships was also stressed, including the mentoring provided by male supervisors early on in the interviewees' careers. The Women's Advisory Group (WAG) was less highly rated in the assistance it provides to ambitious policewomen, but it was thought to be of value in non-operational contexts like 'Corporate Services' and the academy. All the interviewees were aware of the stigma attached to the network by their male colleagues. Reference was made to policemen's quips of the network being "Women against Guys" and their rhetorical question: "Where's the men's advisory group?" Indeed, the more junior of my interview subjects admitted to distancing themselves from the WAG in their efforts to generate credibility and respect.

Conclusion

So, the message from these ambitious and successful female police leaders with regard to dealing with issues that impact on their women's experiences in securing policing leadership roles is for policewomen to:

- recognise and appreciate the skills you have;
- use organisation and flexibility to manage the work-life balance;
- acquire experience and credibility, then understand leadership is about communication – something you are probably good at; and finally
- develop mentoring relationships and network.

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OLDER AND WISER: the Journey for Women in Policing

Federal Agent Ann McEvoy APM



Official guests, colleagues, ladies and gentlemen, it is a pleasure to be with you at the 2007 Women Leading Change Conference. Before I start, I would like to acknowledge the traditional owners of the land on which we are meeting today.

This forum is celebrating over ten years of experiences for women and policing since the first Australasian Women in Policing Conference in 1996. It also gives me great pleasure to acknowledge the 11th Anniversary of the Commissioner's Women in Policing Advisory Committee (CAWIPAC).

What a day that was in Sydney with some 300 delegates from Australia and overseas – I recall I counted a total of seven males in the room and the female delegates were visibly frustrated about the way women were progressing – or not progressing in police services in Australia.

It was also the first time I had been asked to deliver a presentation on behalf of a colleague who couldn't make it and I was very nervous. I actually gained access to the room the night before to practice going through the presentation – all went smoothly. Three hours later we adjourned to our various sessions and our first presenter was from South Australia. Before I knew it, I was on – the power point didn't work and I managed to mix up my notes and totally ruined the presentation – I saw other AFP women in the audience look at

me with pity and embarrassment and I wished I could have melted into the floor and slinked away.

Lesson one – if you are going to present a speech on behalf of someone else, know the subject back to front, believe in what you are saying and the audience will believe it too – don't over practice and remember there is always someone else who has made a bigger mess of something and really, in the journey of life – it isn't that important. **What is important** is the progress that we make.

CAWIPAC meets twice a year and provides advice to Australasian Police Commissioners, The Pacific Island Chiefs of Police listen to the Pacific Island Women's Advisory Network (PICP WAN) who have speaking rights at the yearly meeting. ACWAP and host jurisdictions have held bi annual conferences attracting hundreds of delegates. The 2002 Women in Policing Globally conference in Canberra had participants from 47 countries and I was on the entertainment committee! And of course the 2008 International Association of Womens Police Conference hosted by Northern Territory Police will be an amazing event – make sure you are there. Our Commissioners fund us to attend these forums including this conference today – so that's how far we have come.

Members of CAWIPAC are the Commissioners' delegates with a vision to "Achieve Across Boundaries". I was part of the CAWIPAC team who came up with that catchy phrase and thinking back I don't know whether we meant the boundaries between each of the jurisdictions, the boundaries between Australian and New Zealand policing and the rest of the world or the boundaries that have been made by men, some women and ourselves from time to time that had restricted women in policing. Certainly when I joined the ACT police in 1974 (same class as AFP Commissioner Mick Keelty) I had to leave my home in

Newcastle as NSW police only took policewomen who were 5'6" tall and I am 5'4" (and a half). ACT police cut off was 5'4". So I left my hometown, and moved to freezing cold Canberra to graduate and became the 13th current serving policewoman. A total of 38 women were employed as police officers by the ACT Police between 1947 and 1979 and in 1974 we lived in the policewomen's section. Our work was exciting, frustrating and mundane. Shoplifters, victims of sexual assault, missing friends and lost children and sometimes we were trotted out for a happy snap directing traffic. There was a strong hierarchy and I was at the very bottom of the food chain with my three fellow policewomen who joined with me. At the time, four women in a recruit class of 22 were very 'worrying' and there were comments of 'they're taking over the world', 'thin edge of the wedge' muttered to us as we strolled past male colleagues with our eyes averted downwards.

I suppose this is all about power. What does it mean for me in my career that I joined with the current AFP Commissioner, Mick Keelty. Well, he knows me as a person as well as a colleague, he acknowledges me in a crowded room and I have more chance of raising an issue with him than if I didn't have that relationship. Relationships are important if you want to make a difference in policing.

So lesson number two – identify the powerful people in your organisation. When you first join the service, you quickly learn the most powerful person is the roster clerk – that person can make your life a misery or a great experience. Another one of the most powerful people in an organisation is a senior executive's assistant and it is foolish to get them off side if you want anything done that requires an executive decision maker to help you. So don't lose sleep over it at night, but think about the powerful people around you and the people who can influence your career and your work.

Saying hello to the switchboard operator or taking the time to say thanks can make a real difference. I speak from experience because when I joined the police, the policewomen had to fill in on the switchboard or as secretaries if they ever went off sick – give me an old fashioned switchboard with plugs and I still think I could manage it.

So where will the power be in the future? Probably in partnerships and CAWIPAC particularly is fortunate as we have been working together for years and years and we realise we need each other and each other's skills and experience to support our Commissioners in delivering an exceptional police service to the community. The focus of CAWIPAC is on increasing the number of women in leadership and influential roles, support and retention of women in policing, and enhancing family friendly workplaces. It really is a domino effect – if we have family friendly workplaces – then we will be able to retain women in the service which in turn will give us more women and hence more women leaders! This will benefit the police service trying to deliver an excellent service to the community.

So what will the future police environment look like? Everyone is downsizing with operational support staff and we continue to grow and reach across the water to other police services in our work and I don't think terrorism will be off the agenda for many years to come. We need to think about the role of women and what we are naturally really good at. When I joined the job, I had to rely on my communication and negotiation skills and my ability to 'manipulate' an offender into confessing. Women police had to know the law and produce the goods – we were certainly under the microscope and male colleagues were expecting us to fail.

I think sometimes Police are really good at categorising people and then generalising when referring to all of 'them'. When I joined 'the job', it was difficult to prove yourself and I think we all make a decision early in our careers just which way we are going to play 'the police game'. Do you count on your femininity to get you where you want to go, do you join the boys and begin to take on male attributes only in a woman's body; do you pretend it isn't happening and take on a desk job or 'woman's role' that won't be stressful or

do you try to prove yourself. In 1974, when I joined the ACT Police if you were a male you were usually 'in', if you played football you were automatically 'in', if you knew someone in the job who was 'in' then you were 'in', if you had family members who were in the police you were probably 'in' depending on the reputation of the family member. None of the women I knew had any of these advantages – instead as one of six women transferred to general patrol duties in 1975 for the first time, we faced dislike, resentment, harassment, discrimination, abuse, undermining through gossip and innuendo and even sabotage. We have come a long way since then and women's place in policing is being recognised both within our services and in the community.

Recently, I ran into an old colleague who grudgingly commented that I was a pretty good officer in my time (high praise indeed) and he recalled the time I attended a pub brawl and managed to talk the brawling idiots out of the pub and no one was hurt – still the recognition he gave me was about managing violence when in fact most police activities don't involve physical violence. Thankfully, these comments are the exception now rather than the rule.

So **lesson number three** – think seriously about how you play the police game and the consequences of your decision.

So is there a place for women in contemporary policing? Of course there is and more so now than ever before. 50.6% of the Australian population are women and we need to understand women's issues if we are to serve the community as we should and who better to understand women than women! Police services are accountable and the spotlight is on us to deliver an ethical service where the community contribute to police strategies and share in our success. Crime is 24/7 and global so we need to think outside the square.

So what else are women good at? Well we are pretty good peacemakers and that could come in handy with the Pacific islands and neighbouring countries who are having trouble getting on their feet. We are natural born consultants and not usually as competitive as males – so we talk to people and make them feel important because we want to know what they think. This could be a positive skill as we realise we have to work with lots of different agencies, services, and people in various

countries to get the best job done. We are multi skilled and can manage multi tasks pretty well.

Lesson number four – women can be serious contenders as contemporary police leaders.

CAWIPAC's contributions to individual Commissioners and the Commissioners' conference directly influence the Australasian police services. Australia and New Zealand do not exist in isolation and CAWIPAC continue to foster their relationship with the Pacific Islands Chiefs Of Police Women's Advisory Network and other international policewomen's associations – We need to know what is going on in other jurisdictions to be better informed and in turn to provide contemporary and relevant advice to our Commissioners. Networking is what we are best at and it is amazing the knowledge that can be gained, the partnerships forged and the personal opportunities that can arise because of it.

Can I talk about 'losing influence' often through no fault of your own?

Human nature being what it is, there will always be someone who doesn't think you're the best thing since sliced bread and they may be in a position to convince decision makers of just that very thing. So, the challenge is for you as individuals and for CAWIPAC to ensure we are still a voice they need to hear! I encourage CAWIPAC to continue to identify the power brokers in the current environment and establish what we need to deliver to ensure we don't become 'extinct'.

So how many women do you think we need and what sort of people should these women be? How many women is the right amount. 50/50 across all ranks would be fair? Can you see it happening in the near future? I can't. So in the meantime we need to support one another and develop our skills. We need to work on policies and practices so the working environment is one that women will want to be part of – that means equal access to jobs, professional development and promotion. No harassment or discrimination that makes people feel uncomfortable – police services

join public and private sector agencies in the fight to have and retain talented people and we really can't afford to have people leave because 'it isn't a nice place to work'. Women need to be in key decision making roles to make a difference. The fact that we are not there may mean the decisions often do not take into account women's issues – the decision maker misses out on that contribution that may not have changed the decision in every circumstance, but I am sure it would form part of the deliberation for most issues. Unfortunately, most senior executive police forums do not have this balanced perspective in nearly every major decision made for contemporary policing practice. Police leaders recognise this dilemma and the AFP has taken practical steps to rectify this imbalance. For example, after AFP Chief Police Officer Audrey Fagan tragically took her own life earlier this year, Commissioner Keelty arranged for a number of senior women to participate in an AFP executive retreat to ensure there was a balanced contribution to the decision making process.

How far have we really come?

In 1960-61, the Department of Labour and National Service produced a publication simply entitled, "The Police Force" containing information on all forces within Australia.

With regard to policewomen, The NSW Police section stipulated: *"Female applicants must be single, over 21 and under 35 years-of-age, and not less than 5'6" in height. Candidates are assessed on their character, appearance, deportment, speech and education"*.

The South Australian Police requirements at the time were:

"Female candidates must be over 21 years-of-age on appointment and educated to at least intermediate standard. Special attention is paid to English expression. Candidates must have made a success in any career they have followed and it is an advantage if they have had experience in shorthand, typewriting, nursing, first aid and sporting activities."

ACT Police wanted *"women aged between 21 and 35 who had the same educational*

standard as men." Really, when you think about it, this was pretty progressive! Is that all they wanted – if only it were true! I know I, and my 12 other policewomen, felt we had to be better than the best to be equal!

Change has been effected over the past ten years and CAWIPAC and individuals have made a difference for women in policing - just look at how far we have come! The gender mix is changing – Christine Nixon is now at the table with our Police ministers

'Each chapter of my career has special times. My first death, accident, offender, assault etc. The comradeship and police culture which in some ways excludes women also protects and cherishes them. A police career is like no other – not easy – but exciting and different. Especially for a woman.'

and we are also seeing women police ministers such as the Honourable Judy Spence, Minister for Police and Corrective Services in Queensland.

Today in Policing, women occupy or have occupied most if not all roles in policing particularly the so called 'frontline' jobs. In the AFP, some of these roles include: investigation roles; traffic operations; bomb search and disposal; surveillance and 'under-cover' roles; and international

liaison posts, sometimes in quite 'challenging' and confronting locations.

Experienced women lead police patrols, managing vital police communications, investigating serious crime, planning and overseeing complex police and multi-agency operations, and implementing new technologies in the fight against crime.

All jurisdictions have had at one time, and most still have established women's networks within their service.

We have changed stereotyping women and addressed barriers for women. Now most jurisdictions have women in their tactical response groups and special operations teams and we still make the best negotiators – what a surprise!

In 2003 I participated in the development of the CAWIPAC strategic plan with the Vision – *professional policing organisations valuing the contribution of all women*. We were talking about individuals, supervisors, leaders and the community and about women being active and valued participants at every level of policing organisation –how different this strategy is compared to the main issues in 1995 – maternity leave, serious sexual discrimination, endemic harassment, limited opportunities and getting a uniform that actually fitted!

There has been a steady increase in the participation, influence and success of women in policing and it will only continue to flourish. I would like to close with the contribution I made to the "I'm not mad, I'm a policewoman – historical notes and anecdotes of Women in Federal Policing in 1997. My comments still hold true today for me.

'Each chapter of my career has special times. My first death, accident, offender, assault etc. The comradeship and police culture which in some ways excludes women also protects and cherishes them. A police career is like no other – not easy – but exciting and different. Especially for a woman.'

If Women Ran Policing ...

A HYPOTHETICAL (BOTH LIGHT-HEARTED AND SERIOUS!) HELD AT THE AUSTRALASIAN COUNCIL OF WOMEN AND POLICING CONFERENCE IN MELBOURNE 26 TO 30 AUGUST 2007

Prepared by Assistant Commissioner Barbara Etter, Corruption Prevention and Investigation, WA Police
(The views expressed herein are the personal views of the author and should not be attributed to the WA Police)

When they told me that by the year 2100 women would rule the world, my reply was "Still?" **Winston Churchill**

Introduction

The paper covers internal and external issues and assumes that women (particularly sworn women) are predominantly in positions of power – they may not actually be in the majority, number-wise, as this is unlikely to happen in our lifetimes!

Women tend to:

- Live longer
- Listen
- Talk more
- Share their experiences
- Enjoy shopping
- Love accessories like shoes and handbags
- Manage the household finances
- Remember birthdays and anniversaries
- Perform most of the housework and child minding/rearing
- Appreciate the differences between colours; and
- Display their emotions more often.

How would these supposed behaviours impact on policing?

History

If you believe the DaVinci Code women have been suppressed and devalued for a very long time!

What would have happened if there instead had been three wise women? They would have:

- Asked for directions,
- Arrived on time,
- Helped deliver the baby,
- Cleaned the stable,
- Made a nice casserole, and
- Given practical gifts for the home!

Internal/Administrative Matters

THE ROLE OF POLICING

Policing would have different priorities – would be in tune with the community – priorities would probably include: domestic violence, sexual assault, juvenile justice, child abuse, cross cultural matters, victims of crime, violence in general

FORCE v SERVICE?

Policing would be less hierarchical and less paramilitary in nature. Would probably swing back to service model but with a strong and

decisive operational presence. Would be less obsessed with hierarchy, rank and protocol. Organisations would be more flexible, adaptive and better at multi-tasking!

LEADERSHIP STYLE

Situational leadership style – command and control and strong discipline when necessary otherwise inclusive and consultative, where appropriate – transformational in style rather than transactional (rewarding and punishing)

Ability to determine own effective style without criticism or undermining

(Refer to Amanda Sinclair's work – the journey becomes just as important as the destination!)

More empathetic, ethical, caring

There would be a stronger emphasis on work life balance, health and welfare and flexible and equitable work options

Less ego-driven leadership

More listening!

Better networking with other agencies

More frank discussion at board table and meetings.

There would be a greater use of Christian names.

Greater attention to detail

ORGANISATIONAL CULTURE

Different values – more ethical, more caring, less use of force, less racist, less macho

More emphasis on the team, less heroic leadership

Meal room talk would be so different – less about football, drinking and cars and more about fashion, shopping bargains, movies, books, recipes and family

Less of the "them and us" mentality and the "thin blue line" psyche

Fewer corporate golf days. Maybe yoga, pilates and cocktail parties?

Men would get reputations for sleeping around!

Unnecessary swearing would be unacceptable

It would be all right to cry at police funerals, Police Remembrance Day and the like!

At social functions, beer would be replaced by a crisp chardonnay or a classic dry white.

FINANCE/PROCUREMENT

Everything would be bought on sale, with credit cards linked to frequent flyer points or with VIP Club discounts!

There'd be some money hidden away for a rainy day!

Bills/accounts would be paid on time!

There would be celebrations when we achieved significant cost savings

Men would be in charge of vehicle fleet management and would organise all vehicle repairs

UNIFORMS OR EQUIPMENT

Uniforms would be designed by Collette Dinnigan, Lisa Ho, Armani or Gucci

Shoes and handbags would be ever so stylish!

Commissioned Officer mess kits would be more glamorous and fashion statements! – Perhaps with an occasional bead or diamante or a glimpse of décolletage! (ie exposure of neck and shoulders!!)

Guns would be much more user-friendly, not like the Glock where you have to have bricklayer hands to operate the thing or even load the bullets!

First aid kits would contain headache tablets

You wouldn't be presented with a set of cufflinks for becoming a Commissioned Officer

ACCOMMODATION

Offices would be bright and clean and in soothing and appealing colours

Cleaners would be more accountable and offices, showers and bathrooms would be sparkling and hygienic

There would be no need for extra large high-back chairs to denote seniority.

Canteens would have healthy food options and not just 2 day old meat pies and sausage rolls and chips!

Police station gardens would have roses, camellias and bright annuals

RECRUITMENT

Physical testing would not unfairly screen out women

Recruits would be tested for EI (Emotional Intelligence) not BMI (Body Mass Index)!!

Marketing and recruitment campaigns would be more realistic and balanced and not glorify the more gung-ho aspects of policing such as TRG, Water Police, Dog Squad etc.

Recruit courses would have more emphasis on communication skills like mediation and conflict resolution and how to win an argument (with lectures given by women)

Reverse parking would not be an assessable part of the driver training module!!

HUMAN RESOURCES

Increasing numbers of women will help with the current attrition/retention problem We live longer so we can work longer!!

More flexible work practices – greater blurring of work and personal time to achieve efficiencies and relieve stress

More equitable deployment of women

EEO

We would ensure equal opportunities for men!! Leadership programs for men, mentoring and a men's network. Maybe even a biennial conference!

COMPLAINTS

There would be less complaints from members of the public in relation to use of excessive or deadly force and for rudeness (as demonstrated by research)

External Matters

There would be new criminal offences in the home for:

- Leaving the toilet seat up
- Not changing the toilet roll
- Never unpacking the dishwasher; and
- Hogging the remote control, with aggravated circumstances if one changes the channel without consultation!

There would be new general criminal offences for:

- Overcharging and not applying the advertised discount
- Charging excessively for women's haircuts, clothes, feminine hygiene products and weddings!
- Shops not staying open and taking advantage of extended shopping hours!

Castration, not necessarily through therapeutic means, might appear in the legislation as a penalty for child abusers and serious and habitual sex offenders!!

The community would be more supportive of policing as it would more accurately reflect the diversity of the community itself and be more sensitive to needs and expectations.

Reporting rates for crimes such as domestic violence, child abuse and sexual assault would increase due to greater confidence in the police handling of such matters.

The media would become more accustomed to having senior women in policing and would be less likely to target individuals.

There would be less territoriality and turf protection. (Golden Retriever analogy – whenever I walk my male and female dogs, the male is busy cocking his leg on every tree and telegraph pole while the female is more involved with communicating ie. Reading the "wee" mails! The behaviour seems to be so instinctive and genetically determined!).

Networking with the community and community groups would occur more frequently and be more valued.

Benefits (serious)

Particular benefits of women running policing include:

- The break-up of the male-dominated culture and effecting enduring cultural change
- A more corruption-resistant culture
- A reduction in the use of unnecessary force
- Better relationships between sworn and unsworn police staff
- Greater acceptance of diversity in all its forms eg. CALD groups, sexual preference etc
- A more situational leadership style, which can also accommodate command and control, when necessary
- Closer ties with the community through enhanced accessibility and confidence
- Greater support for a community-based policing model
- A more effective response to victims of crime generally, and women and children who are victims of domestic violence, sexual assault and abuse.

Conclusion

Police Leadership is currently lacking in diversity. This means that both policing and the community are losing out.

We could well have issues and problems too if just women ran policing. The point is that we need both men and women and people from different social, cultural and ethnic backgrounds and, on occasion, from different organisations (perhaps other policing organisations) to be our leaders.

Changes in the nature of police leadership will be the catalyst for real change. We need to engage police personnel, the broader community and our political leaders to achieve meaningful change that is shared and embraced.

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Can women police spearhead the movement to bring justice for women? A global role for women police

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The theme of the conference is “Women leading change” and my presentation focuses on two questions: Can women police spearhead the movement to bring justice for women? Is there a global role for women police?

First, I will briefly review the three major phases of the entry of women into the police and then I will give my views on why the contemporary integrated role has failed to attract many women into policing. In spite of equal opportunity legislation, women comprise less than 15% of the officers in the police forces of many western democracies, including the United States. (With a 21% representation of women in 2004, Australia constitutes something of an exception). I am going to offer a rather different vision of an integrated role which I believe would bring more value for women officers, for the police force and for society as a whole.

The role of women in the police has progressively evolved, but it is possible to distinguish three phases. In phase 1 women fulfilled a largely support role; in phase 2, a specialized role and, most recently in phase 3, they aspired to an integrated role.

Whether in the US, England, Australia or Asia, women in the police were first deployed as support staff, undertaking typing and clerical duties. During this phase, a handful of women sometimes were assigned to a kind of “social work”, when there was a need to deal with women and children. Often police officers’ wives were asked to assist in this work. Male officers did not generally resist the employment of these “police matrons”.

In the second phase, women officers were employed in larger numbers to play a specialised role in dealing with increasing problems relating to women and children. According to Prenzler (1994), it was thought that women might be more effective in dealing with women offenders and this would avoid the embarrassing spectacle of a policeman experiencing difficulties arresting uncooperative women!

The officers recruited were often segregated in “women’s bureaus” or “policewomen’s departments”. Nevertheless, recognition of the need for special handling of women and children (whether as offenders or victims), and recognition that this need could best be handled by women officers marked an important change in the police culture. As Owings wrote in 1925 “Women’s police bureaus are acting as a socializing agency to the whole police force, resulting in a better and more intelligent attitude on the part of policemen towards men, women and children requiring attention...”

The Commissioner of the Metropolitan Police Sir Robert Mark (1979) expressed a similar view when he remarked (again as quoted by Heidensohn and Brownp.2000:62): “I had always recognized that women were biologically necessary for the continuance of the force and were

better able to persuade the public of our virtues as a service”.

The third phase, starting in the 1970s, when women officers began to play an “integrated” role – supposedly performing the same duties as men – was a result of the feminist movement that demanded equal treatment of men and women in the workforce. A milestone was reached in the US in 1972, when 15 women officers in New York volunteered to go on patrol as an experiment. The following year, with the experiment deemed a success, both the policewomen’s bureaus and the title of “policewoman” were abolished. Following the passage of federal equal opportunity legislations both men and women police were referred to as “police officers”. This legislation required police forces to recruit more women and, as a result, to introduce new training programs, new personnel procedures (including maternity and paternity leaves) and new facilities to cater to the needs of the new women recruits. In short, the status of women in the police was changed from matrons to police officers, which undoubtedly led to more women entering the force. Nowadays you see many more women in uniform!

Though equal opportunity legislation brought more women into the police and led to changes in the working environment to accommodate some of their needs, the literature suggests that women officers were not enthusiastically welcomed by their male counterparts. Many accounts exist of hostility towards police women. They were ridiculed, stereotyped as weak and indecisive or as stridently assertive, considered as sexual objects and subjected to sexual harassment.

An assumption of emancipation was that women officers would do the same jobs as

men. However, they were often assigned to peripheral roles: escort duties, interviewing witnesses, traffic duties etc. Despite this, their performance was evaluated on "male standards", which focused on the core duties of policing (patrol, investigation and response to calls for assistance). Indeed, policing is still widely considered to be a male profession, where physical strength, courage and the ability to face down or overpower criminals are the personal attributes that are valued most highly, whether in Australia, India, America or in the UK.

Many remarkable women refused to be discouraged and were able to adapt to the masculine culture of policing. However, nowhere in the world have women officers as a whole achieved parity with male officers. As I have mentioned only about 11% of sworn personnel in the US are women. Though Australia has done rather better, it has taken more than three decades for Australia to appoint a woman police commissioner. If this continuing imbalance is the case for western countries, then imagine the plight of women police in traditional and economically developing or underdeveloped nations.

The usual response is: "It is early days yet. It takes time to change. We must be patient. In time there will be a fully integrated police force." My response would be: "Perhaps we will never see a fully integrated police force, where it is taken for granted that men and women officers are interchangeable. Perhaps it is time for to us rethink this integrated model of women in policing?"

Personally speaking, I doubt that we will ever achieve a 50% representation of women officers. We were all familiar with the barriers to their full acceptance, including sexual harassment and sex discrimination, but I believe policing as presently conceived and practiced is not a very attractive job for women and that there are many other work opportunities for women, with more welcoming environments and less unsocial hours that help them meet both career aspirations and family obligations. That may be the main reason we do not see many women applying for police jobs. If this is the case, it leads to another question: What can be done to attract more women to policing?

As said earlier, I am going to offer a different vision that could take us to a fourth phase of women policing. Let me preface my remarks by reminding you (if

you need it!) that a great deal of police work is not dependent on physical strength or dominance, but relies on human sensitivity and the exercise of interpersonal skills. The central point is that policing encompasses a vast range of work, requiring the police to exercise many different skills and abilities and to work in a variety of ways. Within this range of duties, there is ample scope for women

Personally speaking, I doubt that we will ever achieve a 50% representation of women officers. We were all familiar with the barriers to their full acceptance, including sexual harassment and sex discrimination, but I believe policing as presently conceived and practiced is not a very attractive job for women and that there are many other work opportunities for women, with more welcoming environments and less unsocial hours that help them meet both career aspirations and family obligations.

to work productively and to undertake essential duties that could use their natural feminine skills. This might even include dealing with some potentially violent situations because research has shown that women officers can often deal with these better than men. They may have a special role in dealing with domestic violence, which is absorbing an increasing proportion of police time.

So I think we should face the fact that policing is not gender-neutral. Policing has been built on conventional male standards and so success on the job is measured by these standards. Indeed, policing fits the definition of a "gendered" organisation. It is not simply that authority structures are gendered but the entirety of police force is engendered. However, I agree with Rao and colleagues that true gender equality and integration in police can be achieved by re-thinking, re-conceptualizing and re-inventing organisations in line with gender equity. Even male officers agree that women are better at some tasks than they are. We should try to identify these tasks and we might find that these are roles that women officers enjoy and that fit better with their family and other interests and obligations. We should emphasize these tasks in recruitment.

I know that this would be almost heretical to the path-breakers in securing women's rights in the workforce. I admire and applaud what they have done. But I don't think achieving equality of treatment and respect for women in the workplace necessarily means that they should do the same work as men and do it in the same way. Both men and women should as far as possible be free to choose the work they want to do and the work they do should be equally valued by the organisation. Nowhere has this vision of equality been expressed better than in UNESCO's (2000) definition of gender equality. I want to quote it in full:

"Gender equality means that the different behavior, aspirations and needs of women and men are considered, valued and favored equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities" UNESCO (2000)

This recognizes that men and women can both make an equal contribution to policing, even if these contributions are different. It recognizes that men and women have different skills and capacities, which is important to recognize in work assignments.

I believe we should try to adopt this different kind of “gendered” perspective on integration. We should try to make policing attractive to women and make it compatible with the demands of their daily lives.

Before addressing what this might mean for western police forces I would like to give an example of the way in which one non-western police force has been making a sustained effort to find a satisfactory role for its women police officers. I am referring to Tamil Nadu, a southern Indian State, whose women police I have been studying for more than twenty years.

The need to think radically about the role of women officers was made necessary by India-wide equal opportunity legislation mandating that 33% of all new civil service recruits (including police recruits) should be female. The Tamil Nadu government has taken what I call a “gendered perspective” to increase representation and utilization of women police by providing a segregated career structure for women. In 1992, an experimental all women police unit was introduced to deal with dowry deaths and other crimes against women. It was quickly pronounced a success and there are now 195 such units in the state. They have been flooded with petitions from victims of violence and they seem to perform effectively in resolving cases brought to their attention.

Though the prime role is to help women, they perform a general law enforcement function by patrolling neighborhoods with high levels of reported domestic violence and investigate and prosecute these crimes. (The new domestic violence laws have given police more powers to intervene). This gives them a share with men in safeguarding the community at large.

The all women police units have become an important social institution in Tamil Nadu and dealing with women victims has strengthened police community relations. This has helped to increase the level of representation of women in the police to 10%, the nation's highest level. Many more young women both from rural and urban areas are now seeking policing jobs and many of them want to join the all women police units, of which no state has more than Tamil Nadu.

Not all women police in Tamil Nadu are posted to the all women police units. In fact, there are currently four groups of women police serving various functions: (1) women in general police units (working along with men); (2) women in all women police units; (3) women in the all women police reserve battalion and (4) women in the all women commando units.

As you can see there is now significant gender segregation in the Tamil Nadu police and you might be asking to what extent this development has resulted in greater marginalization of women officers? The women in the all women police units feel that they had acquired many law enforcement skills they would not have otherwise have learned and they report that their self-esteem has markedly improved. The overall conclusion of my more than 20 years of research on police women in Tamil Nadu confirms the value of “gendered policing” in providing a police service to women, in empowering women officers and giving them the opportunity to play an important part in advancing community policing.

I do not have time to explain this further, but you can find out more from my forthcoming book by Ashgate titled *Women Police in a Changing Society: Back door to Equality...*

There are special reasons why a segregated environment might particularly be needed for women officers in traditional societies. Many of these women come from lower class or lower-middle class backgrounds. They are chronically short of money. They do not have the cars or household appliances that we in the West take for granted. They have to take care of all household duties (from cooking all three meals for the husband and children and sometimes also for the in-laws) before they leave for work, because they do not know when they will return.

The situation is quite different for women in Western societies and, of course, I am not advocating segregated work environments for male and women officers in Western police forces. Rather, my argument is that the need to respond to violence against women in its different forms in many parts of the world has brought a new opportunity for women police officers to fill a critical and special

role in the police. Women police officers should not think that this is a retrograde. Who can better look after the interests of mistreated and exploited women than women police? Women police must become the champions of these unfortunate women and thus make a critical contribution to the well-being of women around the world who, after all, constitute half the world's population.

Focusing on community concerns and working to help victims of domestic violence will result in a redefinition of the role women officers, from crime fighter to problem solver and neighborhood spokesperson. Taking pride in femininity and in playing a key role in seeking justice for distressed women is an important step towards women gaining a more central policing role and should be seen as an “improvement” not an “impediment” to women's progress in the police force.

Male officers are not going to push for a change in policing to give a more congenial career for women. So women must take the lead. I would like to quote Julie Berry, a woman police officer who said at the *First Australasian Women Police Conference*:

“We can make a difference, we can carve out part of the change agenda in our organisations, we can “feminise” our training and development functions and, hopefully in the process bring to our agencies a deeper appreciation of diversity. Seems to me that this is not only a noble objective but an absolutely essential awareness for our agencies' survival into the next century”

We need to identify more women commissioners such as Commissioner Christine Nixon and Superintendents such as Margaret McVeigh whose leadership could assist change at the organisation and management levels. Women police officers need to have strong networking groups to support each other and to fight for the justice for our sisters around the world. This conference is aimed to build awareness of this vital role and I am proud to be taking part in it.

Interviewing Indigenous Women and Children as Victims of Crime in Rural and Remote Areas of Queensland

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(Shortened for publication)*



Executive Summary

This paper takes a brief look at issues affecting Indigenous Australians including health and education, to provide the background to the barriers that investigators frequently encounter when interviewing indigenous women and children as victims of crime in rural and remote communities of Queensland. The impetus for this paper stems from the exposure of the author to the manner in which police investigate indigenous crime and the manner in which the court system deals with indigenous crime in Queensland.

The content of the paper is limited to a Queensland perspective, the author having worked in numerous remote indigenous communities in a policing capacity with first hand knowledge of the issues affecting these areas. It is an accepted limitation that no empirical research has been undertaken in support of the content of this paper as it relies largely on the first hand experience of the author. No specific case examples have been used as a number of relevant cases, which may have been used, are still proceeding through the court process.

Secondary sources of data referred to in this paper include journal articles; research papers; discussion papers; Internet websites and handbooks commonly used by the Courts in Australia. Primary data is derived from the anecdotal experience of the author, as no empirical academic research was undertaken in relation to this paper; however there is reference to data obtained by the Australian Bureau of Statistics.

Background to Indigenous Issues in Rural and Remote Areas

In the Census of 2006, 2.4% of the Australian population identify as being Indigenous – meaning of Aboriginal or Torres Strait Islander (or both) origin (Australian Bureau of Statistics 2007). 3.3% of the Queensland population identify as indigenous. Queensland has the second highest indigenous population of all the states in Australia (Tasmania has 3.5% of the population who identify as indigenous) (Australian Bureau of Statistics 2007). The other relevant statistic is that 27.1% of the prison population in Queensland, as at 30 June 2006, identify as indigenous. Within indigenous incarceration rates, men represent approximately 92% of perpetrators, similarly incarceration rates for non-indigenous males stands at 93% (Department of Corrective Services 2006).

Domestic violence and offences against the person are commonplace within indigenous communities; this has been an acknowledged fact for the better part of the last decade, as highlighted in the Queensland Government response to the Aboriginal and Torres Strait Islander Women's Task Force on Violence paper (Queensland Department of Aboriginal and Torres Strait Island Policy and Development 2000) and also in Al-Yaman (2006). The geographic location and tyranny of distance and logistics has meant that many government sponsored or run programs to reduce the level of violence in indigenous communities have had varying degree of success. In the paper of the Aboriginal and Torres Strait Island Social Justice Commissioner (2006) 'Ending family violence and abuse in Aboriginal and Torres Strait Islander communities,' it is identified that it is difficult to find suitable human resources to manage funds, programs and the desire to maintain a fulltime presence within the communities.

Substance Abuse and Health

Indigenous communities that are deemed DOGIT (Deed of Grant in Trust) communities in Queensland have Alcohol Management Plans (AMP). The AMP came into existence following Justice Tony Fitzgerald's Recommendations of the Cape York Justice Study Paper (2001), which aims to decrease the carriage limits of commercially available alcohol into DOGIT communities in an effort to prevent violence and general civil unrest. Gradually each DOGIT community implemented the legislated of the AMP. The introduction of the AMP to stem the supply of alcohol into the communities has had limited success, however each community should be examined on an individual basis. Unfortunately, in any population, alcohol and crime have a strong correlation.

It has also been substantially documented that indigenous Queenslanders who live in rural or remote environments have dramatically lower education and health standards as compared to their urban counterparts (Jones 2003; National Aboriginal and Torres Strait Islander Survey 2002). Although it is acknowledged that indigenous Queenslanders living in regional centres or cities also have comparatively more health and education problems than non-indigenous Queenslanders, the problem is compounded by resource issues in the remote and rural parts of Queensland (Putt, Payne and Milner 2005).

Indigenous Australians are four times more likely to suffer from diabetes than a non-indigenous Australian (The Health and Welfare

of Australia's Aboriginal and Torres Strait Islander Peoples 2005); more likely to be afflicted by heart disease; sclerosis of the liver; have a premature mortality rate (the average life span for an Indigenous Australian male is 59.4 years; all Australian males 76.6 years; indigenous Australian female is 64.8 years ; all inclusive Australian females is 82 years) and be affected by suicide more than any other population in Australia (National Aboriginal and Torres Strait Islander Survey 2002).

Education

The level of literacy and numeracy amongst indigenous Australians is significantly lower as compared to non-indigenous Australians. In 2001, indigenous students continuing past year 10 amounted to 36% – however for non-indigenous this was 93% (Australian Social Trends 2002: Education – Participation in Education: Education of Aboriginal and Torres Strait Islander peoples 2002). Four years later in 2005, these figures varied slightly to 40% and 76.8% respectively. (The Health and Welfare of Australia's Aboriginal and Torres Strait Islander Peoples 2005).

According to Fryer-Smith (2002), education within Aboriginal society is not necessarily defined with the formal schooling system, but includes the learning of culture and spiritual awareness. Non-indigenous society tends to view education purely as an institutional ideal. The low level of completion of formal schooling amongst Indigenous Australians inhibits the individual's ability to engage with contemporary society and limits avenues for cross-social development. Lower education standards inherently mean that occupation and therefore lifestyle choices, are limited. In the author's dealings with indigenous offenders in rural and remote areas, there have been very few who have attained a higher education.

Interviewing Techniques

In Queensland there are two main operational methods of interviewing and one framework for statement-taking that are taught to Queensland Police. Not all police are necessarily exposed to both models of interviewing.

The PEACE Model of Interviewing is largely targeted towards interviewing suspects, however the principles can be applied to almost any situation where it is important to illicit information with as much detail as possible. Briefly, the PEACE Model is an acronym for the five phases of interviewing, starting with the 'Planning' phase. This is followed by the 'Engage and Explain' phase; the 'Account, Clarification and Challenge' phase; the 'Closure' phase; and finally the 'Evaluation' phase (Queensland Police Service 2007b).

The ICARE (Interviewing Children and Recording Evidence) method of interviewing specifically relates to the interviewing of children as witnesses who are aged under 16 in accordance with section 93A of the Evidence Act (1977). The core phases of ICARE interviews involve the introduction of everyone present; discussion of the manner of recording; rapport building; discussion concerning the difference between truth and lies (albeit that section 9 of the Evidence Act (1977) assumes that children are competent to provide evidence); this then leads into a free narrative from the witness about why they are being interviewed by police and the events of what occurred during the incident in question (Queensland Police Service c 2007).

The ADVOKATE Framework is generally used in the taking of a typewritten statement from witnesses. ADVOKATE is also an

acronym for **A** – Amount of time under observation; **D** – Distance between witness and incident; **V** – Visibility; **O** – Obstructions; **K** – Known or seen before – whether the suspect is known or seen before by the witness; **A** – Any reason to remember specific details; **T** – Time under observation and since the witness saw the suspect; **E** – Errors or material discrepancies (Queensland Police Service 2007d).

Barriers to Effective Interviewing of Indigenous Women and Children

The Police Powers and Responsibilities Act (2000) provides safeguards for interviewing indigenous suspects; however there is no corresponding legislation or guidelines specific to interviewing of indigenous victims of crime.

Each individual investigation has its own unique set of barriers when interviewing victims or suspects in relation to a crime. A barrier is something that inhibits the effectiveness of a process due to known or unknown variables being present (Moore 2002). When interviewing indigenous women and children as victims of crime, barriers can be divided into three main categories – language; culture and type of crime (Faller 2007; Supreme Court of Queensland 2005).

Language

In 2006, 78.5% of the Australian population rated English as their first language (Australian Bureau of Statistics 2007). From the most recent figures available in 2002, it is indicated that 12.5% of indigenous Australians identified a tribal language as their primary language. This statistic has remained somewhat constant since 1994 (National Aboriginal and Torres Strait Islander Social Survey 2002). The inherent problem with relying on such data is that many Aboriginal people identify English as their first language; however a more accurate identification may be to say Aboriginal English. Indeed some people who speak Aboriginal English may not be cognisant of the differences between the two. The reason for this clarification is that like any adaptation of the English language, Aboriginal English contains slang and intermittent tribal language (Cooke 2002). This is not unlike the differences that exist between contemporary Australian English language (also referred to as Standard Australian English or SAE) and American English language.

The Equal Treatment Benchbook (Supreme Court of Queensland 2005) identifies the difference between Australian and Aboriginal English succinctly with an example of '*choked down*'. Without exposure to the language irregularities, one may think that this is an act of violence being perpetrated, when it actually means that the person is very drunk.

The complexity of the manner in which grammar is used can also create confusion between a witness and investigator. Quite often past and present tense can appear to be jumbled together (Fryer-Smith 2002). Combined with differing enunciation of words and letters, interpreting Aboriginal English can be a daunting prospect for police with little exposure to investigating indigenous crime. For example, a question concerning whether a defendant had gone to court earlier in the morning, the response "*he neber bin to court*" means "*he didn't go to court*" (Cooke 2002). The interpretation is not, that "*he has never been to court*", simply that he had not gone that morning. Hence a simple question and response can be misinterpreted.

Given that very few primary or secondary interviews with indigenous victims of crime are recorded with the use of audio and visual equipment, it then comes down to the ability of the investigator to interpret what is being said to them, and then to relay the exact wording into typewritten form in a manner that can also be understood in a court setting. This is inherently flawed for a number of reasons (Powell 2000). The first is human nature – educated individuals have a tendency to correct perceived inaccuracies in spelling and enunciation that does not assimilate with their own use of language (Cooke 2002). The use of computers encourages this through auto correct options and identification of apparent misspelt words and incorrect grammar.

The language barrier is complex because there appears to be a constant struggle for indigenous Australians to hold onto their language and culture whilst assimilating into a very modern and westernised society that does not necessarily recognise the value of the indigenous language system, whether it is Aboriginal English or a tribal language (Nowra 2007; Cooke 2002; Kerr 1992). Combined with the lower literacy and numeracy standards that are predominant in the indigenous population, it means that an indigenous victim of crime may have a heightened disadvantage in the criminal justice system.

Culture

Culture is “the sum total of ways of living built up by a group of human beings, which is transmitted from one generation to another” (Delbridge, Bernard, Blair, Peters and Butler 1992). Culture is an intangible, living system that is not static, and changes according to the society in which it operates. Aboriginal culture has long been used as a guise for atrocities against indigenous women and children (Nowra 2007). Specifically, the Aboriginal culture is a barrier frequently encountered by investigators in relation to sexual abuse. There are several reasons for this. Where there are indigenous women and children who are victims of sexual exploitation, it is seen as ‘*women’s business*’ (Fryer-Smith 2002). This makes it difficult for an outside investigator to detect if an offence has occurred, the specifics of the offence to such a degree for admissibility in court and then be able to present such evidence in a court setting.

The gender of the victim as to the gender of the responding police and any subsequent investigator, may determine how much, if any, information can be expelled by the victim (Queensland Government c2002). It is extraordinarily rare for an indigenous woman to discuss any sort of ‘*women’s business*’ with a male, let alone a caucasian male who is not deemed to be part of the community (referring to visiting investigating police).

As highlighted in Nowra (2007), be it sexual abuse or another crime, is sometimes so ingrained in indigenous communities, that even to the victim, they sometimes do not recognise themselves as victims but accept it more as a norm within the community.

With sexual abuse comes ‘shame’ – a term that is prevalent when asking indigenous victims why the matter had not been reported earlier. It is a relevant question to ask victims, particularly in light of a Longman Direction that may arise in court proceedings (Kebbell 2006; Supreme Court of Queensland 2005). The term ‘shame’ (note that the term does not possess a past or present tense in Aboriginal English) can perhaps best be equated to ‘being ashamed’ – however the connotation in Aboriginal terms is perhaps more intense and

can result in attempts or completion of suicide (Queensland Government c2002). The Aboriginal suicide rate is the highest of any group in Australian society (The Health and Welfare of Australia’s Aboriginal and Torres Strait Islander Peoples 2005).

If the offender is from outside the family group, but comes from within the same community, it is a very real possibility that the reporting of abuse to police may instigate inter-family disturbances, to the point of communities rioting. There may be physical assaults perpetrated against the victim by members of the family of the offender as means of ‘payback’

The Aboriginal concept of time and distance, combined with the lack of formal education attained commensurate with urban Australia, means that investigators need to exhibit extraordinary care as to how these concepts are referred to in statements (Queensland Government c2002). It is not uncommon for dates or days of the week to have a little meaning to indigenous people in rural and remote areas. This makes it difficult for investigators to bring matters before court because of the westernised necessity for particularisation of times, dates and places when offences or events occurred. Likewise, there is only minimal usage of distance by metric or imperial standards in indigenous communities.

Type of Crime and Other Factors

Sexual abuse in any community irrespective of its geographic locality is sensitive, but in urban areas there appears to be an unfolding of more openness and frankness about the issue. Education and support services have played an instrumental part in developing this culture, however it must be remembered that the same education and support services are virtually non-existent in rural and remote communities (Nowra 2007).

Through legislative changes and a massive saturation of education from multiple government departments and agencies over a protracted period, domestic violence – whilst still at alarmingly high rates amongst the indigenous population in rural and remote Queensland – is at least being reported more than it ever has and police have the ability to investigate it. This is not to say that all matters are being reported or that the whole story is being told, but the reporting of domestic violence is gradually gaining more acceptance within all communities (Queensland Department of Aboriginal and Torres Strait Island Policy and Development 2000).

In the observation of the author, property crime (including burglary and wilful damage) is predominantly reported in rural and remote communities by government departments. The Aboriginal notion of ownership and kinship mean that property crime goes largely unreported, and as with abuse, is somewhat normalised in indigenous communities to the point that it seen as not necessarily legally wrong to take control of another’s possessions without permission (Queensland Government c2002).

Overcoming Barriers

Based on anecdotal experience, the front counter of a police station can be a daunting place to be for a woman or child in an indigenous community. There is a significant stigma attached to being at the police station, particularly outside of normal business hours. The lack of privacy and the structured, clinical environment are also not conducive to effective interviewing. Investigators

should consider making the victim feel more comfortable by taking him or her to another area – perhaps to a courtyard type of area or sit down under a tree (being mindful of gender issues and public perception).

When conducting 'second' interviews – which are almost always at the police station for access to computers and adequate recording equipment – poor acoustics can multiply language and cultural barriers. Victims of crime do not usually speak loudly, and quite often there is minimal – if any – eye contact, so misinterpretations and being unable to hear the victim is not uncommon (Cooke 2002; Queensland Government c2002). This is particularly evident when children are being recorded on audiotape. A great interview will be of little value in court if it cannot be heard or words distinguished.

It is not uncommon when using the two types of phraseology for the indigenous victim to repeat the same information again with little or no new information. Indeed, sometimes this technique can become very frustrating to the victim because he or she thinks that you do not understand what they are saying the first time around. What may be required is for the victim to understand exactly what information it is that the interviewer is trying to obtain. It may mean that the question is specifically 'framed' to yield a result.

Conclusion

This paper provided a brief background concerning issues affecting Indigenous Australians in terms of substance abuse, health and education in Queensland. It was identified that Indigenous Australians more likely to be grossly over-represented in the jails and are significantly more likely to suffer from health ailments than their non-indigenous counterparts. A contributing factor to both of these statistics is the use of alcohol, irrespective of the Alcohol Management Plans that have been implemented in DOGIT communities in Queensland. Alcohol also has a strong correlation to the commission of crime and affects the ability of witnesses to recall events and provide reliable testimony.

Sexual abuse is recognised as a difficult crime to investigate because of the concept of 'women's business' and 'shame' attached to such crimes. Additionally, such sensitive matters have repercussions for the victim and family of the victim if reported to police, and may result in further violence being perpetrated against the victim or their family.

The current legislation, specifically the Evidence Act (1977) and the Justices Act (1886) are not conducive to allowing the most accurate form of a statement to be admissible in the higher courts – that being a statement that is recorded by electronic means. The Police Powers and Responsibilities Act (2000) accommodate the rights and fairness of the indigenous suspect, however there is not the application and flexibility of legislation to accommodate disadvantaged indigenous victims over the age of 16 in all instances.

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Australasian Women in Policing Conference Melbourne August 2007

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From August 27-29, I attended the Australasian Council of Women and Policing conference at The Sebel in Melbourne. It was a plethora of discussions and research driven analysis of the many ways policing has benefited from the work of women. Esteemed dignitaries from across the world attended, along with a gamut of Australasia's own senior and most respected Women in Policing to share their inspired ideas on ways in which policing must further thrive under the leadership of women, in order to eradicate current problems.

After a rousing flag-bearing commencement on the Monday morning, we were welcomed by Police Minister Bob Cameron MP and Chief Commissioner Nixon. A minute's silence was observed in honour of the late CPO Audrey Fagan from the AFP and a conference photo was taken to commemorate what was to be a memorable few days. Each day commenced with a combined lecture and the afternoons were a chance to segregate into workshops and special interest topics

of our choice. Here is an account of but some of the career rousing lessons I learned. In an attempt to do justice to our speakers, I would like to paraphrase from their stories...

Christine Nixon began with a most straight-forward account of her successful career path to the top job. She told us her response when asked, as to how it is she got to be Chief Commissioner, a role never before held by a woman. "I'll tell you how I got the job", recalled Christine. "I applied". Such humbling clarity complimented her urging of young women to become more proactive with their own career path.

Detective Superintendent Ann McEvoy gave a terrific speech entitled "Older and Wiser: The Journey for Women in Policing". It was a personal perspective of the lessons learned by this senior officer of the AFP. Positions of power are obtained by "identifying the powerful people in your organization and developing excellent communication with them". She made a terrific point that these people may not be those with seniority or regal titles. For example, the PA to a powerful person can often be just as powerful. And what did Ann advise to women most of all? "Get out there!" she enthused.

Sergeant Maree Foelz from the Queensland Police Service spoke about "spiritual capital" and the "wealth we can live by". Among her many other achievements throughout her career, for 10 years she has been the District Domestic Violence Response Coordinator, giving her a unique insight into the context of women as supportive leaders.

Carolyn Worth spoke about the SECASA pilot project in Frankston, a new multidisciplinary centre for sexual assault. The purpose of the centre is to bring together a Victoria Police SOCIT with a sexual assault centre. It is hoped that this collaboration will, among other objectives, increase sexual assault reporting rates.

Dr Natalie Taylor, a Senior Research Analyst with the Australian Institute of Criminology provided some facts and figures on the under-reporting of sexual assault to police. She suggested targeted female policing may be beneficial to the victim as the first point of contact after an assault must be sensitive to the needs of the victim, particularly those from culturally and/or linguistically diverse backgrounds. Overwhelmingly, offenders of sexual assault are known to the victim. Linked to this, comes the difficulty with which the victim feels they will be believed, the likelihood of them withdrawing the complaint and whether the victim continues to feel willing to cooperate in pursuing the case through the system. She made a special, noted point of saying that just because a complaint is withdrawn, does not mean the offence did not happen.

In staggering agreement with Natalie's research came a first hand account of sexual assault by Sergeant Chrissy Esselink from the Queensland Police Service. One night in November 1999, she woke up as she was being sexually assaulted. Her brave and straight-forward account of the experience confirmed that the way in which these crimes are dealt with, profoundly affects the willingness of the victim to pursue their complaint. She

recalled a senior officer describing her offender as “basically a good bloke who just lost control a bit one night on the piss”. And as the investigation wore on and the years passed, she described how one day, out of the blue, she received in the mail, the jeans, T-shirt and underwear she was wearing when assaulted. These were just some of the accounts of having to constantly confront the trauma. Most sobering for the QPS to think about is that Chrissy told us, knowing what she knows now, she would never have pursued her case. The battle was isolating and lonely. That is not to say there were not some wonderful fellow officers and mentors without whose support she would have been distraught. “Don’t feel sorry for me”, she quipped “just get angry”.

We were privileged to have Professor Betsy Stanko from the London Metropolitan Police with us at the conference. She delivered a speech on Observations on the Last 25 Years in the Policing of Violence against Women. Her research over the years is so plentiful that I cannot attempt to do it justice in a summary but there are some great points I remember with clarity: “Focus on the worst first; the rest is easy”, she states when it comes to investigating sexual violence. That is, work out how to deal with your cases where the victim is from a culturally diverse background, where your victim is intellectually disabled, where there are mental health issues prevalent, where the crime is alcohol related, where there is a history of Domestic Violence; any cases of lesser difficulty and investigative challenge should be easier.

Dr Jan Jordan provided us with a most fascinating insight into how to best secure the trust and co-operation of sexual assault complainants. Based on her native New Zealand analysis, Jan talked of the outcomes of her research of a specific group of victims who were attacked by serial rapist Malcolm Rewa. What made this research so unique is that these women were mostly in the thirties, white Anglo-Saxon and with professional jobs. They provided valuable insights into how they experienced police procedures from their perspective as victims of a stranger-attacker.

For me personally, the most fascinating speech of the conference came from a powerhouse of a woman named Dr Caroline Taylor. She is a Senior Research Fellow at the University of Ballarat and bombarded us with brilliance in her speech “Using the ‘F’ Word: Policing and Sexual Violence”. Feminist scholarship is ideally placed to improve and advance policing responses to sexual violence. However, in a male dominated profession like the police and the law, it is likely to attract invective rather than receptive responses.

For me personally, the most fascinating speech of the conference came from a powerhouse of a woman named Dr Caroline Taylor. She is a Senior Research Fellow at the University of Ballarat and bombarded us with brilliance in her speech “Using the ‘F’ Word: Policing and Sexual Violence”.

“Why the bad press?” asked Caroline. She suggested problems are not with the speaker, but the listener. This is an “aural” not an “oral” problem.

Victoria Police’s Detective Sergeant Therese Walsh told us of her research into “Women Who Kill”, which examined women convicted of murder or manslaughter between 1991 and 2000. Her research led to some extraordinary

observations about the parallel between disadvantage in a person’s life and their pathway to criminality. Tess described how one woman in particular had had at least 100 convictions against her prior to committing murder. Could early intervention or elimination/reduction of such disadvantage relate directly to homicide prevention?

Tuesday afternoon’s workshop held by Dr Susan Harwood encouraged women to practice “less modesty and more bravado” in their approach to leadership. The workshop that ensued led to some interesting informal observations from fellow police officers. Another great point was made by a Sergeant from WA police. She challenged the link between competence and results. Does a good result have to be that a person is locked up after conflict? Is it not also beneficial for an offender to be calmed and quietened into a submissive state so that the situation is appeased?

On Wednesday morning we heard from Liberal Senator Marise Payne. She made some great general comments about the strengths women in positions of leadership display. For example, men tend to operate strategically, women like to first develop trust; men work from the top down, women like to work in teams and establish consensus; history dictates that men believe it’s their right to sit on boards, whereas women have had to work hard to get there so they give it their all.

Sally Moyle, as the Gender Advisor for AusAID among many of her other highly regarded roles, said women provided a conciliatory rather than coercive approach to policing. Her extensive work throughout the Asia-Pacific region led to an interesting observation: she said that whenever she travels to a remote island community, she always attempts to make contact with the local community women’s groups. They tend to employ some of the most community aware, hardest working and committed people in the locale. And they always tend to operate on next to no funding, so their devotion in their role speaks volumes about their humanity.

Assistant Commissioner Paul Jevtovic of the AFP, discussed UN Security Council Resolution 1325 which principles relate to women, peace and security. His role manages deployment of Australian Police overseas and he regaled with much pride the operation of RAMSI (Regional Assistance Mission to Solomon Islands). He described its operation in the Solomon Islands as a "best practice" example of success; a whole of Pacific approach to a Regional issue.

Detective Superintendent Kim McKay of the Manly Police Station also provided me with one the most admirable and inspirational speeches of the conference, titled "The Seven C's of Leadership" which, for the record, are: Commitment, Confidence, Courage, Communication, Command, Consequence and Change. She prefaced her speech by saying it is often a powerful way to make a point by telling a story along with it, as it cements the user's experience of the communication by being believable, memorable and entertaining. And so she did. I particularly enjoyed her story for "Courage". It involved two biker gangs, some wire taps, a hastily assembled Force Response Unit, an imminent shootout and a room full of armed men awaiting her history making decision.

Assistant Commissioner Barbara Etter may take the prize for the most surprising speech of the conference. It was a wonderful personal account of the Strategies for Success she has adopted in order to gain the second highest post in the WA Police Force. She has also just won Telstra Business Woman of the Year and has an extensive history of tertiary study. She has been admitted as a barrister and legal practitioner in NSW and NT. Barbara is also a tri-athlete, appeared on Dancing with the Stars, beaten the champion on Sale of the Century and recommends everyone take ginkgo-jojoba to improve their memory.

The conference began to wrap up and we listened to an assessment of the impact of Christine Nixon's leadership on Victorian Police by Associate Professor Jude McCulloch. She described how Christine arrived at her senior post with "a process,

not a plan". She then moved the management of the force from a hierarchical structure to a collaborative one. Along with David Bradley, Christine created links to research grants, allowing the analysis of crime broader academic integrity.

This is but a sound bite of some of the valuable information I garnered over the three-day ACWAP conference and there are many scholars whose speeches ran concurrently, so was unable to attend all. The positive feedback I heard from fellow colleagues about them only corroborates further what a success the 2007 Australasian Women and Policing conference was.

A Summary of Speakers

Mangai Natarajan

– John Jay College of Criminal Justice USA

Can Women Police Spearhead the Movement to Bring Justice for Women? A Global Role for Women Police

Christine Nixon

– Victoria Police

Since 1996, Policing for Women

Helen McDermott

– ACWAP

Since 1996, the Australasian Council of Women and Policing

Barb Etter

– Western Australia

Since 1996, Women in Policing

Jenny Flemming

– Tasmanian Institute of Law Enforcement

Since 1996, the Police Unions

Toni Makkai

– Director, Australian Institute of Criminology

The Australian Institute of Criminology Women and Policing Research

Ann McEvoy

– Australian Federal Police

Older and Wiser: The Journey for Women in Policing

Maree Foelz

– Queensland Police Service

Great Expectations

Rachelle Irving

– Australian Institute of Criminology ACT

Tracking the Career Progression of Australian Police: A Time Analysis

Leigh Gassner, Wendy Steendham and Tania Fartha – Victoria Police and Rachael Green and Rhonda Cumberland – Department for Victorian Communities

Not Just another Domestic: Reforming Victoria's Response to Family Violence

Linda Mayberry

– Eastern Kentucky University USA

First Responder Training in the US – Working Together After September 11

Christine Winter

– Australian National University ACT

A History of Women in Peacekeeping

Valli Mendez and Shirley Woods

– Project Respect

Working with Trafficked Women

Simon Burchill

– Queensland Police Service

Women in Policing Leadership: Preparing, Practicing, Pondering

Barbara Stewart and Roberta Julian

– University of Tasmania

Pathways into Policing: A Gendered Experience?

Linley Lord

– Curtin University of Technology

The Leadership Experience: Getting There and Staying There

Carolyn Worth

– South Eastern Centre against Sexual Assault

On our Way to Where: Victoria Police and SECASA Pilot Co-location

Natalie Taylor

– **Australian Institute of Criminology ACT**

Victims of Sexual Assault: Encouraging Greater Reporting Through a Greater Female Police Response

Chrissy Esselink

– **Queensland Police Service**

Being a Complainant Police Officer of Sexual Assault in a Policing Organisation: The Lessons I have Learnt

Betsy Stanko

– **Metropolitan Police Service UK**

Leading Change and Changing Belief: Observations on the Last 25 Years in the Policing of Violence Against Women

Jan Jordan

– **Institute of Criminology, Victoria University of Wellington NZ**

Fighting Crime: Forging Alliances: Police Responses to Rape Victims

Caroline Taylor

– **University of Ballarat VIC**

*Using the F*Word: Policing and Sexual Violence*

Kerry Lofdahl

– **Queensland Police Service**

Interviewing Indigenous Women and Children as Witnesses or Victims of Crime in Rural and Remote Communities

Terese Walsh

– **Victoria Police**

Women who Kill

Juani O'Reilly and Assistant

Commissioner Paul Jevtovic

– **Australian Federal Police**

On Criminal Silences: Gender Based Violence in Timor Leste

Jacqueline Azzopardi

and Sandra Scicluna

– **University of Malta**

Policewomen and the Policing of Domestic Violence in the Centre of the Mediterranean

Moses Montesh

– **University of South Africa**

Transformation in the South African Police Service: A Case of the Implementation of Affirmative Action and the Employment Equity in the South African Police Service.

Susan Harwood

– **Australian Technology Network, Curtin University**

Women Leading Change Workshop

Alan Malinchak

– **Man Tech International Corporation USA**

Leading a Strategic Change in a Law Enforcement Organisation

Senator Marise Payne

Keynote

Sally Moyle

– **AUSAid**

Women Leading Change for Women in Communities

Paul Jevtovic

– **Australian Federal Police**

Developing Women's Leadership: Doing Justice, Doing Gender

Kim McGee (McKay)

– **New South Wales Police**

The Seven C's of Leadership

Barbara Etter

– **Western Australian Police**

Strategies for Success

Sara Charlesworth

– **RIMIT University**

Leading Change in Policing: Women, Work Organisation and Change

Ken Byrne

– **Australian Institute of Forensic Psychology**

Changing Police Culture: Evaluating Gender Bias in Applicants

Maria Degabriele

– **Office of Crime Prevention WA**

When Gender and Age Intersect: Addressing the Shortfall in Police Numbers

Rebecca Curran and

Julianna Demetrius

NSW Ombudsman's Special Report to Parliament – Domestic Violence: Improving Police Practice

Amanda Lee-Ross

– **Cairns Regional Domestic Violence Service**

Healthy Relationships: A School-based DV Program for Indigenous Teenagers

Mandy Newton

– **Australian Federal Police**

Using Skills Held by Women and Developed in Public and Private Sectors to Create a National Multi-jurisdictional Aviation Law Enforcement and Counter Terrorism Capability at Australia's Major Airports

Jude McCulloch

– **Monash University**

Assessing the Impact of Christine Nixon's Leadership on Victoria Police

Melanie Cranko

– **New Zealand Police**

Women's Leadership Development Programme – Building Confidence through Effective Communication

Leonie Jacques

– **Australian Federal Police**

Missing Persons: Women Leading Change

Ingrid Stonhill

– **Neighbourhood Support New Zealand**

Nothing is Worth Doing unless the Consequences may be serious

Andrea Heath

– **State Emergency Service Tasmania**

Implementing Multi-Agency Responses

HYPOTHETICAL

– **“if Women Ran Policing”**

Thursday

Optional Workshops

Mangai Natarajan

Trafficking Women: Dilemmas for Local Police

Alan Malinchak

Conflict Resolution

Susan Harwood

Women Leading Change

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The Last 10 Years

Christine Nixon

On behalf of the Victoria Police and the Australasian Council of Women and Policing I would like to welcome you to the Fifth Australasian Women and Policing Conference.

This year the Council is celebrating its 10th birthday, it was back in 1997 following the First Australasian Conference of Women and Policing that the Council was created as an independent advisory and advocacy body. This conference is the result of a lot of hard work by the Council and is part of the Council's proud tradition of hosting the Australasian Women and Policing series of conferences.

The First conference in 1996 was a landmark event that for the first time brought together women in policing in our region. In 1999, with the support of the then Police Commissioner of the Queensland Police, Jim O'Sullivan the second conference was held in Brisbane and using violence against women as an example, it explored how we can improve policing's response to women in the community.

Our 2002 conference – Women and Policing Globally – was a huge effort for our entirely voluntary Council committee. We partnered with the Australian Federal Police and the International Association of Women Police to bring almost 800 women and men from every continent to explore how policing for women globally. In 2005 we worked with the Northern Territory Police to Improve Policing for Women in the Asia Pacific Region and here we are today in sunny Melbourne to look at the difference women's leadership can make.

I would like to thank the Council's Committee who have worked hard on the conference and again recognise our partnership with Conference Co-ordinators who help us run these conferences on the Council's shoestring.

The Council has three equally important aims to;

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

Good policing is an important factor for women being able to fully participate in community life. Policing that only reflects men's interests and concerns and does not understand the reality of women's lives, cannot be responsive to women. It will not be attractive as an employer and women will not see it as a service that can ensure their safety and their empowerment to be part of their community. The Council is of the view that policing as the gatekeepers to the criminal justice system are in a unique position to contribute and shape their communities.

Policing can be a positive and empowering influence, one which protects and encourages a community to work together and solve its own problems. And this is one of the models of leadership that the Council has explored with its Women Leading Change training project. The course is five half-day sessions run over ten weeks during which the women develop their leadership skills through a joint project which they identify and develop. These projects are aimed at improving the police response to the community and improving how the community works with its local police service.

Policing today is only slowly beginning to respond to the reality of the community it polices, to understand and celebrate its diversity and to want to engage with all of the community in different and empowering ways. Policing is also beginning to prove that it can address women's concerns very well with innovative, thoughtful and effective responses that empower women. Policing is gradually beginning to recognize that difference is not a problem, but it is an opportunity.

We know that to truly change, that policing around the world has to radically reassess what it does and how it does it. This is not just a matter of changing technology or procedures, it is about fundamentally questioning the existing values and resource distribution of police services.

Policing needs to recognise that having national systems to track stolen cars while women cannot be safe in their own homes is not what all the community wants.

But it is not all up to policing, the community also has to shoulder some of the blame for allowing women and minority groups to be victimised and blamed for the actions of those who commit crimes against them.

A study by the Australian Institute of Criminology showed that our legal system just does not believe women who have been sexually assaulted. It found that there were very narrow parameters within which a conviction for rape is likely to be achieved. So what can we as a policing community do about changing policing?

One of the things that women in policing can do is to not be afraid of changing policing. We all want to make a difference and improving policing for women is one way we can all make a difference

If we choose the avenue of promotion and have the opportunity to move into positions of power where we can influence those decisions, we need to be brave enough to think about the difference we can make, and then make it. Each one of us can do something to improve policing for women. At the individual level, at the local level, at the national level, we can all make change, we can all work towards structural reform that will improve policing for women.

Conferences such as these organized by the Council allow practitioners, researchers, activists and government to share ideas about how policing can play a more important role in ensuring that women's human rights are advanced and protected.



Representatives from VicPol

Victoria Police Breast Cancer Support Group *Mini-Field of Women*

Flak jackets cannot stop this enemy. Defensive tactics training cannot protect us from this adversary. Night vision glasses cannot detect the approach of this foe. Police uniform or powers cannot thwart this opponent.

But love, support, strength and unity will help someone facing the challenge of breast cancer.

On Monday 22 October, 2007, to coincide with National Breast Cancer Awareness Day, the Victoria Police Breast Cancer Support Group (VPBCSG) held a **Mini-Field of Women** at the Victoria Police Academy in support of the Breast Cancer Network Australia (BCNA). The VPBCSG, set up to help people affected by breast cancer, aims to make contact with women and men who need the very best information, treatment, care and support possible when coping with the illness.

The first *Field of Women* happened in Canberra in 1998 when 10,000 pink lady silhouettes were planted in the lawns of Parliament House to represent the number of Australian women then diagnosed with breast cancer each year. In addition, 2,500 white silhouettes were planted to represent the number of women who died each year.



In Melbourne in 2005, the *Field of Women* went **live**, as women in pink ponchos formed a pink lady silhouette on the turf of the Melbourne Cricket Ground. Two years later, the Telstra Stadium playing surface in Sydney came to life with the pink lady silhouette.

Mini-fields of Women consist of 100 pink lady silhouettes symbolising women and men diagnosed with breast cancer each year, and those who die from breast cancer. By sponsoring the silhouettes, and other fundraising activities at



the **Mini-Fields of Women**, you can raise awareness of the BCNA and its programs, and support the *My Journey Kit* and the *My Care Kit*, made available free to breast cancer sufferers.

Senior Constable Kath McCabe of the Victoria Police Traffic Camera Office, has experienced all the emotions of being diagnosed with breast cancer. Hence it was with gusto and a sense of purpose that she challenged Victoria Police management to conduct a **Mini-Field of Women**, to recognise our members who suffer, have beaten or have died from breast cancer. It was also an opportunity to support the families, friends and colleagues of those members.

S/C McCabe said **Awareness and Care** was the theme for the first Mini-Field of Women at the Victoria Police Academy, which is sure to become an annual event. "We hope to inform, empower, represent and link together members of Victorian Police personally affected by breast cancer."

The lawns at the front of the Victoria Police Academy glowed with the bright pink lady silhouettes, as a lone piper approached from afar, the strains of *Amazing Grace* being carried ahead of him on a slight breeze. Police Chaplain, Rev. Dr John Broughton tapped pink feathered stakes into the ground around the silhouettes. "I am placing these to symbolically embrace all those affected by breast cancer," he said.

S/C McCabe, who makes the most spectacular gingerbread houses for Christmas, made one decorated in pink and white, which was raffled for the BCNA. She also made many batches of gingerbread ladies, decorated with pink sugar. They were eagerly purchased, not only because they were delicious, but to raise funds for the cause.

Superintendent Shane Patton, Kath's manager, said there was a sense of unity and a power of support felt amongst those at the event. "I can only thank Kath, a very special person, for all the time and effort she has contributed to making this event happen. She didn't do it for herself. She did it for everyone touched by breast cancer, to make their journey easier," he said.

If you know someone with breast cancer, obtain a copy of the pamphlet **Helping a friend or colleague with breast cancer**. It gives many tips on providing emotional support as well as gift suggestions and practical help. It encourages us to provide meals and treats but offers one important hint – 'it doesn't take long to get sick of spaghetti bolognese!'

To find out about holding your own **Mini-Field of Women**, and other information and support, contact BCNA on 1800 500 258 or log on to www.bcna.org.au.

For information about the Victoria Police Breast Cancer Support Group, contact:
Senior Constable Kath McCabe via email – kathleen.mccabe@police.vic.gov.au.

Rebecca Graham on Health & Fitness

Organisation: Australian Federal Police

Position: Fitness Advisor, Health & Fitness Team



Position Responsibilities include:

- delivery of Physical Training sessions to AFP Recruits
- conducting Pre-Entry Physical Competency Assessments (PCA) for AFP applicants
- facilitate PCA's for specialist groups within the AFP, such as the International Deployment Group, Operational Response Group and Canine Unit.

Q. As a Health and Fitness team member for the Australian Federal Police, your health is always on show. What do you do to keep yourself looking and feeling healthy?

I am very fortunate to be in a role that allows me to keep fit as well as helping other people to achieve their fitness goals. It is important that I put into practice the nutritional advice and training programs that I advocate so I try to keep things as simple as possible.

I always have a bottle of water on hand. It's so simple but once you get into this habit you can really start to recognise when you are actually hungry or just thirsty.

I make sure I get enough sleep. There's nothing worse than trying to eat and train properly when you are exhausted. Sometimes it's unavoidable especially for those people who work shift work and/or have families but it certainly does make a difference.

Obviously, exercise is a priority for me. It makes me feel better about myself and I feel like I can do anything. There's nothing better than setting a goal and achieving it no matter how big or small.

Q. What do you do when you need some down time?

If I'm feeling a bit stressed often exercise is the answer – even if I don't feel like it at the time, I usually feel better for doing it.

If I just want to relax I might go and have a massage or sit in the sunshine for a while.

Q. Why do you choose to keep your health and wellbeing in top shape?

It really makes me feel happy and it's something I enjoy doing. It can rub off on other people too which is always a good thing.

Q. Do you have a fitness routine you like or stick to?

I try and do something everyday for at least 45mins. Generally, the type of exercise I do varies because we do many different things with the recruits. As well as taking the recruits for their physical training (PT), I join in as much as I can on PT. We have many sessions ranging from hill sprints, a run around the lake, cycling to Mt Ainslie or Red Hill, boxing or a gym circuit. This type of training known as 'cross training' is a really good way to improve fitness.

I like to ride my bike to work everyday if I can and I do weight training two times a week. A lot of people (particularly women) don't want to use weights in their exercise routine for fear of building up too much muscle. I can assure you that unless you are lifting very heavy weights every day you will not become Arnold Schwarzenegger. In fact, lifting weights two to three times a week can create more muscle mass which in turn increases metabolism. It is also proven to strengthen bone density.

Q. Are there any particular foods you enjoy to keep your physical and mental energy high?

Tuna and salmon salads are my favourite. I have so many vegetables in it that it fills me up until dinner. I also enjoy fresh salmon, chicken stir fries and sushi. I think the trick is to figure out which foods are good for you that you enjoy eating then it won't seem like such a chore to eat well.

Q. Do you ever fall off the wagon? How do you get yourself back on track?

Of course I have days when I don't feel like training or I want to have some chocolate. I just listen to my body and if a day off is what I need I just take it and then I get back into it the next day. I've gone through phases where I would beat myself up about missing a day or two of training or I've not been eating the best but now I just get over it and get back on track. I find I have to be realistic with my fitness routine. Simple things such as identifying the time of day that I prefer to train can be beneficial in sticking to a routine. I know that I'll find it tougher in the afternoon to exercise because I'll be tired so I try to exercise in the morning so I get it out of the way. Probably one of the biggest tips I can give is to find something that you'll enjoy doing. Social sporting teams are always popular and a good way to keep fit and have fun. You also could register yourself in a fun run or something similar, that way, you'll have something to work towards.





Music Industry Piracy Investigations

Part 2 – Music Piracy: how to detect pirate music

1. Last time....

In our last article we discussed that more than 1 in 3 of all musical CDs purchased around the world is thought to be an illegal copy – that's over 1 billion pirate CDs in total. We explained links of IP crime to organized criminal activity and the penalties that apply in Australia for copyright infringement, including on-the-spot fines and up to \$60,500 for individuals and up to 5 years imprisonment.

In this month's edition we discuss how to detect pirate music and what to do if you come across pirate product.

2. How to detect pirate product

No doubt you will have a fair idea what genuine music product looks like – it's a high quality product with good quality graphics and slicks, a plastic jewel case and a disc with silver on the back. Genuine discs also have the name of the record company and display full copyright details and publishing information, for example, a list of credits, ownership, licensing information and the country of manufacture. You may not be aware that they usually have a SID (source identification) code, which is a four character code that identifies the source of music and manufacture, imprinted onto the back side of the disc.

Here are some indicators of illegality in music discs:

- Incomplete or no copyright details or publishing information;
- No record company logos;
- Poor quality eg. graphics or graphics in only two colours, poor paper quality, poor quality labels on the disc or printing on one side only;
- Differences in the disc artwork and packaging;
- Incorrect spelling on disc or packaging eg SONE BMG instead of SONY BMG;
- Incomplete details of artist or title;
- More than one artist's full album on a disc;
- No plastic jewel case;
- The disc is a CD-R or DVD-R, this can be detected by the colour of the disc:
 - DVD-R is commonly blue or purple colour;
 - CD-R or DVD-R often displays a vivid rainbow effect if held up to light; and

- CD-R or DVD-R normally contain a printed batch number on the inner ring.

- Lower or higher than normal price.

To download a guide to Spotting Pirate Product go to <http://www.mipi.com.au/spotapirate.htm>.

Unfortunately, as pirates become more sophisticated there are increasing numbers of high quality counterfeit products that are more difficult to detect, particularly imported into Australia from countries such as China and other Asian nations which have piracy rates often over 85%.

3. What do you do if you come across pirate music?

If you suspect that music is pirate, then we encourage you to contact MIPI so we can provide any necessary assistance. This includes confirming the music is pirate and providing you with a comprehensive Music Piracy Kit which will assist with your investigations and any enforcement action. If you believe that the music is pirate (eg it's on a burnt CD-R or DVD-R), then it is open to you to issue an on-the-spot Copyright Infringement Notice (\$1230) and to seize any pirate product and devices used to manufacture pirate product.

4. What next?

In the next editions of the Journal we will discuss the nature of copyright and trade mark infringements and how to practically pursue an investigation.

Music Industry Piracy Investigations (**MIPI**) is the anti-piracy organization for the Australian music industry. MIPI can assist you in the detection and enforcement of music piracy crimes. If you have any questions, please contact MIPI at mipi@mipi.com.au, Toll Free on 1800 06 16 16 or at our website at www.mipi.com.au.

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"Better than most international artists" - I.M.C.A

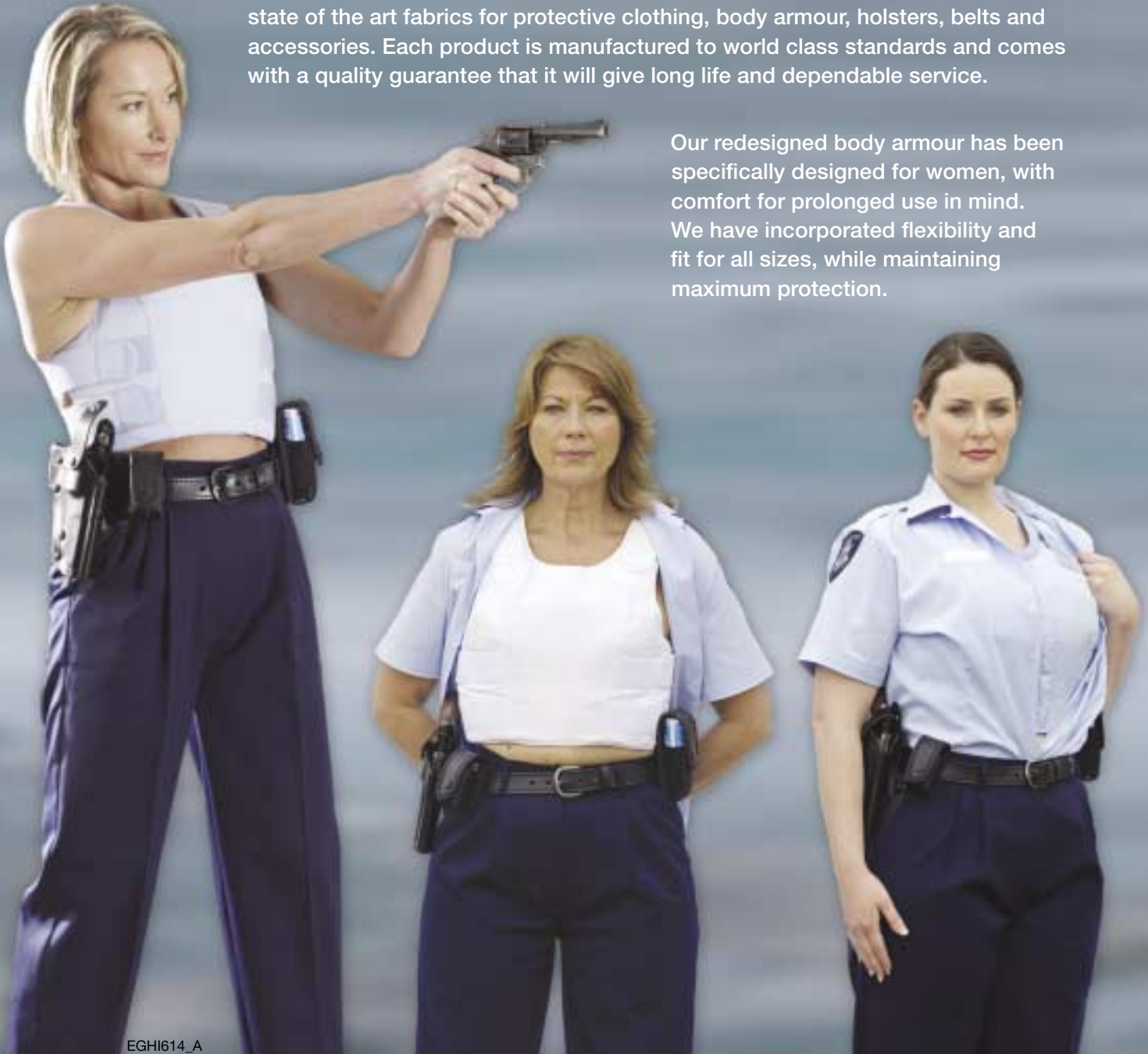
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