

The Journal

for Women and Policing

Winter Edition 2009
Issue No. 24



‘A Salute to Christine Nixon’
A Special Edition to Celebrate an
Exceptional Policing Career

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Cover:

'A Salute to Christine Nixon' – A Special Edition to
Celebrate an Exceptional Policing Career

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Editor's Report



Kylie Coady

Welcome to the 24th Edition of the **Australasian Council of Women and Policing Journal**. It has been a great pleasure bringing together this edition of the Journal, reading the contributions from renowned scholars, police practitioners, and Christine's friends and colleagues to draw a picture of **Christine Nixon's impact on policing, and how she has improved policing for women.**

Before you delve into the trials, tribulations, successes and victories of Christine's career, I would like to draw your attention to the inspiring article about late Vicki Arender, an exceptional woman who passed away in December 2008, having dedicated many years of her life to policing. Her dear friend and colleague, Denby Eardley, has written a heartfelt farewell to Vicki and I encourage everyone to spend a moment reflecting on her contribution to policing and the fragility of life.

I will introduce Christine by commencing with her rather breathtaking CV, which demonstrates how much one person can fit into a 24 hour day! This extraordinary woman has proven herself to be resilient, honourable, humble and an all round fair player. In reading the articles submitted, it is easy to see why she has such a large following and has left an impressive great pair of shoes to fill.

Christine Nixon was the inaugural President of the Australasian Council of Women and Policing and served in that role for ten years, retiring in 2007. She commenced working as the Chief Commissioner of Victoria Police in April 2001, after serving with the New South Wales Police from 1972. Vicpol is an organisation of 14,000 staff and an annual budget of \$1.7 billion operating out of more than 500 work locations, including 339 police stations throughout the state.

Christine has been the Chair of the CrimTrac Agency, the Australia and New Zealand Policing Advisory Agency (ANZPAA) and the Australian Police Professional Standards Council, Co-Chair of the Australian Institute of Police Management (AIPM), and board member of the Australian Crime Commission and member of the Senior Officers Group since 2001.



EDUCATION:

- Honorary Doctorate of Laws (Monash) 2005
- Honorary Doctorate of Letters (Wollongong) 2003
- Foreign & Commonwealth Office Scholarship to the UK 1989
- Aspen Institute, Executive Management Course 1986
- Harkness Fellowship of the Commonwealth Fund of New York 1984-86
- Research Fellow: Program in Criminal Justice Policy & Management – (Harvard) 1985-86
- Master of Public Administration (Harvard) 1984-85
- Bachelor of Arts, Philosophy and Politics (Macquarie) 1981-83
- Diploma in Labour Relations and Law (Sydney) 1979-80
- Certificate in Personnel Administration 1974-77

EMPLOYMENT:

March 2009 – current – Head, Victoria Bushfire Reconstruction and Recovery Authority

April 2001 to March 2009 – Chief Commissioner, Victoria Police

New South Wales Police:

May 1998 to April 2001 – Assistant Commissioner, Region Command for North Metropolitan, Greater Hume and South Eastern Region

August 1996 to May 1998 – Assistant Commissioner, Executive Director, Human Resources and Education

May 1994 – Assistant Commissioner, Executive Director, Human Resources

October 1992 – Superintendent, Program Director, Specialist Skills Program, New South Wales Police Academy

1972 – 1992 Joined New South Wales Police Force. Various roles including operational Policy Adviser to Police Commissioner and Specialist Education Director

AWARDS:

- BRW 10 Most Innovative Leaders, June 2007
- SACS Consulting Inaugural Leadership in Victorian Public Sector 2007
- AFR Boss, True Leaders 2003, 2004
- Australian Government Centenary Award 2001
- Australasian Women and Policing Award for Leadership 2001
- Glass Ceiling Awards – National Centre for Women and Policing USA 2000
- Police Long Service and Conduct Medal 15 years and 25 years
- Runner-up Telstra Business Woman of the Year 1997
- Australian Police Medal 1997

COMMITTEE AND ORGANISATIONAL INVOLVEMENT:

- President, Australasian Council of Women and Policing 1996-2007
- Australian American Leadership Dialogue 2003 – present
- Board member, St John Ambulance 2003-2005
- Committee, Australian Violence Prevention Awards 1995 to April 2001
- Council Member – NSW Community Justice Centres 1992-97
- Council Member, Australian Academy of Forensic Sciences 1998 to April 2002
- Fellow, Australian Institute of Management 2001 – Present

- Fellow, Institute of Public Administration Australia 2001 – Present
- Founder, New South Wales Safety House Scheme 1984
- Harkness Fellowships Selection Committee – Commonwealth Foundation of New York, 1992-1997
- International Roundtable of Women and Policing 2000
- Judging Panel, NSW Project Management Awards 2000-2002
- Judging Panel, Women in Construction Awards 1998 to April 2001
- Member – Advisory Council Course Development University of Western Sydney 1986-1991
- New South Wales Child Protection Council 1994/5
- Victorian Rhodes Scholarship Committee 2004-2006
- Victorian State Coordination and Management Committee

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- Alannah & Madeline Foundation Advisory Board member
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Email entries to: journal@acwap.com.au

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Kylie Coady

P.O. Box 2254, Normanville SA 5204

*Entries close 1st October 2009. Entries will be judged by: the Journal Editor (Kylie Coady), an independent member of the public (Jan Bowes), an independent member of the AFP (Katie Morrow).

President's Report

Kim McGee APM

Every now and then a woman of exceptional capability uses her skills to position herself where she becomes a true leader in the community and even the whole of a nation. Chief Commissioner of Victoria Police Christine Nixon APM is one such woman. It is with great pleasure that ACWAP dedicates this edition of the Journal to celebrate this woman's amazing career and success. But more than that it highlights how Christine Nixon never lost sight of advancing the standing of women in policing and campaigning for their issues. She also moved herself into a powerful position where she could influence the policing response to reducing domestic violence within society.

Interestingly enough these two tenets: improving policing for women in the organisation and improving policing services for women in society, formed the basis of the goals of ACWAP. Christine Nixon was a driving force behind its creation. The genesis of the first national conference, from which ACWAP was born, was a concern by women in policing, Ms Nixon among them, that there was still a high level of inequality and discrimination in policing agencies.

On a personal level I can only thank Christine Nixon for her continuing support and belief in me, even from afar, I count myself lucky that I know her and was able to hear her talk at a number of functions and conferences. Christine, you have always been an inspiration and I hold you in the highest esteem for your leadership and resilience. Thank you for being the leader other women could



aspire to and 'for all the times you have given to others' this is ACWAP giving back to you in celebration of a career well led.

Now what's coming up? Well the ACWAP Committee are meeting on the 14 and 15 March, 2009 in Queanbeyan for what I have coined our yearly get together as a 'Full Facial Meeting'. Here we will be discussing the upcoming ACWAP Conference, 'Making it Happen'. How exciting and I am hoping that many women from around Australia and New Zealand will consider Making it Happen by attending in the wonderful city of Perth. Never been to Perth? How about making it a bit of a holiday: Remember you can claim the Conference expenses as a tax deduction. I am looking forward to seeing you there.

Christine Nixon Tribute Edition

Helen McDermott

Vice President

THIS IS A VERY SPECIAL EDITION OF THE JOURNAL FOR WOMEN AND POLICING

This journal is highlighting the career of a woman who was critical to the establishment of the Council and for the continued publication of the journal itself. Having a high profile President certainly did the Council no harm, and even opened a few doors for us. But Christine's contribution to the Council has been greater than that and this edition of *The Journal* is an opportunity for us to explore her contribution to improving policing for women.

The Council is currently working with the Western Australia Police to ensure a successful conference in Perth in August 2009. The program is almost finalised and can be found on our website www.acwap.com.au along with details on how to register.

We already have an impressive line-up of plenary speakers, featuring Christine Nixon, international speakers from India and Zimbabwe, a variety of skills workshops, case studies on a range of operational issues, papers from women and men around Australia and the optional skill development workshops on the Wednesday afternoon. This conference is a developmental opportunity that shouldn't be lost.

If you are working in a police service, don't just wait for them to send you, take your development into your own hands. Take a look at the cheap airfares to Perth and think about combining it with a holiday in WA and join us in Perth.



The conference is open to everyone who is interested in improving policing and law enforcement for women and will have a wider focus on developments in the justice sector, with speakers from corrections, the courts and emergency services.

ACWAP has also been working closely with the Australian Institute of Policing and our discussion board is now active on the AIPol site. You are invited to go to www.aipol.org and join us. While the AIPol focus is for current police, those of you from the community, or researchers who are interested in improving policing for women, are more than welcome to join our discussions.

'The Turtle Only Makes Progress by Sticking His Neck Out'

– The Wit and Wisdom of Christine Nixon
Melinda Tynan

Arguably many of the achievements of the Australasian Council of Women and Policing (ACWAP) would not have happened had Christine Nixon not been involved since its inception. During the Council's early developmental stages there was certainly no clear path forward. The simple act of bringing women police together from around Australia was initially regarded as a radical (if not downright dangerous) notion by a number of significant actors in the federal criminal justice arena, and was certainly, initially, hotly contested by several of the then Australian Commissioners of Police.

Although at the time of the inception of the Council Christine was a relatively new Assistant Commissioner in the NSW Police Service, she provided a critical support in the initial development of the Council and at number of key points along the way. Despite the vision for the Council being developed primarily by junior staff, after being approached for her support, Christine shared that vision, making herself personally accessible, providing organisational and strategic planning nous and wisdom, and bringing to the table an enormous national and international network of professional contacts.

Like the true feminist she is, it was not unusual for Christine to support the visions and goals of others and assist them to come to fruition, but she was also keen to make her own mark. In 1995, as the NSW Police Service celebrated 80 years of women police in NSW, Christine was central to the thinking and design of these celebrations, chairing the Organising Committee. She ensured that the history of women in the NSW Police Service was formally recognised by commissioning a booklet to mark the occasion, noting later 'It was our intention to give women some sense of their place in history, some concept of the tradition of women police ... We must value the history of women as much as men.' (Nixon, 1996, AIC) And, lest the moment pass without a proper sense of occasion and celebration, she also organised a march of all serving NSW women police officers and staff through the streets of Sydney to a full reception at the Sydney Town Hall; a thoroughly grand affair which the (then) Deputy Commissioner Bev Lawson presided over with glee.

Christine also routinely thrust other more reticent women forward to ensure they received the recognition they deserved, such as in publicly honouring the contribution of NSW's most senior female officer, Bev Lawson before her untimely death in 1998. Christine subsequently established the Bev Lawson Memorial Award through ACWAP in remembrance of Bev.

In 1996 Christine happily leant her influence to the First Conference of Australasian Women Police, a landmark event that successfully launched the Australasian Council of Women and Policing. In her opening remarks she advised those who attended 'Don't assume that our organisations understand what it is that women need to help them succeed in policing. We need to be prepared to present ... our vision of the blueprint to the future of women policing.' (Nixon, 1996, AIC)

In 2002, Jennifer Bradley and I co-authored the booklet *Fitting in or Standing Out?* which offered some cautionary advice to women considering a policing career. Following its publication by ACWAP, Christine rang me to check that, as a serving NSW officer, I hadn't been unfairly reprimanded by my command following the publication, a predictably thoughtful but unexpected act of kindness. Her reflected wisdom when things sometimes seemed too tough or too bleak (of her own struggles with the hierarchy of the NSW Police Service she occasionally observed 'Well, I figured I could always go drive a bus ...'), has served me splendidly over the years as a reminder about freedom, the choices we make and the lives we choose.

Those of us who have had the privilege to hear Christine speak publicly know that one of her favourite homilies is Plato's Cave, an allegory that illustrates the need for all of us to find the courage to question our fears and beliefs. There is no doubt she has lived her life by this measure. She would often conclude with a quote from her own mentor, John Avery, who advised her: 'The turtle only makes progress by sticking his neck out'. As Christine hangs up her own turtle shell in retirement we can all be grateful she took his advice and stuck her neck out for women in policing.

SOURCES:

Nixon, C. (1996) Opening remarks to the First Australasian Women Police Conference, Sydney, Australian Institute of Criminology <http://www.aic.gov.au/conferences/policewomen/nixon.html>

The Leadership of Christine Nixon

Professor Amanda Sinclair
Foundation Professor Management Diversity and Change
Melbourne Business School
University of Melbourne

On the same day in November 2008 that the US elected new president, Barack Obama, Christine Nixon announced that she would not sign on for another term as Victoria's Chief Commissioner of Police. I wondered if Christine had timed the announcement of her decision to keep press coverage to a minimum – she doesn't like a fuss.

Yet those of us who have observed her leadership since she took the job of Chief Commissioner in early 2001 – and I have conducted extensive research during the eight years – conclude she is among Australia's outstanding leaders.

By 2008 she was steering over 14,000 staff, 340 police stations and an annual budget of \$1.5 billion – a big leadership job in anyone's terms. Nixon's seven years as Chief Commissioner have shown the extraordinary events that can mark her day at the office – from gangland killings to police integrity hearings, disloyalty at senior levels and vitriol from the police union – events so dramatic they've been the subject of TV series storylines.

Under her watch, crime rates have declined consistently with car theft and house burglaries dropping since 2001 by 60 per cent and 44 per cent respectively. The road toll has steadily declined and community perceptions of safety increased – two further performance indicators against which Nixon asked the Police force to measure itself.

Christine will leave Victoria Police a very different organisation from the one she found. Increasingly diverse in the age, gender, ethnicity and background of its recruits, it is now an organisation many people want to join (Metz and Kulik 2008). The annual rate of turnover at around 2.9 per cent is less than half of most other jurisdictions. Nixon enjoys an astounding level of support from the Victorian community – quite an achievement for a policewoman from New South Wales. In an international policing landscape where crime is usually winning, Victoria Police has been inundated by international deputations and requests seeking to learn how to do policing differently.



When I began documenting Christine's leadership of Victoria Police, I described it as a 'cultural revolution'. I believed then and now, that it is important to acknowledge the scale of organisational and community change that she led (see also Fleming 2008; McColl 2007; Prenzler 2004). As a keen chronicler of Nixon's leadership, my worry has been that her visionary and innovative steps as Police Commissioner have not necessarily been fully appreciated by audiences and researchers used to seeing leadership in its more attention-seeking forms, or to put it bluntly, used to valuing the actions of men. Even leadership researchers who should know better remain attached to a masculine kind of leadership sometimes termed 'heroic leadership', those who lead from the front with a loud voice and over-confident vision.

Yet against most models of transformational and authentic leadership, Christine is a stand-out exemplar (Kouzes and Posner 2002; George et al. 2007). She has inspired a collaboratively-constructed (or co-produced) vision and encourages people in the force and communities to initiate and experiment. By her highly 'visible presence and transparent communication' she has built public confidence in police (McColl 2007). With highly disciplined attention to data and performance management, she has overseen a substantial change in how police understand and fight crime.

The Dalai Lama says in a recent book 'It is the task of the leader to create (an organisation) with a strong and warm heart and to see things as they really are' (HH the Dalai Lama and Van den Muyzenberg 2008). In the landscape of leaders, Christine sometimes seems unique in emphasising the need for a strong and warm heart in Victoria Police. Vigilant about ensuring police are honoured for their work and sacrifices, she is often disarmingly honest about her own journey and learning. She says when she walked into the NSW Police Academy at 19 and again on Day One in the Chief Commissioner's chair, she thought to herself 'Gee this is interesting. What have I got myself into?' She doesn't pretend to have the answers but demonstrates confidence that new ways to police will be found.

Drawing on leadership and police leadership research, as well as my own 'shadowing', observations and interviews with Nixon over the seven years (Sinclair 2005; 2007; and 2008a and 2008b), I explore here what we can learn from her model: first from how she went about leading cultural change in Victoria Police; and second, from her as a person and how she has maintained optimism, connection with and faith in the community and balance, despite vitriol, envy and threats to her life.

LEARNING ABOUT LEADERSHIP FROM NIXON

Right from the start, Nixon did the Chief Commissioner's job differently. Of the many changes she initiated, three areas of reform have been particularly distinctive and innovative: working with the community and bringing into policing external stakeholders; redefining police work including a strong focus on measurement and evidence; and internal cultural reforms focusing on professionalising the force and increasing diversity and opportunities.

Working with community and stakeholders

Nixon summed up in 2008:

We've come a long distance in our relationship with the community, in ensuring that police are respectful towards members of the community, whether white or black, women or men. They need to be confident, to know that they can trust us.

We've got a good track record now on working on whole-of-government issues, such as family violence.

Redefining police work

Nixon is a stickler for 'evidence-based policing'. Throughout her tenure she has continually pressed police to gather better data and pay attention to what the evidence and research tells them, for example, about the incidence of certain sorts of crime and directing resources accordingly. It's an approach she had used particularly to tackle domestic violence, which is a notoriously difficult and intractable part of police work. The evidence was that domestic violence was increasing yet victims were unlikely to try and seek redress. Often their experience of trying to do so meant more abuse and disempowerment at the hands of the abuser, policing and judicial systems. Nixon's commitment to working on this issue was forged when a victim rang her up and came to see her to describe her experience. Mobilised both by the evidence and ensuring police, magistrates and social workers were face-to-face with the human costs, Nixon led innovative, strategic and whole-of-government action on domestic violence.

The focus on evidence, along with the gangland killings, also prompted a radical review of the way Police handled crime.

A study into the Crime Department initiated by Nixon and Assistant Commissioner Simon Overland in late 2004 and carried out by consulting firm BCG, showed that 'not only did they not know how their resources were being deployed ... they also had no way of classifying crime types in any useful way'.¹ Crime reduction required more flexible structures: a way of organising that maintained expertise and bonds that developed when people worked together, without the tribal loyalties and overemphasis on squad loyalty that had fostered corruption in the past. This shift to a different way of structuring crime resources in 2005, also allowed the disbanding of troublesome fiefdoms within police such as the Armed Offenders Squad.

Internal cultural reforms, diversity and opportunities

Alongside the emphasis on evidence in policy and strategy, Nixon began early on to introduce reforms in performance management whereby police had to apply for promotions and were measured against performance indicators. In the past, senior appointments had often been made in a closed and mysterious way, certain people just seemed to 'get the nod'. Nixon threw open many of the top jobs, advertised them and

appointed a selections panel with several external members. Internal incumbents were interviewed along with outsiders and more junior applicants. Many had clearly never had to do this. The result was a senior leadership group that comprised more outsiders, was younger and more diverse, including the appointment of women into senior roles.

These actions sent out powerful signals of cultural change and injected new perspectives. As the definition of police leadership was taking bold new directions, she set about supporting senior police to work in different ways and share the load, for example, appointing Simon Overland as Assistant Commissioner Crime. The changing job description also meant the process of selecting and training recruits needed overhaul, entailing various reforms at the Police Academy which had historically operated as a para-military style training organisation with all its conventions and norms.

Victoria Police has been a key player in efforts to create Australia-wide recognized certification for police officers, meaning that officers trained in one state could take leave and apply for positions in other States, having their service recognized. Amongst other benefits this would offer flexibility to employees who have taken leave, but don't want to start from scratch when they return.

When Nixon was appointed, there were few police working part-time, in fact the general view was that the job couldn't be done part-time. This strong cultural norm meant that the VPF remained homogeneous and didn't retain women who wanted to combine policing with parental responsibilities. Nixon knew that the makeup of the force had to change. She recognised that diversity is one of the best ways to counteract tendencies to corruption which thrives in overly cohesive, homogeneous groups.

Emerging worldwide evidence showed that women police officers brought strong capabilities in dealing with issues which were increasingly being acknowledged as a key part of the police portfolio, such as domestic violence and child abuse. Nixon was determined to populate the force with the mix of cultures, races, gender and ages that reflected Victoria's highly multicultural population. She also wanted to make it easier for members to rejoin the force after maternity leave and to increase the numbers of mature age entries. In 2002 and picking up on an existing State Government



commitment, a powerful campaign seeking new recruits for policing produced a surge of applicants with very different backgrounds.

By 2007, women made up almost half of all recruits to policing, though there were still very few women who managed to ascend to senior operational policing levels. There are also now fewer formal obstacles to police working part-time, though the cultural norms remain strong: part-time is still read by many as 'part committed'.

Christine Nixon, the person and character

When Nixon was appointed Chief Commissioner, she was the first female police chief in Australia. Further a field, there had been no women leading police forces the size of Victoria's in the rest of the world – none in the US, UK, in most parts of Europe nor Asia. She was young, at 48, and an outsider. It was almost fifty years since someone had been appointed to lead Victoria Police who had not worked their way up through the many layers of the police hierarchy – and he was a Major General. These factors created intense visibility, high expectations and scepticism in some quarters. Many inside and outside the force thought she wasn't tough enough and that the power would lie elsewhere. How has she managed these pressures?

How has she forged ahead with innovation – large (eg in crime) and small (in allowing greater choice in police uniforms) – maintaining her optimism and appetite for the task when some of the toughest were out to get her and the foolish underestimated and betrayed her?

'Victoria Police has been a key player in efforts to create Australia-wide recognized certification for police officers, meaning that officers trained in one state could take leave and apply for positions in other States, having their service recognized.'

¹ Larry Kamener of Boston Consulting Group, quoted in ANZSOG Case 'Reorganising Victoria's Approach to Crime' 2007.

Coping with Critics, Attacks and Disloyalty

Nixon had come face to face with discrimination on many occasions in her career. As a woman she had been denied management training in her first job at Coles and had been routinely 'tested' in the NSW police on the assumption that she wouldn't last. These experiences have given Nixon a strong sense of social justice. In March 2002, Christine was invited to attend the annual Gay and Lesbian Pride March. Her decision to do so was, for her, simply a matter of supporting the gay and lesbian police members who had invited her, but it generated a media storm and a flood of rumours, including Nixon's own sexuality. The front page headline on *The Herald-Sun* was 'Don't Bring Your Sydney Ways to Melbourne' (a reference to Sydney's Gay and Lesbian Mardi Gras).

Two particularly testing challenges for Nixon were her gradually souring relations with the Police Association and the revelations of disloyalty that emerged from the Office of Public Integrity (OPI) hearings in 2007. In her earlier career with NSW police, Nixon had strong connections with the Police Association. She respects what the job unions do for their members and in 2001 when she was offered the Chief Commissioner's job, rang the Victorian Secretary, Paul Mullett, to say she hoped they could work together. For the first three or four years, she aimed for collaborative relations. However the Association and some of its leadership remained attached to old ways of calling the shots. Nixon says 'the Union hasn't moved with the times. It's still in the industrial relations mode of saying 'you tell us the policy and we'll tell you if we like it'. How does she feel about this?

There is a lot of sadness in that for me. I respect the Association's role ... but it frightens some members (police). There is a steady stream of vitriol which feeds fear and encourages some members to think that the union will protect them, no matter what. They should know that, if they've done a reasonable job, we'll protect them. For some, it's like 'Mum and Dad are fighting again and we don't know why. We just wish they'd sort it out'.

Amid continuing suspicions of corruption and demands for a Royal Commission, the Office of Police Integrity (OPI) was established in Victoria in November 2004. There were a few who saw this as a vote of no confidence in senior police leadership but Nixon welcomed it. The OPI conducted a number of important investigations and public hearings. But none were more devastating for police and Nixon personally, than in late 2007 when senior police were being investigated for their possible role in leaking information that prejudiced a trial

and led to the murder of police informants. Tape recordings were played in court of conversations between Assistant Commissioner Noel Ashby and Director of Media, Stephen Linell. The tapes were graphic, peppered with expletives and contemptuous of members of force Command. The tapes were also damning, contradicting earlier evidence given by Ashby and Linell. Both resigned days after the tapes were played in court and were subsequently charged. Police Association Secretary, Paul Mullett, was also implicated and later charged.

Christine Nixon was visibly deeply shocked by these revelations of disloyalty and a deep contempt for police procedures at the highest levels of command. When the content of the recordings was made public, Nixon fronted the media surrounded by other members of Corporate Committee. Her first statement, and the front page headline that followed was 'I feel betrayed'.

Leadership through others

'I could have had a nice life as a Chief Commissioner. I could have stayed at the edges and fiddled with the status quo,' Nixon says. She says she's learned to be persistent and work steadily, strategically and with an eye on the politics while creating alliances and the conditions for change.

When I first came, I wanted drug and alcohol testing for members. It occurs in most other places, why not here? It's been a long road to get there. We started by removing alcohol from police premises. We did a lot of education around wellbeing. A lot of things had to change and it's only just coming into legislation now after seven years.

How does she cope with the huge workload and find time to ease back and relax? Increasingly she has given herself permission to pull back, to make sure others are sometimes in the media front line. Her approach, when police-related events are on the front page of the newspapers and monopolising talk-back

radio, is to be calm and consistent. On the terrorist threat and organised crime, for example, she says 'I needed to know what was happening but I couldn't be consumed by it. I had to trust others to do their jobs'.

People close to her including partner John Becquet are also a tonic, reminding her that she is not indispensable and to keep perspective. She doesn't bottle things up and she remembers to savour and enjoy life – one of the reasons for her decision not to take on a new term as Police Commissioner.

Nixon is probably her own toughest critic. She says to herself and to her inner circle when they debrief a major event or



investigation; 'I should have picked that up'. But she also has 'a capacity to self-regulate' and rather than taking attacks personally, goes home and wonders 'what would it be that would allow you to support us?' Clues to how Nixon developed these capacities to be calm and grounded lie, I believe, in her background. As a ten-year-old Christine would take responsibility not just for shopping for dinner and meeting her mother after work, but for chaperoning other kids around – some older than she. She admits 'My parents would say I took charge when I was about five. I did actually'. Being responsible has been wired in from an early age.

I teach at Melbourne Business School and we have been studying leadership and change, looking at the case of Victoria Police. My MBA students have gone out and talked to police in police stations. Many of the students are from overseas – from Mexico, Chile, Spain, India, Bhutan and America. In their home countries police are rarely trusted, their tactics are brutal and people do their best to avoid them – not learn about leadership from them. One Indian student talked of growing up and listening to the screams coming from the police station down the road from his home in Mumbai. Another from Mexico said that you would never seek help from police – it was widely understood that police involvement would make things worse.

Through their eyes, I have again been able to appreciate the scale of the changes that Nixon has presided over. Police welcomed my students, talked openly about their jobs and its challenges, about why they are committed to policing and making a difference. Even the fact that these police were

prepared to talk openly to a group of students says much about their changed view of their role and their openness to learning.

On the many occasions I have studied and watched Christine, it is her optimism and faith in people that is striking. I have been inspired in my own work by her and her model shows us how to do leadership with compassion, humanity and joy. She thinks that if she plays her part with honesty, courage and openness, the rest will follow – and in all sorts of ordinary and extraordinary ways, it has.

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The Importance of Christine Nixon as a Role Model

Assistant Commissioner Barbara Etter APM, Western Australia Police,
Chair AIPM Board of Studies and Adjunct Associate Professor,
School of Law and Justice, Edith Cowan University

Mark Twain once said:

Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you too, can become great.

The history of Australasian policing changed forever when Christine Nixon was announced as the Chief Commissioner of Victoria Police in March 2001. She was the first ever female Commissioner of Police in Australasia, after having been among the first group of Australia's operational female police officers (Morcombe 2009).

I remember clearly when the announcement was made. As a Director of a National Common Police Service (the then Australasian Centre for Policing Research), I had pretty good national networks. There was great consternation at the senior levels of policing as Christine wasn't at all rumoured as a front runner for the position. There was almost an audible gasp of breath from policing across the country!

FIRST FOR WOMEN

Australasian policewomen rejoiced at one of their own being chosen, quite controversially, for the position, particularly in what was known to be one of the more 'challenging' jurisdictions. Instantly, policewomen and female police staff across the country sensed that the winds of change might be beginning to blow.

Christine's appointment sent a strong message to women in policing and female community members



that maybe policing would start to take issues like domestic violence and sexual assault more seriously or that priorities might at least change. Many women also thought it was perhaps the start to policing openly and genuinely valuing the contribution of its female personnel.

From a personal point of view, I had monitored Christine's career very closely. We had some amazing similarities in our upbringing and earlier careers. In fact, I have known Christine for around 35 years.

I was honoured to be invited by the ACWAP Committee to write this article on the importance of Christine as a role model.¹

One view of role models is as follows (Gibson 2006, p.701):

Role models provide inspiration to individuals, and this motivates them to emulate aspects of their role

models' behavior or style. In this view, role models are exemplary figures offering essential clues to identity and career achievement.

Interestingly, the literature on role models states that you are more likely to utilise someone as a role model if there are similarities in attitudes, behaviours, goals or a desired status position, and you are motivated to enhance that similarity through observation and emulation (Gibson 2004, p.136; Gibson 2006, p.702).

SIMILAR BEGINNINGS

Christine and I were both brought up in Allambie Heights, a middle class northern beaches suburb of Sydney in NSW (about 10 minutes North-West of Manly), where both sets of our parents continue to live. We actually lived only a few streets from each other. In addition, we met and played 'basketball' (as netball was then known), for the Allambie Heights club. Christine is a few years older than me, so we didn't actually play in the same team. A strong memory of Christine was of her on the netball court in her bright orange pleated tunic and white blouse – the Allambie Heights uniform.

Coincidentally, we both had police officer fathers in the NSW Police. (I even later worked for Christine's father,



Ross, the Assistant Commissioner Crime, when I was in the NSW Police Crime Research Unit). Our younger brothers also joined policing.

Despite going to different schools and churches, we were certainly known to each other.

There were differences in our entry to policing. Christine joined policing in 1972, early in her working life, whilst I studied Pharmacy at Sydney University and worked as a pharmacist for a couple of years. But our paths were destined to cross again!

In fact, I remember sitting in the recruitment section of the NSW Police in early 1981 when Christine walked in and asked me, somewhat surprised, what I was doing there!

I joined the NSW Police in October 1981 and, in 1984, a phone call from Christine led me to taking up one of my first specialised positions after several years of GD's on Sydney's northern beaches. As a direct result of her suggestion, I took on a role at the Planning and Research Branch in Sydney's CBD, a valuable forerunner to my later involvement in Australasian policing research.

In 1987 I went to the then National Police Research Unit (NPRU) in Adelaide, initially on secondment from the NSW Police, but continued to monitor Christine's high profile career. At that time, she was working very closely with Commissioner John Avery on important issues like the implementation of community policing. John Avery, a great police leader, would end up being a career mentor for her. (I was also fortunate to have had a number of Commissioners as sponsors/mentors during various stages of my career).

Like myself, Christine had a keen interest in professional development and the pursuit of tertiary qualifications.

¹ The term 'role model' draws on two prominent theoretical constructs: the concept of role and the tendency of individuals to identify with other people occupying important social roles; and the concept of modelling, the psychological matching of cognitive skills and patterns of behaviour between a person and an observing individual (Gibson 2004, p.136).

Hence, there were a number of parallels in our careers. We had also both taken a keen interest in representing the interests of other policewomen through the NSW Police spokeswomen's role.

Our career paths then diverged somewhat, with me moving around the country in various roles in South Australia, the Northern Territory and Western Australia. However, we did meet up again during my time with the NT Police, in relation to training and education issues in the early 1990's. I remember her clearly at a meeting of Heads of Police Training and Education at the Goulburn Academy in the early 1990's.

THE GLASS CEILING

Fast forward to 2001, Christine's appointment to Chief Commissioner. I and many other women really thought that that glass ceiling had finally been shattered. It was like Roger Bannister running the first 4 minute mile in 1954 and hence proving to all that it could indeed be done. Bannister's success wasn't just a physical achievement, psychologically it buoyed many others to reach similar levels of elite success. Similarly, Christine's rise to power has given hope to many women aspiring to police leadership at the highest levels. It has also hopefully made policing a more attractive career option for younger women.

Around the time of Christine's appointment, we women all sat back expectantly, wondering how it would all go for her in Victoria, well appreciating and never under-estimating the strength of the police culture and the challenges that she would face, particularly as a woman, an outsider and someone from NSW! The odds were certainly stacked against her!

After 8 years, considerable inroads have been made in Victoria Police in a number of areas and Christine has helped to shape the national / Australasian policing agenda, particularly in the areas of professionalisation of the policing occupation, evidence-based policing and, ostensibly, the more effective coordination of the policing effort through the formation of the Australia New Zealand Policing Advisory Agency (ANZPAA).

Christine too was certainly a strong contributor on the intellectual dimension of policing.

Christine's time in Victoria was rather tumultuous with the Gangland killings and major issues of corruption

concerning the Drug Squad, the Armed Offenders Squad and the alleged involvement of senior Victoria Police and Union personnel in a sensitive murder investigation.

She certainly had to battle enormous resistance and undermining from some quarters.

The Victorian Office of Police Integrity (OPI) inquiry (2008, p.13) found 'repeated examples of betrayal, collusion, deceit, and abuse of authority' within Victoria Police.

Further, 'Public officers with obliga-

tions to act with integrity were exposed as individuals prepared to deceive and plot to undermine their colleagues in their pursuit of personal ambition'. It was suggested in the report that Christine was targeted as an 'outsider' and a proponent of a reform agenda that challenged the old style of policing. It is hard to say definitively whether gender was an issue, as Deputy Commissioner Simon Overland, another lateral entrant, was also heavily targeted.

A CHALLENGING ROLE

Christine's time as Chief Commissioner, by her own admission, has certainly been challenging. On 5 November 2008 when she announced her upcoming resignation she stated 'It's taken a great deal of passion and resilience to be the Chief Commissioner of Victoria Police' and (perhaps under-stating the situation!) 'It hasn't been a quiet time' (Live News 2008).

To her credit, Christine never relinquished her roots or her femininity. She has remained true to herself. She also modelled the importance of family and demonstrated that it is all right for a leader to give an insight into his/her personal life. John, her husband, was often by her side. In fact, Christine's husband and my husband, Colin, were the only two males on the usually female-only spouses program for the 2003 Police

'Christine often recounted tales about her upbringing and the influence of her parents, particularly her mother.'

Commissioners' Conference in Perth (which I attended in my capacity as the Director, ACPR). Naturally, the two were able to find a pleasant 'watering hole' while the wives went on the compulsory shopping trip!

Christine often recounted tales about her upbringing and the influence of her parents, particularly her mother. Her parents were even at her side, and she acknowledged their support and the support of her husband, when she announced that she would be leaving the Victoria Police (Rennie 2008). In this regard, by emphasising the importance of family, she was also providing a valuable role model in relation to work/life balance.

To some extent, Christine humanised police leadership with her down to earth, approachable and almost maternal style. She certainly showed courage and the strength of her convictions when she chose to march in Melbourne's Gay and Lesbian Pride March in 2002. This action prompted a lot of comment and controversy, even behind the scenes from her fellow Commissioners.

NOT ONE OF THE BOYS

Christine never tried to become 'one of the boys', which was so very reassuring to other women in policing. A study by Silvestri in the UK, which involved in-depth, semi-structured interviews with 30 senior policewomen found that some of the women described the police leader of the 21st century as 'tough and forceful', with 'aggressive, competitive and performance traits' (2003, p.42), which is of itself somewhat disappointing. We need to get support for doing leadership differently and Christine has certainly provided that example. She has also demonstrated the value of 'personal' as opposed to 'positional' power (Etter 2008).

Christine demonstrated a transformative style of leadership and displayed strong interest in leadership and executive development. She adopted more of a coaching style to the development of others. This would seem to be in contrast to some of her previous

male peers. Densten (1999, p.54; cited in Silvestri 2003, p.126) in a study of the leadership styles of senior officers in Australian law enforcement found that, in comparison to leaders in other organisations, senior police were less likely to:

... negotiate with their followers; be a role model able to influence and motivate their followers; create new understanding or persuade followers by using images or vision; provide experiential learning opportunities for followers; and solicit new ideas and creative solutions from followers. (emphasis added)

In addition to the testing times in Victoria, those of us that know Christine also appreciated that she had done it tough under the leadership of Peter Ryan in NSW. In fact, she had been an applicant for his job. During his time as Commissioner, she had a number of transfers to areas well away from her chosen home-base. Ryan made it clear in his book that he did not trust Christine (Williams 2002, pp. 175 & 229-231).

Her subsequent rise to power was reassuring to many in that it demonstrated that you could still have some personal tensions or conflict in your career and yet make it to the top. Also, the less than desirable transfers also rounded out Christine's experience and made her even better qualified for the future.

A ROLE MODEL

As a senior woman, Christine also demonstrated the importance of applying for positions and not waiting for that much spoken about 'tap on the shoulder'. Her story about simply applying for the Victorian Chief Commissioner position, after having applied unsuccessfully for both the NSW and SA Commissioner

positions, gave the more cynical of us hope that selection processes at the highest level could indeed be objective and truly based on merit! It was also heartening to see that political leaders were looking for something different in such a critical position.

'Christine's talk that night displayed her ability to relate to people from all walks of life, academics and police alike. She demonstrated her optimism, her humility, her respect for people ...'

As a result of Christine's leadership, women could now see that it was all right to retain and exercise what were considered to be the 'softer' and more feminine management and leadership skills. For instance, in the media, Christine always appeared calm and quietly confident. This gave other women a great deal of self-confidence in developing their own management and leadership styles. She also openly promoted the value of Emotional Intelligence and included it as a selection criterion in senior executive roles (Etter 2009a).

Disappointingly, we saw Christine undermined, criticised, both within the force and the media, and subjected to strident criticism and opposition by the Union and its leaders. Yet, she stood firm, continued on with her reform agenda and showed amazing strength, well developed conflict management skills and incredible resilience. I spoke about her achievements and her ability to manage conflict, some of it necessary for meaningful change, during my oral presentation to the Third International Women's Conference in Bangalore, India, in February 2009 (Etter 2009b).

CHAMPIONING EQUITY

Christine also continued to vigorously rectify the inequities in policing for women, despite outcries from within, and in the media, about the so-called 'feminisation' of the Victoria Police. Christine openly championed gender equity and chaired the Australasian Council of Women and Policing (ACWAP) for an amazing 10 years, also through some controversial times. She demonstrated that you did not need to stand mute as a senior woman and conform to the prevailing masculinist culture.

It was in fact very important to speak up about discrimination, including unfair barriers to recruitment, and support the advancement of women. In addition, it was all right to take a keen interest in issues impacting disproportionately on women in the community. (Having said this, I must also acknowledge that several of

Christine's male counterparts have also championed the cause of women and policing issues in recent years).

Christine has a great ability to connect with her audience. I remember hearing her talk as the after dinner speaker at the International Engendering Leadership conference at UWA in July 2008. A number of WAPOL personnel, including men and women, had come along to the dinner to specifically hear her speak. Some had had little contact with Christine and had come along to judge her performance.

'Christine has demonstrated the importance of remaining true to your identity.'

Christine's talk that night displayed her ability to relate to people from all walks of life, academics and police alike. She demonstrated her optimism, her humility, her respect for people, whether they be colleagues or offenders, her pride in her family and upbringing, as well as her keen sense of humour. She was very impressive and received a spontaneous standing ovation.

In such circumstances, Christine was not a role model for women, but rather a role model for leaders, male or female. She had won over many, if not all, of my male colleagues on that night.

A WINNING STYLE

Personally, I have seen Christine win over senior male police from other jurisdictions in formal discussion forums. Senior police have commented that her style was very different and refreshing. They observed that she was not overly defensive when challenged, listened attentively, gave considered views and was very encouraging and open in her style. However, her approach of allowing fellow police to call her 'Christine' still managed to stimulate considerable debate and one or two bemoaned the loss of 'discipline' and some of the formal police trappings.

On a broader scale, there does appear to have been a polarisation of views about Christine and her leadership style and there still remain some very vocal detractors within, and outside of, policing.

Over the years, I have also had the opportunity to observe Christine in action at Boards of Control, SOG and APMC meetings, with her fellow Commissioners. She is a strong contributor and a very effective communicator and certainly held her own in those encounters. In fact, she has been a driving force in relation to a number of national/Australasian issues.

In an external/strategic sense, Christine has also demonstrated the importance of strong community engagement. Hence, she was an obvious choice by the Victorian Premier to head the Bushfire Reconstruction Authority which is to rebuild rural Victoria after it was tragically ravaged by bushfires on 7 February 2009. I'm sure people would agree that her media presence throughout the Bushfire tragedy was certainly calm and reassuring and a much-needed mental balm to many distressed communities and individuals.

Her efforts and achievements did not go unnoticed with eminent academics, like Professor Amanda Sinclair of the Business School at the University of Melbourne. Amanda actually used Christine as a leadership case study (Sinclair 2007). This was another achievement for the emerging profession of policing.

In summary, for me, Christine has demonstrated the importance of remaining true to your identity. She has also proven that a woman and a lateral entrant (yet another parallel in our careers) can very capably perform at the highest levels of policing and hence hopefully pave the way for more women to aspire to, and hold, such important community leadership roles. In addition, for young women deciding their futures, policing may now present as a worthwhile and rewarding career.

The importance of strong and positive role models within such a male-dominated environment should not be under-estimated. Psychologically, such role models may well provide a real boost to women's self-efficacy,² outcome expectations and self-esteem. Organisational behaviour and career theorists have suggested that identification with role models is critical to individual growth and development (Gibson 2004).

In Christine's own words, recorded just recently in an article in her 'home town' newspaper, The Manly Daily (Morcombe 2009):



I hope that when women see that I can do it, they can do it too. I talk to lots of women's groups and encourage women to believe in themselves. It's important that people can see that they can do things.

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² Self-efficacy refers to the self belief that one can perform a specific task or set of tasks (Adams 2001, p.7).

Living with the Commissioner

John Becquet

In the Spring 2001 issue of the ACWAP Journal I wrote a short article on what it is like to be the partner of a senior Police Officer. Eight years down an astonishing track I thought I might update the story and share it with you.

The experience has been largely positive but not always so. I would like to be able to tell you that sexism has been defeated and equality always recognised. Sadly, I cannot report so. There have been moments of high drama, tragedy, comedy and a cast of the most amazing people. Christine and I often joke that we have met the entire population of Victoria. We have certainly come close. I have come to realise that the profession of policing is unique. The police are the only agency which operates universally 24/7. Police often provide last resort assistance. They rescue people from burning houses, mediate disputes, cope with mental health cases and a myriad of other problems.

Consequently, the Commissioner is involved with the whole of the community. My life has been enriched by my experiences during the past eight years. I have been to meetings of the Vietnamese community, watched Somali refugees playing soccer against VICPol, lunched with wheat farmers in the Wimmera, attended bravery awards at Government House, achievement awards at a gay nightclub, and memorial services for the victims of 9/11. The Commonwealth Games were a highlight. This was the largest security operation ever commanded by

a woman. During the planning phase there were attempts to appoint a male security commander on the grounds that Christine was not experienced enough to manage the operation. Sanity prevailed and great support was given by politicians, military and other agencies. Of course the Games were a great success.

There have been times of high drama. I witnessed the unfolding of the underworld murders now luridly portrayed by Underbelly on television. I was somewhat amused to see that the Purana Taskforce appeared to consist of two or three detectives where in reality Purana has approximately 150 people. Many of them are very smart young women involved in gathering intelligence and analysis. I was there as Christine anxiously watched the surveillance, investigation and charging of the now convicted terrorists. Many of the Pandanus Taskforce were young women, including Arabic interpreters. I shared Christine's delight when Tony Mokbel was recaptured in Athens.

There was tragedy too, visiting wounded police officers in hospital with Christine. I have attended funerals of officers killed in the line of duty.

There have also been humorous moments. Christine and I were walking up Elizabeth Street one evening with some family members visiting from Sydney. Suddenly a tram pulled up in the middle of the block next to us. Much to the bemusement of his passengers, the driver leapt from his tram, crossed the street and announced

that he had always wanted to meet Christine. After shaking her hand the excited driver returned to his tram and with much clanging of his bell rattled up the street. Christine's young niece remarked that Melbourne seemed to have its fair share of nutty people. I have watched on in amusement when Christine has been mistaken as an actress from Neighbours, and once a woman in the street said, 'Jeez you look like the Police Commissioner but you're much younger and better looking'.

Attending a conference in Hong Kong last year I was walking with Christine up the street and remarked that it was nice to be just one of the crowd. Two minutes later a German backpacker stopped and said 'you are ze police lady from Australia, Ja?' If you want to take up shoplifting just follow Christine into a department store. Most of the staff rush to talk to her, leaving all the other customers to fend for themselves.

I have grown used to being called Denis and Mr Nixon but I will never get used to the high recognition profile that Christine has. Everywhere we go people will stare, smile or whisper and point. I used to find the attention very unsettling but have come to accept it as inevitable. I think that anyone who deliberately pursues fame must have a screw loose!

On a more serious note, I would like to conclude with some observations from a partner's perspective. Over the last eight years Victoria Police has become much more a part of the community and works very well and cooperatively with a large number of agencies. Victoria Police now has a more friendly and laid back approach and is highly regarded by the public throughout Victoria. On the downside, there has been a persistent campaign by a small coterie of 'old style' males, aided and abetted by some sections of the media and talkback radio. This small minority can never accept the fact that a woman leads Victoria Police. I have noticed that, recently, some of their attacks have become more strident and petty.



I think that this is because they have always believed that they would succeed in their attempts to get rid of Christine and return to the 'proper' path. They cannot accept the fact that she is about to leave the organisation on her terms and with great success.

Christine and I will have a long holiday, then I will look for another career for her to ensure the continuation of my lifestyle and, you guessed it, I still can't clean a bathroom!

'My life has been enriched by my experiences during the past eight years.'

Reducing Family Violence in Victoria

Professor Jenny Fleming

Tasmanian Institute of Law Enforcement Studies, University of Tasmania

Professor S. Caroline Taylor

Foundation Chair in Social Justice

Edith Cowan University

As Christine Nixon leaves Victoria Police after eight years as its Chief Commissioner it is inevitable perhaps that observers will reflect on her leadership, her ability to connect with the community and the positive cultural change she has brought about in the Victoria Police.

Her achievements, and indeed her challenges have been many. This article focuses on one of these achievements – the Chief Commissioner's role in improving the investigation and response to family violence in Victoria; her vision for women and children to live free from violence and her aim to enhance the response of Victoria Police to violence against women and children. The prevalence of family violence in Victoria and the statistics that demonstrate that prevalence are harrowing.

Family violence is the leading contributor to preventable death, disability and illness in Victorian women aged 15-44. Children are present at approximately 30 per cent of police attendances for family violence. Pregnant women are four times more likely to report severe violence. Indigenous women are at higher risk of exposure and suffer more severe forms of abuse. There is no direct link between socio-economic status and family violence. Family violence is under-reported – approximately 36



Professor Jenny Fleming



Professor S. Caroline Taylor

per cent of people report family violence to the police, leaving 64 per cent who do not report. The cost of family violence to Victoria is estimated at \$2 billion per annum. Of course, such violence is not confined to Victoria. According to the International Violence against Women Survey, over half of the Australian women surveyed (57 per cent) had experienced at least one incident of physical or sexual violence in their lifetime.

Sexual violence continues the impact on the lives of women and children around the globe with Australian figures estimating prevalence as affecting 1 in 3 females and 1 in 8 males. Significant under-reporting of sexual offences, high attrition rates of those offences reported to police along with low conviction rates of those cases that proceed to the criminal courts have resulted in repeated calls for governments

across Australia and the globe to address these problems.

Christine Nixon is very likely the first Police Commissioner to locate sexual violence and family violence as a key priority for Victoria Police. This priority includes a key focus on improving police training and education; policy review and the provision of additional resources and service, and community engagement hitherto unseen in Australian policing. Concomitant was Christine Nixon's expectation that the government and their agencies become stronger stakeholders in addressing violence against women and children.

In essence, under Nixon's leadership Victoria Police took a social leadership role in addressing violence against women and acted as a conduit for the exponential rise in government action on policy and law reform and resourcing.

In recent years, Christine Nixon's prioritising of violence against women has been largely responsible for garnering a sustained and cohesive government and agency response that is proving influential in other policing jurisdictions.

VIOLENCE AGAINST WOMEN

Violence against women was one of Christine Nixon's top priorities when she took office in April 2001. She recognised that police play a critical role in addressing and reducing violence against women and children. In 2001, a comprehensive and consultative review of Victoria Police's response to family violence and sexual assault was undertaken and completed by senior officers in August 2002. The Review

provided a strategy and recommendations for internal cultural change.

'Violence against women was one of Christine Nixon's top priorities when she took office in April 2001. She recognised that police play a critical role in addressing and reducing violence against women and children.'

This review and Christine Nixon's strong conviction that change was necessary provided the internal mandate for change. This mandate was consolidated by government leadership and the establishment of a state-wide steering committee to reduce family violence. Victoria Police played a significant role in leading this Committee. Ongoing government funding and the development of a multi-agency response – Reforming the Family Violence System in Victoria 2005 was an acknowledgment that lasting change requires complementary changes in the broader system.

The key elements of the Victoria police reform have included the development and implementation of a *Code of Practice for the Investigation of Family Violence* – the details of which can be found at: http://www.police.vic.gov.au/files/documents/464_FV_COP.pdf. All officers have been trained in this new code of practice.

Other elements include: the development of a family violence risk assessment tool; the introduction of holding powers over perpetrators; the introduction of the Family Violence Safety Notices in the recently commenced *Family Violence Protection Act 2008*; the introduction of mandatory referrals for family members supported by the development of referral pathways with family violence services; and the ongoing improvement of data collection processes to assess outcomes.

A further distinguishing feature of the leadership landscape of Christine Nixon in this complex and sensitive policy area has been police collaboration with academic institutions to secure Australian Research Council (ARC) Linkage funding for an array of projects that will produce evidence-based outcomes to improve police practice, knowledge and training.

The largest of these funded projects is the *Policing Just Outcomes in Sexual Assault Project*. This large ARC linkage collaboration between Edith Cowan University and Victoria Police is a five year project designed to improve police response, investigation, brief preparation and management of sexual offences. This multidisciplinary project involves academics as Chief Investigators from Edith Cowan University, University of Melbourne and the University of Tasmania. The project has just entered its third year with the team of researchers given unprecedented access to police data and personnel to ensure the highest quality research outcomes possible.

Victoria Police has also led the development of the first Victorian Whole of Government ARC Grant on family violence – SAFER Project which will investigate reform in the Victorian response to family violence with a focus on the integration



of intervention responses. The program aims to provide an account of the development of inter-agency governance of family violence services including police, government and non-government organisations. It will examine the experiences and decisions of women, children and men, and how practitioners work individually and in cooperation with others to deliver services to the victims of family violence and to intervene with perpetrators. This project led by the University of Melbourne, involves a multidisciplinary team of researchers from the University of Melbourne and Monash University as well as Partner Researchers from Victoria Police and the Departments of Justice, Human Services and Planning and Community Development.

These projects reflect the importance and priority given by Christine Nixon to improve police practice, knowledge and policy regarding sexual violence and family violence.

LEGACY

We often forgo claims of legacy in favour of the proverb that history will be the better judge of legacy. However, it is appropriate, necessary and indeed timely to reflect on the legacy and impact Christine has achieved in real time. Christine Nixon has placed violence against women firmly on the public and government agenda. The courage to prioritise what has so often been

regarded as a 'women's issue' and more often described pejoratively as a 'feminist' issue and not 'real' police work, has led to an iconoclastic change in the policing landscape and government rhetoric in Victoria. The steady rise in reports of family violence and sexual assault are testament to a growing confidence in police.

In 2008 Christine Nixon was confirmed as the inaugural Ambassador for charity organization *Children of Phoenix* (www.childrenofphoenix.org) – a charity organisation committed to providing educational and mentoring pathways to those affected by childhood sexual abuse as well as advocacy and policy reform. Christine's connection with organizations such as this are testament to a woman whose passion and commitment to women and children extends beyond her role as Chief Commissioner.

LEADING CHANGE

It was Christine Nixon's job as Chief Police Commissioner to ensure that her vision and the 'tools for change' were developed and implemented.

It was her leadership that embedded change, consolidated new practice and provided the ongoing commitment to improving practice and policy around family violence. Despite the challenges of embedding cultural change around this issue, particularly in terms of information exchange, the management of high risk families, working with limited resources and developing appropriate quality assurance mechanisms and process, significant progress was made.

Family Violence trends in the period 2004-2008 reported a 14.5 per cent increase in family incident reports to police. This increase in reporting was perceived as a strong indicator of an increased confidence in police. There was a 153 per cent increase in charges laid from 11 per cent to 24 per cent of all family incident reports. There has been a 174 per cent increase



in total number of Intervention orders applied for by police, and a 23 per cent increase in police as complainants of total intervention order applications from 23 per cent to 46 per cent.

STILL MUCH TO BE DONE

Despite these encouraging statistics, there is still much work to be done. Christine's vision and leadership will need to be unequivocally embedded in the work culture of Victoria Police. As an organisation they will have to consolidate and embed good practice service provision and responses, consolidate partnership approaches with agencies responding to victims and perpetrators; develop appropriate responses to diverse and vulnerable groups, to continue to trial and evaluate new work and to be open to research and formal evaluation of their policies and practice.

Key indicators that Victoria Police are continuing Christine's work and commitment will be the continued victim confidence in Victoria Police and ongoing leadership and commitment to reducing violence against women and children in Victoria. Christine's legacy is already evident through the commitment by the Organisation to develop a new 5 year strategy which seeks to further improve the response by Victoria Police to violence against women and children which will be released in the near future.

The Gendered Nature of Leadership and Power within Policing

Assistant Commissioner Barbara Etter APM

Corruption Prevention and Investigation

WA Police

Adjunct Associate Professor

Faculty of Business and Law

Edith Cowan University

This paper was presented at the International Engendering Leadership conference held at the University of WA in Perth in July 2008. It highlights some of the issues and challenges Christine would have faced in reaching and maintaining her position of Chief Commissioner of Police.

(Note, the views expressed herein are the personal views of the author and are not the official position or view of the WA Police.)

'Power is the pivot on which everything hinges. He who has the power is always right; the weaker is always wrong.'

Niccolo Machiavelli

ABSTRACT

The paper provides a practitioner's insight into the gendered nature of power and leadership within Australian policing. The author reflects on her unique career path in achieving senior rank (i.e. Assistant Commissioner) and how she has managed the obstacles to achieving and maintaining her own power base. She outlines the sources of power and provides her personal observations of how power is controlled by those at the top of policing organisations. She suggests some strategies for women for acquiring more power and influence. In particular, she stresses the importance of women being aware of their own power and participating in appropriate 'organisational politicking' if they are to bring about much needed change and gain acceptance for doing leadership differently.

INTRODUCTION

The paper is written from a senior policewoman's perspective. It draws on the academic literature, although



there is little on the issue of gender and police leadership or management (Silvestri 2003, pp.2-3; Mitchell & Casey 2007; Meese & Ortmeier 2004; cf. Adams 2001).

The paper also reflects on personal experience and observations, including lateral entry at senior rank to two Australian police agencies in 1992 (NT) and 2004 (WA), secondments outside of policing (involving the management of lawyers and academic researchers¹) and the stewardship of a 'National Common Police Service' (the then Australasian Centre for Policing Research (ACPR)) for over 5 years. The paper provides a practitioner's perspective/insight on the

current situation in relation to gender and power, in the context of police leadership.

The paper commences by setting the scene in relation to the percentages of women in policing in Western Australia and Australia, and also provides figures on the percentages of Commissioned Officers (Inspector and above). It highlights the very low numbers of women in the Senior Executive (Assistant Commissioner and above).

Whilst significant reforms have occurred in the last decade or so in relation to organisational structure, culture and management style (Etter 1996 & 2007a), policing organisations are still essentially hierarchical and militaristic organisations that value 'heroic' leadership, a male managerial model and a command and control style of management. For instance, some still retain or have reverted to the concept of a police 'force' as opposed to a police 'service'. Mitchell & Casey comment that this is indicative of 'a swing back to a seemingly more hard-line combative approach' (2007, p.20).

Against this background, the numbers of senior women have not reached critical mass. For many women it is still a challenge to be accepted and there is often a need to prove their worth and 'fit in' as best they can.

The paper discusses the nature of power generally and the exercise of it within policing. It highlights obstacles to women acquiring power and some strategies for senior women to acquire power and influence within policing. The paper provides a personal insight into the author's experiences of developing and maintaining a power base as a senior policewoman.

BACKGROUND

My interest in gender and power was piqued when I read the book *Nice Girls Don't Get the Corner Office*, a couple of years ago. It talks about the many (101 in fact) unconscious mistakes that women make that undermine their credibility in the workplace and sabotage their careers. I could particularly relate to two of the common mistakes which were that women avoid 'office politics' and deny their own power! (Frankel 2004, pp.38 & 234). I was guilty at the time of those particular misdemeanours (there were others!). However, my time at the top of policing in several jurisdictions has very much convinced me that I need to get a lot better at playing the power games and understanding the Machiavellian nature of some of my colleagues, our organisational dynamics, industrial and media relations, and governmental processes. It is a complex world indeed! Amanda Sinclair refers to the need to understand the 'web of power' around you (Sinclair 2007, p.81; see also Jacobs 2007). I think that this is a great analogy because we often underestimate the reach of the power networks, their strength and potential deadly effect.

The extensive 'web of power' in police leadership involves a number of interfaces, namely, with (Etter 2007b):

- The workforce;
- The Minister and Government;
- The DPP;
- The media;
- The unions;
- The oversight bodies; and
- The community and special interest groups.

In reference to the above book's argument that 'nice girls don't get the corner office', I love to point out that I currently do inhabit a corner office on the 7th floor of WAPOL HQ, directly above the Commissioner's office, with superior river views!!! So I must be doing something right! I also have purple and lavender feature walls, a first for Police HQ!

As a lateral entrant to policing at senior levels in two Australian jurisdictions, particularly at a time when it was ground-breaking and quite controversial, I have experienced first-hand the challenges of establishing credibility and an effective power base, although I didn't think consciously about concepts of power and influence at that time. Earlier in my career, I was very fortunate to have had significant networking opportunities as a result of national leadership roles and projects (as Chair of the Police Commissioners' Policy Advisory Group from 1989-1994 and as a secondee and then employee (as Principal Research Officer) of the then National Police Research Unit (1986-1988)). I also had some very senior male sponsors and mentors (at Commissioner rank) who significantly impacted in a positive way on my career path.

I'd first like to set the scene in relation to women and senior women in policing in Australia. You will see from the figures that advances have clearly been made. For example, when I joined the NSW Police in 1981, women only made up 5% of the agency. In more recent times, we have seen percentages of sworn women in Australian policing increase in 1995 from 13.5% overall (Wilkinson and Froyland 1996) to much healthier figures ranging from 18.91% to 28.3% in the jurisdictions in 2006/07 (WA Police HR Benchmarking Report 2007)). With a current percentage of 19.7%. (as at 30 April 2008),² WAPOL has the lowest percentage of policewomen in Australia. We also have the lowest percentage of women overall (including non-sworn) at 29.29% (WA Police HR Benchmarking Report 2007).

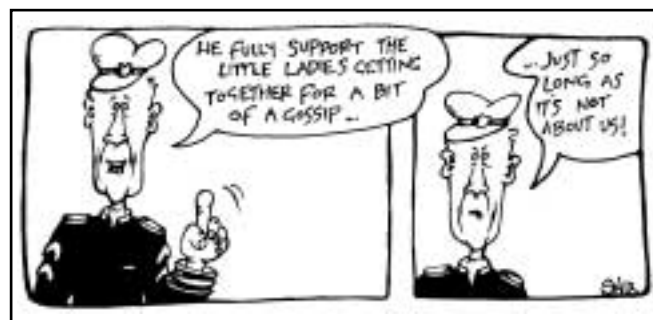
In relation to more senior women, the numbers of female Commissioned Officers in Australia has increased significantly from a mere 28 officers in 1995 (Wilkinson and Froyland 1996) to 190 as at 30 June 2007 (WA Police HR Benchmarking Report 2007). Despite this increase, there are still very few women at the highest levels of policing (i.e. Assistant Commissioner or above).

¹ At the NT Attorney-General's Department and the ACPR.

² QLD 24.25%, NT 28.3%, AFP 23.35%, VIC 22.12%, TAS 24.84%, NSW 25.94%, NZ 17.54% (from HR Benchmarking Report 2007).

WA has experienced a significant increase in the number of senior sworn women over the last few years. When I arrived in Perth in September 2004, there was 1 female Superintendent and 2 Inspectors. Today, we have 1 Assistant Commissioner, 4 Superintendents and 11 Inspectors – 16 Commissioned Officers out of a total of 186. However women still only make up less than 9% of all Commissioned Officers in WA, with the percentages of female Commissioned Officers ranging from around 4.48% (in Tasmania) to 17.65% (in the NT) (WA Police HR Benchmarking Report 2007). So, once again, WAPOL has one of the lowest percentages in this area. We have a task ahead of us and strong and genuine efforts are certainly being made to attract and recruit more women, at the lower levels.

While there are more female role models and senior women available to assist more junior personnel, senior sworn women are still clearly in the minority. The numbers of senior women are well below the suggested figure of 25 to 30% required to develop a critical mass in order to gain acceptance for their own leadership/management style and dynamics. Our 'difference' can lead to a range of experiences such as tokenism, high visibility and isolation (Sinclair 2005, p.107 citing Kanter 1977).



Australasian policing experienced its first ever female Commissioner when Christine Nixon was appointed Chief Commissioner of the Victoria Police in 2001. We have seen her in various power struggles throughout her time, particularly with the Victorian Police Association and certain sections of the force such as detectives and those opposed, within and external to VICPOL, to increasing numbers of females in that agency (Moor 2008). There was the disbandment of the Armed Offender Squad, strong and justifiable disciplinary action against the Drug Squad, and the relatively recent Office of Police Integrity (OPI) inquiry into the apparent compromising by senior police personnel of a sensitive murder investigation. The latter led to front page headlines in the nation's papers (see for example Hughes 2008 'Charges Urged over Plot to Unseat Top Cop' in *The Australian*).

OPI's inquiry (2008, p.13) found 'repeated examples of betrayal, collusion, deceit, and abuse of authority' within Victoria Police. Further, 'Public officers with obligations to act with integrity were exposed as individuals prepared to deceive and plot to undermine their colleagues in their pursuit of personal ambition'. It was suggested in the report that Christine was targeted as an 'outsider' and a proponent

of a reform agenda that challenged the old style of policing. It is hard to say definitively whether gender was an issue, as Deputy Commissioner Simon Overland, another lateral entrant, outsider or import, was also heavily targeted. From my own observations, Christine has certainly brought a different style and approach to policing which has seemingly threatened the 'old school' who continue to believe in formal authority, strong discipline and more traditional ways of doing policing. But my personal view is that these same people are also uncomfortable with having a woman as Commissioner.

DISCUSSION

There are still many challenges for senior women, both sworn and unsworn, within policing. While junior women probably grapple with issues like proving that they can actually do the job, sexual discrimination, sexual harassment and bullying, as well as the demands of the job on their relationships and families, senior women have to grapple with the more insidious and less often seen facets of our gendered society and leadership structures. An ACPR study (Adams 2001) of senior female managers in policing found that the rates and types of discrimination changed as respondents were promoted to managerial levels. Early in an employee's career, discrimination was primarily sexual harassment or gender-based discrimination. As an employee moved into a managerial position, being 'undermined' by one's peers based on gender, or due to being non-sworn, was the primary form of discrimination.

As a lateral entrant to policing and a relative newcomer to this jurisdiction, I do not have local, long-established networks and allegiances both within and outside of WVA Police. Whilst in many respects the lack of allegiances and networks within the job is of assistance, particularly in my current role in Corruption Prevention and Investigation where objectivity and a degree of independence are essential, I have certainly had to tread carefully in developing relationships and placing trust in people.

I have found it necessary to think consciously about power and influence in the context of my gender and leadership within policing.

As we all appreciate, **power** is an abstract concept that is challenging to define. However, most writers seem to agree that it is the capability of a person to overcome others in achieving their desired goal or result (Huczynski 2004 p.319). Flowing from this, power is said to be the basis of **influence**. **Politics**, another related concept, is said to be the study of power in action (Huczynski 2004, p.318).

As Kanter (1977) strongly argues, the problems of women and leadership in organisations reveal themselves as matters of power, not 'sex' or gender. So it is therefore essential to understand the impact of power in relation to women and leadership.

French and Raven (1959 in Ciulla 2003, p.4 and Brennan et al. n.d.) developed a taxonomy to classify different types of

power according to their source. This model is based on the concept that power refers to the ability or potential of an agent to influence a target (Brennan et al. n.d.). This classification has influenced much of the research on power. In 1965, French and Raven proposed a sixth base of power, namely information power which refers to the ability to access and distribute (or withhold) important information (Brennan et al. n.d.).

Whilst French and Raven's taxonomy is useful, Kanter points out that there are other bases of power that are specifically organisational (Kanter 1977, p.174). She argues that the politics of a large-scale system are more complex and often do not seem reducible to such simple elements. Nevertheless, I find an understanding of the French and Raven model useful in understanding power.

FRENCH AND RAVEN TAXONOMY OF POWER

Reward power

The target person complies in order to obtain rewards he or she believes are controlled by the agent

Coercive power

The target person complies in order to avoid punishments he or she believes are controlled by the agent

Legitimate power

The target person complies because he or she believes the agent has the right to make the request and the target person has the obligation to comply

Expert power

The target person complies because he or she believes that the agent has special knowledge about the best way to do something

Referent power

The target person complies because he or she admires or identifies with the agent and wants to gain the agent's approval

Information power

The target person complies because the agent has the ability to access and distribute (or withhold) important information

It should be noted that only expert and referent power are likely to produce commitment in the influencee. Huczynski (2004, p.337 citing Carli 1999) states that women enjoy higher levels of referent power than men, but that the latter are perceived to possess more legitimate and expert power.

There is a perception that men have a greater right to exercise authority and leadership.

Another conceptualisation of power sources that is widely accepted is the dichotomy between 'position power' and 'personal power' (Ciulla 2003, p.5).

Position power includes potential influence derived from legitimate authority, control over resources and rewards, control over punishments, control over information, and control over the organisation of the work and the physical environment (ie. legitimate, reward and coercive)

Personal power includes potential influence derived from task expertise, friendship and loyalty, and a leader's persuasive and charismatic qualities (ie. expert and referent power)

Personal power tends to be more closely associated with transformational, as opposed to transactional, leadership.

In my view, senior policewomen, whilst endowed with certain power as a result of their rank, tend to rely more heavily on developing personal power. Over the years, I have certainly tried to develop my **expert** power through tertiary study, publications,³ involvement in peak decision-making forums and research at the national/Australasian level, particularly during my time as Director of the ACPR, and broad experience both within and outside of policing and across several jurisdictions. Sadly, it is only in more recent years that tertiary qualifications have been somewhat valued within policing. However, in the future, with the move to 'professionalise' the policing occupation and change it to a recognised and formal profession, the role and importance of education should be more highly regarded.⁴

Referent power is said to be obtained through qualities such as friendliness, respect, sensitivity to and concern for others, authenticity, character and integrity (Brennan et al. n.d.). I have also tried to increase my **referent** power through a caring and consultative approach, a strong reputation for integrity, an interest in the professional development of others and, as an aside, my involvement in fitness training and sport. Commentators have noted that importance of strength and stature to policing, or the criticality of use of force and 'presence' to enforce the law (Blok & Brown 2005). I note too that Amanda Sinclair comments that 'physicality' can be an important part of leadership (Sinclair 2007).

On a more general note, Amanda Sinclair in *Doing Leadership Differently* (2005, pp.93-107) lists the obstacles to women acquiring power as:

- The look of leadership: conflicts of style (and a reluctance by women to label themselves as leaders);

³ Numerous journal articles and co-editing of *Police Leadership in Australasia* (Federation Press 1995) with former Commissioner Mick Palmer of the NT and AFP.

⁴ Chief Commissioner Christine Nixon is a strong advocate of the professionalisation of Australasian policing.

- Pressures for conformity and camouflage;
- Sexualisation of women in the workplace;
- Maternalisation of women in authority;
- Getting administrative support;
- Responses from families and friends; and
- Loss of self, body and sexuality.

In my view, many of these apply to policing although I can't say that I have ever had any problems in getting administrative support (maybe because I was pretty self-sufficient in that regard!). Similarly, family and friends have always been supportive and encouraging. I think that the 'look of leadership' is an important point. As Amanda Sinclair points out (2004) when discussing whether the leadership of women is different to that of men, it is not necessarily that women do things differently but that they are **PERCEIVED** or **JUDGED** as doing it differently.

In addition, as is highlighted in the literature, many men appear threatened by women with power (Sinclair 2004). It is simply not something that they are used to dealing with.

Because of the factors outlined, senior women in policing can often be ostracised or marginalised. I think that the greatest obstacles for senior women in policing in relation to power acquisition involve:

- The lack of allies (including some senior women), supportive networks and sponsors at senior levels within the workplace;
- Role traps in that we are often attracted to areas other than strictly operational portfolios which are not as highly valued;
- Lack of female role models and sponsors within policing;
- An entrenched belief that women are too consultative, indecisive and not tough enough;
- The potential for undermining by male colleagues (with comments like 'She only got the job because she is a woman!' or 'She's only interested in women's issues');
- The reluctance by women to be involved in organisational politicking; and
- The difficult balancing act in gaining enough traction to be effective and fit in, whilst still maintaining personal integrity, autonomy and our own sexuality (illustrated by, for example, an unwillingness to trade sensitive or confidential information which also means that you can miss out on valuable information and organisational 'intelligence'. Victoria's OPI (2008, p.17) commented on its concerns with

'the cavalier attitude' to sharing confidential police information with others that exists amongst some police. In many respects information is the 'currency' of power within policing).

As to how I have achieved my current rank? This is probably due to the fact that I had several very senior and high profile mentors and sponsors and I was prepared to take calculated risks by moving between jurisdictions and roles. One former Commissioner who still remains a mentor to me gave the following advice, 'Just keep ducking and weaving Barb, just keep ducking and weaving!'. I think you have to have a degree of personal 'agility' to negotiate your way through the upper levels of policing.

I am also very aware of my strengths and weaknesses and my personal management style and work consciously to counteract inaccurate perceptions. I am not afraid of conflict or confrontation and will react to inappropriate practices or attempts to undermine my authority. I like to remain calm and professional and have no intention of yelling, swearing or adopting a 'Gordon Ramsay' style of management in order to appear more forceful and decisive. Projecting a decisive and forceful manner without seeming arrogant or abrasive is an essential skill (Kellerman & Rhode 2007, p.21).

Power is a far more obvious issue in organisations like the military and policing. At a structural level, the police organisation remains governed and demarcated by hierarchy and rank (Silvestri 2003, p.176). Power is exercised

quite visibly through uniform and rank insignia, and is almost palpable in language and metaphor (the 'troops', the 'war' on drugs etc – see Ryan (n.d.)), and practices and corporate rituals such as maintaining the integrity of the chain of command, promotional customs such as 'getting your boards', disciplinary defaulters parades before the Deputy Commissioner, 'visitations'! (which are merely visits by more senior officers) and in forums such as recruit graduations or 'passing out' parades. The current Commissioner of WAPOL has certainly tried to do away with many of the traditional protocols like bracing or standing when a senior officer enters the room, and saluting and calling more senior officers 'Ma'am' or 'Sir' in more informal settings. This did meet with a degree of opposition. He has certainly tried to imbue a more collegiate approach, has an open door policy, and has not insisted that the chain of command be followed blindly.

Niland states that policing is one of the world's most masculinised occupations (2002, p.33). Silvestri refers to policing as a 'gendered site' and states that a key element of police culture is the 'cult of masculinity' which has been noted for its 'ruinous' effects on women and some men (Silvestri 2003, pp.21-22). She comments that policing is not

a gender-neutral organisation but is instead deeply gendered at structural, cultural and individual levels (2003, p.172). Silvestri's study in the UK which involved in-depth, semi-structured interviews with 30 senior policewomen found that some of the women described the police leader of the 21st century as 'tough and forceful', with 'aggressive, competitive and performance traits' (2003, p.42), which is of itself somewhat disappointing. We need to get support for doing leadership differently.

Kellerman and Rhode (2007, pp.19-20) state that 'Putting women in positions of power is not the same as empowering women'. Similarly, Silvestri states that 'getting to the top' in policing does not necessarily equate with 'getting in' and similarly 'being there' does not necessarily equate with 'being heard'. She further comments (2003, p.132):

Senior women were accused by their colleagues of not displaying enough 'muscle', of not making enough 'din'. Women remain silent, being constructed as submissive, passive, docile, lacking in initiative, weak and helpless. By implication, men are not silent; they are active, rational, scientific, and instrumental.

From my own observations, senior police, particularly the men, appear quite conscious of power. There are many obvious ways in which those at very senior levels of Australian policing control power including through:

- Determining the composition of the peak corporate decision-making body – the Corporate Executive Team in WAPOL currently does not include any women;
- Deployment/transfer, particularly of Commissioned Officers (which in WA is at the discretion of the Commissioner and the Senior Executive);
- Promotion (but which at the very senior levels can also include a sometimes unpredictable political dimension);
- Access to confidential or sensitive information about key developments or strategies, or the movement of people;
- The availability of acting opportunities;
- The conferring of awards such as the APM, commendations etc;
- The use of short term contracts (for instance, Assistant Commissioners within WAPOL only receive 3 year contracts at a time);
- The lack of effective and timely performance management regimes, which is admittedly a difficult issue (with performance management invariably undertaken by men);
- The careful management of the interface with the media;
- Granting access to professional development opportunities such as courses, interstate and overseas conferences or 'study tours'; and

- The unspoken, but well understood, requirement for deference to authority and loyalty to colleagues and the organisation/profession.

In many respects, apart from involvement in actual formal decision-making processes, access to information and physical access to the most senior people in the organisation and other important stakeholders, allegiances, and the ability to informally influence important decisions, are the keys to power.

As is well known, organisations have an informal power structure co-existing alongside of the formal delegation of authority (Kanter 1977, p.275). Policewomen, like other women, are often reluctant to involve themselves in the informal processes or so-called 'organisational politics' (or what Eveline refers to as 'micropolitics' (2004, p.29)). Huczynski (2004, p.318) defines 'organisational politicking' as 'engaging in activities to acquire, develop, retain and use power, in order to obtain your preferred outcomes in a situation where there is uncertainty or disagreement about choices'. I took special note of his following comment (2004, p.319), as I used to be a proponent of this view:

It has been noted that a common trait amongst those who do not progress up the organization, despite their potential, is a belief that their ability and performance will shine through. They feel that they can keep their head down, get on with their jobs, and are not required to do anything more. However, it seems if you want to get on, you need to engage in politicking, and opting out is not an option.

Huczynski (2004, p.319 citing Mann 1995) states that there are three reasons for women's reluctance to engage in organisational politics: lack of confidence; a lack of competence; and a distaste for politics.

While policing has come a long way, there are still signs of heroic, ego-driven, control-seeking leadership with some individuals in policing. Power is very much polarised at the top of the organisation, despite significant devolution of power in some areas over the years.

As in other organisations, 'relational' work, or the focusing on relationships rather than tasks and on collaboration rather than competition (Kellerman & Rhode 2007, p.366), is not really valued.

For women police leaders, there is still a real challenge in accessing, maintaining and utilising power to achieve organisational outcomes and to prove their competence, whilst at the same time maintaining their own identity and personal integrity. There is real pressure to conform and to not 'rock the boat' or challenge the status quo in any significant way. Conformity and compliance are also required, with women who speak out and challenge corporate positions on issues and decisions, acting to their own detriment.

Undermining can also be a common experience for senior women (see Adams 2001, pp.vi & 41), in the form of not

being taken seriously by males or not being kept informed or included in key decision-making processes. I certainly experienced significant undermining during my policing career in another jurisdiction but I have also had additional hurdles having been a lateral entrant on several occasions.

Sinclair states that the strategies used by women to acquire power or influence are (2005, pp.108-128):

- Focus on making a contribution;
- Submerging ego;
- Being a confidante;
- Persistence and professionalism;
- Surprise, shock and challenge;
- Seeking advice and creating a network;
- Building a team;
- Defining boundaries; and
- Avoiding ‘slanging matches’.

Sinclair also states (2004) that many women have learned in most leadership roles to strenuously conceal and camouflage their sexual identity as women.

Based on her research, Silvestri states (2003, p.136) that policewomen’s coping strategies are characterised by working harder and achieving additional qualifications. This seems to have some basis to it. Silvestri makes some telling comments when she states (2003, p.178):

The majority of women in this study who articulated success grounded their achievements in their own individual drive, commitment, determination, and hard work. In the face of structural constraints, senior policewomen have used innovative routes and have carefully crafted their way to the top. They have skilfully made judgements about the direction of their careers and the behaviour they exhibit in order to achieve success. The secret of their success has involved weaving in and out of positions, often minimising their high visibility as women. In many ways, senior policewomen have negotiated a path of contradictions, conflicts, and dilemmas.

The main strategies that I have used to build my own power base and to be influential in more recent times include:

- Getting the job done and achieving results ie. focusing on my role and responsibilities;
- Networking strategically, outside the organisation and within the business community, particularly following the award of WVA Telstra Business Woman of the Year in late 2006 (although I need to get better at this and involve more non-women’s groups);
- Increasing my self-awareness through external corporate coaching and 360 degree feedback;

- Thinking critically, reflecting and making thoughtful choices and decisions (see Sinclair 2007);
- Gaining a positive profile/image internally and externally through a variety of activities and through appropriate dress and grooming (I am not one for bland androgynous pant suits!);
- Taking on key and influential roles outside of my portfolio role;⁵
- Regularly attending informal networking opportunities with my (male) senior colleagues such as the 8 am coffee each morning in the Senior Executive Conference Room;
- Focusing on strengthening my personal power by doing the right thing by people and building a reputation for integrity; and
- Being true to myself, which hopefully will mean that I am perceived as offering authentic leadership. I particularly like Rob Goffee’s recommended approach of ‘Be Yourself – More – With Skill!’ (Goffee & Jones 2006).

Having said this, my main motivation for my actions are to ensure that I do the right thing, in my personal behaviour and in my current role, even if this means a diminution of my personal power.

CONCLUSION

In 2003, Silvestri stated in the Conclusion of her book entitled *Women in Charge: Policing, Gender and Leadership* (2003, p.172):

Just as the police role remains intact and unchallenged, the culture, climate, and values of police leadership remain untouched with a steadfast and unchanging perception of women as unsuitable leaders in policing.

I agree that we have a way to go. Women in policing need to understand power and influence, and the associated organisational politics, in order to succeed and to become much-needed agents of change. Domination and marginalisation are not attractive options. Senior women need to achieve a degree of traction or fit in enough so that they can be effective within organisations. Goffee & Jones (2006, p.133) refer to it as having ‘a necessary degree of clever conformity’. Women also have a critical role to play in cultural and structural reform and the development of organisational corruption resistance. They need to help diminish the importance of ‘heroic’ leadership and support a less individualistic and more relational concept of leadership (Sinclair 2007, p.3 citing Fletcher 2004).

It is clearly not just about the women themselves. There are major changes that are required in relation to changing

cultures and structures and destroying well entrenched gendered stereotypes and archetypes (Sinclair 2004 & 2007) of leadership.

One of the big challenges is to convince our current leaders, nearly all men, that there is indeed a problem. Unfortunately, many seem in denial about the male-centric nature of our policing organisations. Disappointingly, even senior women come out quite frequently and announce that there are few barriers to women progressing up the corporate ladder. Organisations such as the Australasian Council of Women and Policing Inc (ACWAP)⁶ have an important role to play here, in a local and global sense.

Externally, we need to increase the level of support for women in extremely male-dominated organisations, such as policing and politics, to give them the much needed support to bring about essential change. As senior women it is essential that we leverage off key supporters in industry, community and academe and use our combined influence. We also need to identify and utilise our male champions and engage our male colleagues in the gender debate more effectively (ACWAP 2008).

Policewomen need to work on building their personal power and tapping into the more hidden political processes as they cannot just rely on formal positional power. Even for men, coercion and formal authority generally are no longer a realistic option (Huczynski 2004, p.5; Frankel 2007, pp.16-17). Over-reliance on formal power may lead to employee compliance but not commitment. As outlined by Sinclair (2007), a more liberating and empowering type of leadership is what is needed in modern organisations. As she states (2007, p.75) ‘The question of how one finds enough power to act and do leadership differently seems to me to be at the core of leadership.’

Policing needs significant cultural and managerial reform to succeed in the future and women need to be powerful contributors in this regard.

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BIOGRAPHICAL INFORMATION ON BARBARA ETTER APM

Barbara is currently the Assistant Commissioner of Corruption Prevention and Investigation with the Western Australia Police (WAPOL) and one of Australia’s most senior policewomen. Prior to commencing with WAPOL in 2004, she was a Commander with the Northern Territory Police and the Director of the Australasian Centre for Policing Research in Adelaide from 1999 to 2004. She commenced her policing career with the NSW Police in 1981. Barbara holds a Pharmacy degree, an Honours law degree, an MBA and a Master of Laws. She is a Fellow of the Australian Institute of Company Directors (FAICD) and has been admitted as a barrister and legal practitioner. She is an Adjunct Associate Professor within the School of Law and Justice at Edith Cowan University. In October 2006, Barbara won the WA Telstra Businesswoman of the Year.

5 As an example, **externally**: Chair of the Board of Studies of the Australian Institute of Police Management (AIPM) in Sydney; Adjunct Associate Professor with the School of Law and Justice at Edith Cowan University; Committee member of ACWAP; and **internally**: Member of the Executive Task Force developing our inaugural Strategic People Plan; President of WVA Police Sports Federation.

6 See www.acwap.com.au

Vale

Superintendent Vicki Arender (APM)

20 July 1952-11 December 2008

Denby-lea Eardley



Vicki Eunice Arender joined the New South Wales Police Force as a trainee on the 5th September, 1983. She was attested as a Probationary Constable on the 25th November 1983 and was assigned to her first posting at the Balmain Police Station where she worked in general duties. Vicki was confirmed as a constable on the 25th November, 1984.

Over Vicki's 24 years in the New South Wales Police Force, she worked in various areas, including General duties, the Fingerprint Section, Human Resources, Internal Affairs, as a Duty Officer (Inspector) and then finally being promoted to a Superintendent at the Newtown LAC in June 1999 and then later transferred to Marrickville LAC.

Throughout her career, Vicki gave it her all. Her loyalty, dedication, leadership and commitment – and not to say the least her thoroughly gentle manner at all times, very much endeared her to her senior officers, her peers and support staff alike, both sworn and unsworn.

In 2006, Vicki spoke at the New South Wales Police Spokeswomen's Conference about her life. She asked me to introduce her as the 'unknown superintendent'. This was because she did not want to seek any kudos for her role and position. She did not want recognition for the support she gave to her colleagues and people in the community. She did this because of her passion for people and 'the job.'

In recognition of her policing career, Vicki was awarded the Australian Police Medal on the 26th January, 2003 for 'Distinguished Service'. In April, 2003 she was awarded the prestigious Centenary Medal for services to policing and the community.

Vicki was also awarded the National Medal in March 2000 for fifteen years of 'Diligent Police Service'. In September 2004, Vicki was awarded the New South Wales Police Medal and the Second Clasp to the New South Wales Police Medal for twenty years of 'Diligent and Ethical Service' to the people of New South Wales.

In 2007 at the Australasian Council of Women and Policing's Ninth Annual Excellence in Policing Awards, Vicki was

awarded the Highly Commended – Most Outstanding Female Leader Award. This was for being a quiet achiever, inspirational leader and mentor to all in her command.

On a personal note, I was instrumental in nominating Vicki for this Award to publicly recognise the assistance she had given me and also what I had witnessed her doing for other colleagues. I worked for Vicki as a Sergeant, then as an Inspector for two years. During this time, she was not only my Boss, but she became my mentor and my friend. Vicki was always there for a word of advice or support and was a very firm staunch supporter of her colleagues when there were difficult times, and Vicki was a great strength for me during my difficult times. Through all this, she would often come to my office door, poke her head in and have a laugh with me.

During the time I knew Vicki she struggled and battled with her own surmountable health problems, that being cancer. However, she never let it be known that she was in pain, sick or even to the point when she knew she was dying. She always looked on the bright side and never accepted defeat.

One day I went to her office and witnessed her great courage and inner strength when I saw that she was in an incredible amount of pain. She didn't realise I was there, until I said, 'Why do you do this? Why don't you give this up and look after yourself.' To which she promptly replied, 'This is my life and it's what I do and love to do.' She giggled then and said, 'Besides, there are plenty of people out there who would love me to give this up so they can have my spot. I'm not going to give them the satisfaction.'

One week before Vicki died I spoke to her and you could hear the struggle in her voice, but she was so very determined to be strong. I said to her, 'You better be around for Xmas. I will be coming over for a beer.' She laughed and said, 'You bet I will be and I will have that beer with you.' Very sadly, we never did have that beer.

Vicki Arender, Superintendent, Ma'am, and our friend. We are honoured that you allowed us to be a part of your life. We will miss you dearly.

Farewell Vicki, may you now rest in peace.



Australasian Council of Women & Policing Inc. (ACWAP)

ABN: 35 250 062 539

2009 Membership Application / Renewal

I,

of (Postal Address)

..... (Post Code)

(Phone) (Fax)

(E-mail)

(please circle applicable)

a) seek to renew my membership with ACWAP

b) wish to apply for new membership

and agree to be bound by the rules of the council

Enclosed is a cheque/money order for \$.....

(Annual \$35 / Life \$300 / Corporate \$60) – (please circle applicable)

Signature of Applicant: Date: / /

For enquiries please contact Leanne Lomas (02) 6202 3332 or email membership@acwap.com.au
Please make cheque payable to the **Australasian Council Of Women And Policing Inc (ACWAP)**

and post to: **Treasurer**
P.O. Box 1485
WODEN ACT 2606

PRIVACY STATEMENT: The information you provide on this form will be used only for the purpose stated above unless statutory obligations require otherwise.

MEMBERSHIP GIVEAWAY!

In 20 words or less, tell us what you would do if you were the Police Commissioner for a year ...

And have the chance to receive a complimentary yearly membership to ACWAP!

10 memberships up for grabs!

Email entries to: journal@acwap.com.au

Or mail entries to: Kylie Coady

P.O. Box 2254, Normanville SA 5204

**Entries close 1st October 2009. Entries will be judged by:
the Journal Editor (Kylie Coady), an independent member of the public
(Jan Bowes), an independent member of the AFP (Katie Morrow).*

CALL FOR ARTICLES

The next edition of the ACWAP Journal will feature articles and papers relating to the issue of 'Stress'. Contributions on this topic can include but are not limited to:

Internal and external stressors

The effects of stress

Methods / Strategies to manage stress

Impact on the organisation

Statistics and figures relating to your organisation

Personal accounts of workplace stress

Health and Fitness / General Wellbeing

Women and stress

Mental Illness

Post Traumatic Stress Disorder

Occupational Health and Safety

Submissions can be emailed to journal@acwap.com.au and please include photos. If you do not have access to email, or would like to speak with the Journal Editor, please contact Kylie on (08) 8404 6707.

Making it Happen!



The 6th Women and Policing Conference

**Duxton Hotel, Perth
23-26 August 2009**

Register on-line at www.acwap.com.au

Making it Happen!

The Sixth Australasian Women and Policing Conference

Invitation to Attend.

The Australasian Council of Women and Policing will be holding the Sixth Women and Policing conference at the Duxton Hotel in Perth, Western Australia from Sunday 23 August until Wednesday 26 August 2009.

The theme of the 2009 conference is “Making it Happen” and will explore practical and innovative solutions to how criminal justice is being improved for women – how police and law enforcement services respond to their female employees and how policing and criminal justice responds to women in the community.

Police, researchers, advocates and practitioners from policing and associated criminal justice or emergency service areas are encouraged to consider contributing a paper to the conference.

Making it Happen!

This conference is about the practicalities and challenges of improving policing and law enforcement for women, and will hear women’s stories, their achievements and their strategies for success. Women working in male-dominated workplaces will particularly benefit from the conference.

Conference Themes

The four main themes for the conferences will be:

- **Technology: friend or foe?** - while technological advances provide considerable opportunities for women to influence and improve our society and to flexibly contribute to organisations such as policing, it is also being used against women, with the rapid growth of and access to increasingly violent pornography, an increase in cyber bullying and harassment, and as a new way of “stalking” women and their families.
- **Finders Keepers?** - finding and recruiting women is difficult but keeping them seems to be even harder.
- **Skills and Leadership Development** – skills and leadership development workshops will be offered at the operational and the executive levels on a wide range of topics.
- **Partnerships** - exploring community engagement and the practical partnerships that policing and criminal justice need to make to ensure we respond sensitively and effectively to women in the community.

Who Should Attend?

All women and men who are interested in improving policing and the criminal justice system for women are invited to this conference. Women working in male dominated workplaces will also find it valuable. Policy makers, police, law enforcement officers, senior police and law enforcement management, researchers, human rights activists, and women’s services are encouraged to attend this important event.

About the 2009 Conference

This will be the sixth conference in the Australasian Women and Policing series. It will provide an opportunity to share the innovations, challenges and successes of how policing is changing and is responding to women in the community and to women in policing.

This conference will hear from the practitioners who are changing policing and criminal justice and how they are making it happen!

Western Australia Police Welcome Reception

Enjoy the hospitality of Australia’s biggest state and join us on Sunday 23 August for the Western Australia Police Welcome Reception. The reception is included in your registration and tickets for guests can be purchased.

Perth the Host City

It might be the most isolated state capital in the world, but Perth still remains a popular holiday destination for many Australians and visitors around the world. From the beautiful beaches, high fashion and friendly locals, visitors have always enjoyed their stay in Western Australia.

Perth’s Sunset Coast is popular for visitors who enjoy relaxing on clean sandy beaches, swimming the surf on a sunny day or even just relaxing on the sand and having a bite of fish and chips.

Take a 20 minute drive from Perth’s city to Fremantle, a shopaholic’s heaven where you will find the finest of high market fashion, jewelry, crafts or simply soak up the laid back ambience of the street cafés.

Approximately 30 minutes from Perth is Guildford and the Swan Valley. Founded in 1830 as a market town and an inland river port, Guildford is a place where history still lives on. It is one of Western Australia’s earliest settlements and is the doorway to the Swan Valley. Situated between the Swan and Helena rivers, Guildford is easily travelled by foot or bicycle and has pleasant restaurants and café’s to dine at while visiting.

The Swan Valley has much to offer, including its world class wine, fresh produce, art and colourful mix of heritage and culture. The Swan Valley is an ideal get away to escape the hustle and bustle of the city.

To book a tour during your time in Perth please visit www.westernaustralia.com

The Conference Venue

The Duxton Hotel is located at 1 St Geroges Terrace, only a few minutes walk from the city shopping district or the central parklands and riverside walkways.

Making it Happen!

The Sixth Australasian Women and Policing Conference

Program Overview (the full program can be viewed at www.acwap.com.au)

Sunday 23 August	Monday 24 August	Tuesday 25 August	Wednesday 26 August
	Opening Plenary	Plenary International Change Agents	Plenary Making It Happen!
	Morning Tea		
	Plenary Challenges	Concurrent Sessions	Closing Plenary Reports from Conference Rapporteur
	Lunch		
Registration Desk Open	Concurrent Sessions	Concurrent Sessions	Optional Workshops
	Afternoon Tea		
	Concurrent Sessions	Concurrent Sessions	
Western Australia Police Welcome Reception	Plenary Technology Opportunities and Challenges	Plenary Policing for Women	
		2009 Excellence in Policing Awards Dinner Government House	

Disclaimer: The Conference Committee reserves the right to alter the program as necessary

About the Program

The Monday and Tuesday will focus on the key themes of the conference with some of Australia’s best known experts, critics and practitioners discussing and interacting with participants about what and how we can improve policing for women.

How the criminal justice system responds to sexual assault to the role police play in preventing family violence will be explored with the emphasis on practical solutions and hearing from the women and men who are making a difference.

Policing for women, half the population, covers a wide range of topics and perspectives and is important to both women and men in policing and the community.

This is not a conference just for women, but is a conference about half of the people for whom policing is working to improve their services.

Internationally recognised Conference Rapporteurs will draw the highlights from discussions and presentations together at the end of the conference and provide participants with a valuable overview of all the issues that were explored.

Professional development sessions will also be offered with some of Australia’s most respected women and men offering the opportunity to share their knowledge and experience.

Excellence in Policing Awards

The conference dinner will incorporate the 2009 Annual Excellence in Policing Awards presentations. Since 1999, the Council has presented these prestigious awards to the women and men who are making a real difference to policing. For more information about the Awards and previous Award recipients, see the Council’s website www.acwap.com.au.

Keeping Informed

The Council’s website www.acwap.com.au will be kept up-to-date as the topics and speakers are finalised. Stay informed about developments and join our email list. Just email the council on conference@acwap.com.au.

Administration Enquiries

Conference Co-ordinators
PO Box 139, CALWELL ACT 2905
Phone: 02 6292 9000
Fax: 02 6292 9002
Email: conference@confco.com.au

Program and Sponsorship Enquiries

Australasian Council of Women and Policing
PO Box 1485 Woden ACT 2606
Phone: 02 6284 2923
Email: inquiry@acwap.com.au
Website: www.acwap.com.au

Making it Happen!

The Sixth Australasian Women and Policing Conference

Registration Fees

ACWAP Members	
Early bird (by 15 February 2009)	\$750.00
Standard (by 31 July 2009)	\$850.00
Late (after 31 July 2009)	\$950.00

Non-ACWAP Members	
Early bird (by 15 February 2009)	\$850.00
Standard (by 15 July 2009)	\$950.00
Late (after 15 July 2009)	\$1050.00

- Full Registration Includes**
- Attendance at all Conference sessions
 - Morning tea, lunch and afternoon tea as per the Conference program
 - 1 ticket to the Welcome Drinks, Sunday
 - 1 ticket to the Awards Dinner, Tuesday
 - Conference satchel and materials

Day Registration ACWAP members	
Early (by 15 July 2009)	\$300.00 per day
Late (after 15 July 2009)	\$350.00 per day

Non-ACWAP members	
Early (by 15 July 2009)	\$350.00 per day
Late (after 15 July 2009)	\$400.00 per day

- Day Registration Includes**
- Attendance on the day of registration
 - Morning tea, lunch and afternoon tea as per the conference program on that day
 - Conference satchel and materials

Wednesday Optional Half Day Workshop Registration	
ACWAP members (Per Workshop)	\$100.00
Non-ACWAP members (Per Workshop)	\$150.00

NOTE: Workshop numbers are limited and preference will be given to conference participants.

Cancellation Policy
All alterations or cancellations to your registration must be made in writing and will be acknowledged by post, facsimile or e-mail. Notification should be sent to:

Conference Co-ordinators
PO Box 139, CALWELL ACT 2905
Facsimile (02) 6292 9002
E-mail conference@confco.com.au

An administration charge of \$110.00 will be made to any participant cancelling before 15 July 2009. After 15 July 2009 the full registration fee will apply to all cancellations. However, if you are unable to attend, substitutes are welcome at no additional cost. Conference Co-ordinators will confirm receipt of your alteration or cancellation in writing.

By submitting your registration you agree to the terms of the cancellation policy.

Social Functions

Western Australia Police, Welcome Reception
Sunday 23 August 2009 5.30pm – 7.30pm
No charge for full registered delegates
\$40.00 per person for day delegates and guests

ACWAP Excellence in Policing Awards Dinner
Tuesday 25 August 2009, 7.00pm - midnight
The conference dinner will incorporate the 2009 Annual Excellence in Policing Awards presentations. Since 1999, the Council has presented these prestigious awards to the women and men who are making a real difference to policing.
No charge for full registered delegates
\$135.00 per person for day delegates and guests

Accommodation
To book your accommodation at the rates listed below complete the appropriate section of the registration form. Bookings are subject to availability and should be made prior to Friday 15 July 2009. All cancellations or amendments must be made in writing to Conference Co-ordinators and will be acknowledged by facsimile.

NOTE: Your credit card details are required to guarantee your room. Conference Co-ordinators nor the hotel will make any charges against your credit card unless you fail to give at least 21 days notice in writing of your cancellation or if less than 21 days prior to arrival your booking is reduced or cancelled in which case full payment will be required unless the room(s) can be resold. Full payment of your account will be required at the time of your departure.

Duxton Hotel
1 St Georges Terrace, Perth
The venue for the conference, this hotel has a health centre and an outdoor pool. Rooms are equipped with tea and coffee making facilities, mini bar, madem/data port conection, iron and ironing board .

Deluxe Rooms
Single/twin/double \$235.00 per room per night

New Esplanade Hotel
18 The Esplanade, Perth
Located just one block from the conference venue this property is a great value for money option. All rooms are air-conditioned, have tea and coffee making facilities and a hairdryer.

Standard Rooms
Single/Twin/Double \$145.00 per night

Aarons All Suite Hotel
1 Victoria Street, Perth
Located a 5 -10 minute walk from the Conference venue, the 2 bedroom apartments have a kitchen and laundry and include tea and coffee making facilities.

2 bedroom apartments
\$245.00 per apartment per night

Making it Happen!

The Sixth Australasian Women and Policing Conference

Australasian Council of Women and Policing Conference

Making in Happen!

Duxton Hotel, Perth

23-26 August 2009

For more than one delegate please photocopy
Return to: Conference Co-ordinators, PO Box 139 CALWELL ACT 2905 AUSTRALIA
Phone +61 2 6292 9000 Facsimile +61 2 6292 9002 Email conference@confco.com.au

By submitting this form you agree to the terms of the cancellation policy

TitleFirst Name.....

Surname/Family name

Position.....

Organisation

Address

City State..... Postcode..... Country

Phone Fax.....

Email.....

Name for Badge.....

Privacy Disclosure
☐ I do consent to my name appearing in the participants list booklet (name, organisation and country only disclosed)

Conference Registration			
ACWAP Member - Full Registration Fees:	Early (payment received by 15/2/09)	\$750.00	<input type="checkbox"/>
	Standard (payment received by 15/07/09)	\$850.00	<input type="checkbox"/>
	Late (payment received after 15/07/09)	\$950.00	<input type="checkbox"/>
ACWAP Member – Day Registration (per day)	Early (payment received by 15/07/09)	\$300.00	<input type="checkbox"/>
	Late (payment received after 15/07/09)	\$350.00	<input type="checkbox"/>
	Day(s) attending <input type="checkbox"/> Monday <input type="checkbox"/> Tuesday <input type="checkbox"/> Wednesday		
Non-ACWAP Member - Full Registration Fees:	Early (payment received by 15/2/09)	\$850.00	<input type="checkbox"/>
	Standard (payment received by 15/07/09)	\$950.00	<input type="checkbox"/>
	Late (payment received after 15/07/09)	\$1050.00	<input type="checkbox"/>
Non-Member – Day Registration (per day)	Early (payment received by 15/07/09)	\$350.00	<input type="checkbox"/>
	Late (payment received after 15/07/09)	\$400.00	<input type="checkbox"/>
	Day(s) attending <input type="checkbox"/> Monday <input type="checkbox"/> Tuesday <input type="checkbox"/> Wednesday		

Optional Day 4 Workshop Registration (all are half day afternoon workshops)			
Media Management: David Marshall	ACWAP Member Registration Fee	\$100.00	<input type="checkbox"/>
	Non-ACWAP Member Registration Fee	\$150.00	<input type="checkbox"/>
Women Leading Change: Susan Harwood	ACWAP Member Registration Fee	\$100.00	<input type="checkbox"/>
	Non-ACWAP Member Registration Fee	\$150.00	<input type="checkbox"/>
Emotional Intelligence <i>(TBC Check ACWAP website for details)</i>	ACWAP Member Registration Fee	\$100.00	<input type="checkbox"/>
	Non-ACWAP Member Registration Fee	\$150.00	<input type="checkbox"/>
Leadership <i>(TBC Check ACWAP website for details)</i>	ACWAP Member Registration Fee	\$100.00	<input type="checkbox"/>
	Non-ACWAP Member Registration Fee	\$150.00	<input type="checkbox"/>

Special Requirements (eg dietary)
.....
.....

REGISTRATION FORM CONTINUED

Social Functions

Western Australia Police Welcome Reception (Sunday 23 August 2009)
One ticket to the Welcome Reception is included in the full registration fee. Indicate if you will be attending
Full registrants: I will be attending [] Yes [] No
Number of additional tickets required [] @ \$40.00 each Total \$ []

Excellence in Policing Awards Conference Dinner (Tuesday 25 August 2009)
Full registrants: I will be attending [] Yes [] No
Number of additional tickets required [] @ \$135.00 each Total \$ []

Registration and Social Function Payment Details
[] Enclosed is my cheque made payable to Conference Co-ordinators - ACWAP Conference
[] I'm faxing my registration, payment will follow.
[] Please charge my credit card [] Mastercard [] Visa [] American Express
Card Number [][][][][][][][][][][][][][][][] Grand Total \$
Card Holders Name Signature
Expiry Date Is this a corporate card? YES/NO

Accommodation
PLEASE NOTE: Your credit card details are required to guarantee your room. Conference Co-ordinators nor the hotel will make any charges against your credit card unless you fail to give at least 21 days notice in writing of your cancellation or if less than 21 days prior to arrival your booking is reduced or cancelled in which case full payment will be required unless the room(s) can be resold. Full payment of your account will be required at the time of your departure.
Duxton Hotel Deluxe Room [] Single \$235.00 [] Twin \$235.00 [] Double \$235.00
New Esplanade Hotel Standard Room [] Single \$145.00 [] Twin \$145.00 [] Double \$145.00
Aarons All Suite Hotel [] 2 Bedroom Apt \$245 Number of people sharing ____
Date of Arrival.....Date of Departure
Estimated time of arrival.....Sharing with (if applicable)
Special Requirements
[] I understand my credit card details are given as a guarantee of my arrival and to ensure my room will be held until my nominated arrival time. No charge for accommodation will be made against this card unless insufficient notice of cancellation is given in writing to Conference Co-ordinators.
Please charge my credit card [] Mastercard [] Visa [] American Express
Card Number [][][][][][][][][][][][][][][][]
Card Holders Name Signature
Expiry Date Is this a corporate card? YES/NO

RETURN TO:
Conference Co-ordinators - ACWAP Conference
PO Box 139, CALWELL ACT 2905
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Fax (02) 6292 9002
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YOUR BEST DEFENCE

Hellweg products have earned a valuable reputation for their first class reliability and efficiency. Our product range has steadily expanded over the years and includes many products designed specifically for women, using only state of the art fabrics for protective clothing, body armour, holsters, belts and accessories. Each product is manufactured to world class standards and comes with a quality guarantee that it will give long life and dependable service.



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