New national co-ordinator for BAWP

A look at the work of victim recovery dogs

Research on women in leadership revealed
Have you ever fancied being a dog handler? Well thanks to PC Mandy Chapman I now know it isn’t all about chasing criminals and scaring rowdy protestors.

We all need inspiration at certain points in our career which is why I think a network for senior women detectives (page 4) is such a great idea. I’m glad we get to hear about all the new things being done to help women progress through the service, and of course can share it with you.

On page 6 we welcome our new national co-ordinator Tracey Moynihan and say goodbye to Liz Owsley. We all wish Liz well in her retirement and thank her for all she has done to put BAWP and Gender Agenda 2 on the map.

An article on women in leadership, a look at life for a female officer in 1917 and news from the IAWP wrap up what is again a bumper issue.
The differences between the way men and women police has once again come to the fore following the Metropolitan Police Service’s announcement that female officers would head up the policing of the Climate Camp Protest.

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Back inside the service the topic of development needs has been on my agenda. There is a culture that the development needs of men are accepted, whereas women’s development needs are used as a reason not to promote or accept them into a specialism. Operational areas for development (which are probably the easiest to learn) are seen as more critical than people management or strategic development.

Success and equality of opportunity will happen when all areas for development are seen through same lens and both sexes treated equally and allowed to progress.

Finally I want to congratulate the five women who won IAWP awards. It is always an honour to be recognised by colleagues in your own country, but to be revered internationally is a real achievement for which they should be so very proud.

From the President’s Desk

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Senior women detectives get network just for them

Women in senior detective posts in both Lancashire and Cumbria forces are being offered the support of the country’s first Senior Women Detective’s Network.

The network was set up by officers at Lancashire Constabulary after the need to have an informal support network was identified by female detective inspectors within specialist roles.

It quickly expanded to include colleagues from Cumbria Constabulary. Its deputy chair Acting DCI Jo Edwards says they hope to widen the network further still to include the whole of the North West region by 2010 so more forces can reap the benefits.

She said: “Since the start of the network Lancashire Constabulary has seen an increase in the number of female officers being successful in achieving senior positions within detective roles. The network has offered huge support to many colleagues and seeks to provide role models for other aspiring women. It has been a proven successful source of support and sharing of expertise.”

The network currently has 15 members, four of which are from Cumbria, ranging from the rank of inspector up to chief superintendent. It is also open to colleagues who are currently in acting roles. Meetings are held every other month.

Detective Inspector Jill Johnston from Lancashire’s Public Protection Unit, said, “The network has been extremely supportive to me, particularly so when I made the transition into an investigative role. Prior to 2007 my career had been predominantly in uniform and when I made the decision to pursue the role of a detective inspector I tapped into the contacts I had formed with the network who provided me with valued advice and guidance along the way.”

Chair of the Network, DCI Pauline Lambert added that talent spotting was also in their remit by identifying “future female detective leaders” and helping them to develop their skills and contacts.

Sue’s hard work rewarded with US trip

BAWP committee member Superintendent Sue Lampard and Surrey Police IT colleague Colin Ward were flown to Washington DC in July to receive an award for their work improving customer service.

With colleagues in the operational support communications team they developed command and control software – called ICAD (Integraph’s Computer Aided Dispatch) – which saved the force £150,000, reduced call demand and improved resilience by multi-skilling staff in the contact centre.

Staff at the software supplier Integraph Corporation were so impressed they awarded Surrey Police an ‘ICON’ award for partnership and innovation.

The awards are presented to only a handful of customers across the globe. Sue also delivered a presentation about Surrey’s work to the international delegates who attended.
A quarter of all police officers serving in England and Wales are women.

The police strength statistics – published by the Home Office at the end of July – showed another one per cent rise in the number of female officers to just over 25 per cent. Women now account for 36,187 of the 144,274 officers, including central service secondments. A third of all new recruits from March 2008 to March 2009 were women.

The proportion of women in the more senior ranks of chief inspector and above is now 13 per cent (up from 12.3 per cent), compared with just under 28 per cent of women at constable rank (up from 27 per cent). There are 56 women serving officers and police staff holding an ACPO rank in England and Wales; another four in Scotland and one ACPO female in PSNI.

Females account for 61.5 per cent of police staff, a much higher proportion than in the police officer ranks. Females account for 43.6 per cent of all PCSOs.

BAWP President Julie Spence said the service has come a long way since it launched the Gender Agenda in 2001, when only 16 per cent of the service was made up of women officers. "Achieving 25 per cent is a real milestone. Importantly, this is not just about numbers; it's about women working in all areas of the service and being able to maximise their potential for the betterment of the service and diverse communities we serve."

"A great team is one that recognises the value of different thinking and approaches, when this is universal we will have truly broken down all the barriers, because individuals will progress on their own merits."

ACPO Vice-President Tim Hollis described the change as "positive". He added: "The police service is determined to draw on the strength in diversity of all our communities, regardless of age, gender, ethnicity or background."

In Scotland women make up 24.1 per cent of officers – an increase from last year's figure of 22.74 per cent.

Collating policies on IVF treatment

A SINGLE national policy is being created on how police officers and staff undergoing IVF treatment are dealt with.

The BAWP has been gathering information from all forces on the policies already in place, in particular what leave is given and what experiences staff have already had.

The information has been passed onto the Police Negotiating Board which is carrying out a wider piece of work on work/life balance.

Outgoing BAWP National Co-ordinator Liz Owsley completed the research. She said: “We had a great response from forces and BAWP members. I just hope it results in a modern policy which appreciates the different needs of all staff.”

Thanks given to BAWP

BAWP members have been thanked by Commander Simon Bray from the National Body Armour Working Group.

Members from across the UK shared their views on the carriage of equipment in response to an email from outgoing National Co-ordinator Liz Owsley.

PC Mandy Chapman, who sits on the group, took the views to the meeting and ensured their collective voice was heard.

Women learn to shine

A PILOT career management seminar run by Shine People and Places Ltd for female police officers and staff has been declared a success.

The London workshop called 'Runway to Success', which was funded by the BAWP, was free to members and ten women attended.

Inspector Claire Armes from Devon and Cornwall Constabulary, was one of the ten. She said: “Afterwards I said to myself ‘I learnt something about myself today’. It was a tiring day and really made you think.”

Youngsters given kit to help their games

Officers and staff at Greater Manchester Police are targeting three and four-year-olds in their newest recruiting campaign.

Youngsters at nurseries and primary schools in one neighbourhood policing area have been given miniature PC and PCSO high visibility vests to use in role-play lessons.

Members of the local neighbourhood policing team hope the new dressing up kit will help build relationships between them and the mini crime-fighters at an early age.

ACC Rob Taylor says it might even encourage some of them to become the “future of GMP”.

Sergeant Allan Dean added: “We visit the schools on a regular basis and have found that children love pretending to be police officers because they get to catch the ‘baddies’ and help the ‘goodies’. The miniature uniforms have been a huge hit.”

Photograph reproduced courtesy Greater Manchester Police
New powers to protect victims of domestic violence

VICTIMS of harassment will have greater protection following an extension of current powers that will allow courts to grant restraining orders following conviction for any offence.

The change, which comes into effect on September 30, will also allow courts to issue a restraining order where someone has been acquitted, if it's considered necessary to protect a named person from harassment in the future.

Courts have previously only been able to issue them in limited circumstances - where the defendant has been convicted of harassment or putting someone in fear of violence.

Home Office Minister Lord West said the new powers will help ‘victims in need of immediate protection and spare them the need to take separate civil action.’

Equal birth registration rights for female couples

FEMALE couples now have the same rights as heterosexual couples when registering the birth of a child conceived as a result of fertility treatment.

Changes to the Registration of Births and Deaths Regulations 1987 mean female civil partners who use fertility treatment to conceive a child will now be treated in the same way as married couples, with both female parents’ names able to be included on the birth certificate.

Before this change, the mother’s female partner could not be registered as a parent.

The changes only apply to female couples who have fertility treatment on or after 6 April 2009.

Fingerprint swap helps fight crime

A NEW fingerprint sharing deal with Canada and Australia will boost the fight against identity fraud.

Under the new data sharing agreement, the United Kingdom will be able to swap up to 3,000 sets of fingerprint information on foreign criminals and asylum seekers with these two countries each year.

Superintending ranks report anxiety, depression and long hours

EARLY a quarter of all superintending ranks suffer from anxiety brought on by the pressures of their role. A similar number say they have experienced varying degrees of depression.

The news comes from the Police Superintendents’ Association fourth Personal Resilience Survey.

Of the 800 officers questioned more than half said they regularly worked a 50 to 60 hour week, while a further 20 per cent said they worked more. Nearly 40 per cent said they didn’t have enough resources to do their job and reported that their senior management’s approach to managing performance was harsh and unhelpful. A third of officers said their ACPO team showed bullying behaviour.

The survey has been conducted every three years since 2000. In the past nine years there has been no decrease in the number of superintendents and chief superintendents reporting that their health is suffering as a result of their job.

A third of officers said they took rest days or annual leave to avoid sickness absence – while more than 70 per cent of those who responded hadn’t taken their rest days in the past month.

Nearly 80 per cent said they found it difficult to balance the demands of work and failed to achieve a satisfactory work/life balance.

Chief Superintendent Gill Donnell, a member of the BAWP Committee and secretary of the Dorset Police Branch of PSAEW, said: “It is important that all forces support their staff in terms of their general health and well-being and chief superintendents and superintendents are no less entitled to this than others. The role can be a very challenging one and at times requires long hours to be worked.

Many forces have supported their superintendents through regular health checks, ensured working time recording is followed and encouraged line managers and chief officers to give the appropriate support.

“A healthy approach to maintaining an appropriate work/life balance is necessary to ensure that all staff are able to deliver the service that the public have a right to expect. This can not be achieved if senior officers feel the only way to demonstrate that they are performing well is through working long hours on a regular basis.”

Parents of disabled children face summer care problems

THE parents of disabled children find it much harder to find suitable childcare during the school summer holidays.

That’s the findings of a survey carried out by the work-life balance charity Working Families. It quizzed members of its UK-wide ‘Waving not drowning’ network.

It revealed many parents believed the lack of care had a serious impact on their ability to work. A quarter of the parents who responded took unpaid leave to cover weeks where there was no childcare available. Of those surveyed, 39 per cent felt their responsibilities prevented them progressing in their careers or limited their ability to change jobs.

Responses also showed that only a third of parents surveyed were satisfied with the summer holiday care that was available for their children.

The charity says parents can face a “postcode lottery” when looking for childcare and that many find nothing that meets the needs of their children.

Janet Mearns, who co-ordinates the ‘Waving not drowning’ network, said: “We need a better quality and quantity of childcare for disabled children so that both parents and children can make the most of their summer.”

Find out more by visiting www.workingfamilies.org.uk/
Winners on both sides of the Atlantic

Officers from the United Kingdom have dominated the winners list for this year’s International Association of Women Police awards.

BAWP award winners won in five of the seven categories – a first for UK policing.

Detective Constable Tracy O’Hara from Merseyside Police was voted ‘Officer of the Year’, which she said was “amazing” news. “It is always great to be appreciated and it will be a very proud day when I am presented with the award in Seattle. I am proud to be a police officer and feel privileged to do the job I do within the field of hate crime investigation and to also chair the Police Gay, Lesbian and Bisexual network. To have my work acknowledged and highlighted now at an international level is just unreal. However it all seems like fate – the banquet theme is The Wizard of Oz and this is my all time favourite film – it was meant to be, I must dust off my ruby slippers.”

Joining Tracy in Seattle will be Lothian and Borders Police Special Constable Lily Laing who will be presented with the ‘Community Service’ award. She describes the win as the “pinnacle in her career”.

Superintendent Vicki Skeels from Cambridgeshire Constabulary has earned the international ‘Mentoring’ award. She said: “I feel quite overwhelmed that the International Association has chosen to recognise me for my work supporting and helping colleagues to reach their full potential in the workplace.”

The ‘Excellence in Performance’ award will be presented to Constable Lisa Daly from the Police Service of Northern Ireland. Lisa said it was very satisfying to receive such recognition.

She added: “I would like to thank all my crime team colleagues in Londonderry for their continued support which made all possible.”

Kent Police’s Superintendent Alison Roden has been declared the recipient of the ‘Mary Jo Blahowski Leadership’ award. Alison summed up the thoughts of all five winners when she said she felt “honoured and proud to have won such a prestigious award”. She added: “I have worked with some wonderful individuals and teams over the years. I am very much looking forward to representing Kent Police in Seattle.”

IAWP President Jane Townsley said she was “over the moon” when she discovered the BAWP award winners had literally swept the board.

She said: “Prior to 2006 we rarely had any winners from the UK. The only year of note was 2002 when BAWP President Julie Spence was one of three UK winners. We suspect the influx of nominations that year was down to now retired PC Helen Rawlings from Sussex Police who wrote to every police force in the UK encouraging them to nominate women.

“This was why we set up the BAWP annual awards in 2006 – we knew we had women in the UK who were potential winners and needed a way to seek them out. I just can’t believe how successful it has been, every year since we have won at least four of the IAWP awards, but 2009 has been our most successful yet,” she added.
New national co-ordinator

Metropolitan Police Inspector Tracey Moynihan has taken over the role of BAWP national co-ordinator from Liz Owsley who has retired after 30 years police service.

By Jackie Jones

Tracey, who joined the Met as a PC in Islington 17 years ago, says she has taken on her new role at BAWP to help “make a difference and push women’s issues further up the agenda”.

She says: “During my career I’ve always tried to make sure my voice is heard. There have been many improvements relating to women in the police but there are some issues which are alive and kicking.”

Many subjects concerning Tracey have long been campaigned for by BAWP. “I feel very strongly about police uniforms for women having had great problems myself just in the basic uniform – getting a pair of trousers and a shirt to fit, and I also want more flexible working patterns for women especially those returning to work after maternity leave or a career break.”

Tracey grew up in Tottenham, which then was renowned as one of London’s most diverse and crime ridden areas. It was there that her campaigning spirit developed. Instead of complaining about her environment, she felt that by joining the Police, she could make a difference.

This background held her in good stead for her varied life in the Met. She was a uniformed response team officer which also included a spell on the vice-squad in the notorious King’s Cross district of London followed by seven years in the CID where she dealt with rape cases, domestic violence, homophobic and racial incidents plus major crimes.

Her other roles in the Metropolitan Police included working in the Directorate of Training and Development at the police training college, Hendon, where she headed up the force’s PCSO training in the Extended Police Family School (EPFS) section and as the Staff Officer to the Commander of the DTD.

Tracey was promoted to inspector in 2007. Her last Met role before joining BAWP was in the Directorate of Information – a small team assessing the impact of business change of new technology in policing.

“I joined the Police to make a difference. And that’s why I have joined BAWP – to make a difference and to push women’s issues up the agenda,” explains Tracey. “During my career I worked with two men who were inspirational and who gave me encouragement and confidence. Now I feel it is my turn to help people as much as I can.

Pushing forward BAWP’s aims are very close to my heart.”

And goodbye to Liz

Liz Owsley, also a Metropolitan Police Inspector, was a BAWP committee member before taking on the role of national co-ordinator 4½ years ago. Firstly working from home, she travelled the country setting up workshops at forces to seek opinions on how gender issues fell into equality law under BAWP’s ‘Gender Agenda’. It was these workshops which highlighted the main issues of women’s clothing and flexible working.

In her role, Liz has guided countless individual female officers and staff, given numerous talks on BAWP’s work, attended many national equality and diversity committee meetings and taken the cause to national police exhibitions and conferences. She has always been there to help and listen.

“New issues pop up as the service moves along,” explains Liz, “and now women’s health is going to the top of the agenda. As females are now working to a later age, the menopause has become important.”

Leaving BAWP on September 9 also brought to a close Liz’s 30 years as a police officer. She started as a PC in Kilburn, London, in 1980 and was posted to Uxbridge in outer west London 4½ years later as sergeant. In 1991 when Liz was promoted to inspector, she moved back to inner London – this time Kennington – where she worked in a personnel role during the amalgamation of divisions.

It was when Liz was part of the Territorial Support Group South West London – known as the riot squad – that she experienced the most terrifying experience of her career when she on duty during the City riots of 1999. Although she found it frightening she admits to “rather enjoying” the experience.

Another ‘highlight’ of her police career was the “emotionally charged” funeral of the Princess of Wales where she was with the crowd lining the funeral procession. As the coffin moved towards the M1 she and her colleagues stopped mourners rushing onto the motorway.

Keen golfer Liz, who has a 13 handicap, was presented with a pink golf trolley by Cambridgeshire Chief Constable and BAWP President Julie Spence at a gathering of committee members. Although Liz says she will miss her colleagues, she does admit to looking forward to her retirement years and hopefully to reducing her golf handicap.
INTERNATIONAL NEWS

United Nations looks to recruit more female peacekeepers

The United Nations Department of Peacekeeping Operations has launched a global effort to recruit more women police officers into its peacekeeping operations. The move is part of its campaign “Power to Empower” to address the current gender imbalance.

This recruitment push is centered on increasing the representation of female police officers in peacekeeping operations, while at the same time encouraging national training programmes to support women to join national police services. The goal is to have Member States raise the number of female police officers serving in peacekeeping missions to 20 per cent by 2014, up from its current number of eight per cent. Currently, there are 11,000 United Nations police officers working in 17 peacekeeping missions around the world.

Of the policewomen serving none come from the United Kingdom although there are five women (out of 55 officers working abroad) working on EU missions. More than 60 per cent of the policewomen deployed by the UN come from just ten countries: Nigeria, India, South Africa, Ghana, Zambia, Cameroon, Nepal, The Philippines, Canada and Côte d’Ivoire.

United Nations police are responsible for supporting local police in creating trust and upholding law and order as they help civil society rebuild following a conflict. The United Nations Deputy Police Adviser, Ann-Marie Orler, says the policewomen also act as role models to the local people. “By having more women officers deployed in peacekeeping missions they inspire more women to join their local police services, and this in turn will in the future give contributing countries a larger base from which to recruit officers.”

She added that frequently women and children are more comfortable reporting their experiences to female officers, and the fact that a woman is the authority can be empowering to women and girls.

There are women of all ranks serving in United Nations peacekeeping operations. They are deployed in whole units; for example, in Liberia there is an all-female unit, or individually.

A Foreign Office spokesperson said: “The International Secondments Team (IST) in the FCO undertake an annual recruitment campaign to all UK police forces where all police officers are invited to apply on a voluntary basis for FCO international policing (including EU and UN missions). Following the previous trawl (2008), we received over 400 applications; roughly 12 per cent of them were from female officers.

“IST do not specifically target recruitment towards any particular group. However, we do promote FCO international policing by attending various police conferences/seminars throughout the year.”

If you are interested in a secondment into international policing visit www.fco.gov.uk/en/about-the-fco/working-for-us/secondments-1/

Health Matters

Your periods - heavy periods

In last issue’s column I shared the statistic that 60 per cent of women will see their GP with period problems at sometime during their life. Later on in life these problems are much more often associated with heaviness rather than the pain in younger years. Heavy periods are common and until about 10 years ago were the most common reason for a woman having to have a hysterectomy.

It is difficult to say what a heavy period is. It is usually more prolonged, may be associated with clotting or flooding and double protection is often necessary. It is when it changes someone’s life that it becomes a problem, through tiredness, and inability to go out, or just inconvenience. The causes are numerous and include fibroids (lumps of muscle on, or in the womb), endometriosis, and pelvic infections. Stress may be an important factor, but in half of cases no obvious cause is found. It may just be a change in hormone balance, for example as the menopause approaches.

Treatment has advanced using hormonal and non-hormonal medication. Initially your GP may suggest some non-hormonal pills such as tranexamic acid or mefenamic acid. Both can lead to a quite dramatic reduction in blood loss. In younger women, the combined oral contraceptive pill is especially helpful. The biggest change has come with the use of the Mirena device. The hormone is fixed into the womb on the frame of a plastic T-shaped contraceptive coil. The other big advance has been an operation called endometrial ablation, which is where the lining of the womb is destroyed or removed using microwaves or heat, so that periods stop completely. For some women removal of the womb remains the only option, but this operation is only carried out as a last alternative.

Peter Bowen-Simpkins is Medical Director at the London Women’s Clinic and spokesperson for Wellbeing of Women (WoW).
Are women appropriate leaders? Does their style differ from men? More importantly does their style affect the performance and the morale of the officers and staff working for them? Those were the questions which Professor Jennifer Brown, director of crime and justice at the University of Surrey, research assistant Jess Fielding and Dr Sue Woolfenden from Strategic Direction tried to answer as part of a piece of research jointly sponsored by West Midlands Police and BAWP.

The trio started by reviewing any research they could find on the subject to add context to their studies as Dr Jennifer Brown reports...

The context - reviewing published research
“Research published in the United States suggests that women officers themselves believe they bring distinctive characteristics to the task of policing compared to fellow male officers. These include greater empathy, communication skills and fewer forceful behaviours. Women interviewed (in the United States) believed that they were better at serving the needs of women and children, especially those who had been subject to violent or sexual abuse, and that they were more likely to act as advocates to prevent their re-victimisation.

Community policing was a particular place where women (and men) legitimised more feminine ways of policing. Community policing stresses communication, familiarity and building of trust and rapport between the citizen and community member. When looking at encounters men and women officers had had with citizens, this research showed women were much less likely than men to use extreme controlling behaviours such as threats, physical restraints, searches and arrests. Instead of extreme controlling behaviours, women were much less likely than men to use advice and rapport between the citizen and community member. When looking at encounters men and women officers had had with citizens, this research showed women were much less likely than men to use extreme controlling behaviours such as threats, physical restraints, searches and arrests. Instead women were more likely to use advice and command to leave a scene.

Women and leadership
“Relatively little research is available charting the experiences of more senior women police officers. A notable exception is the work of Maria Silvestri. Her research suggests that senior policewomen in the UK remain rather sceptical about the reality of alternative more feminine or feminist working practices. The women officers she interviewed indicated that to achieve senior leadership positions requires total dedication, commitment to the job and a degree of single mindedness, ruthlessness, determination and ambition. These officers did not appear to resist these working practices, but rather accepted them from a desire to fit in and achieve an organisational fit as their way to be accepted. This seems to imply that senior women officers conform to a mode of supervision and managerial control which is the same as their male counterparts. A previous study, undertaken by Jennifer Brown and Natasha Klerks, of senior men and women officers in the Metropolitan Police Service, found more similarities than differences between men and women achieving high rank. What differences there were lay more in how they went about achieving operational requirements. Women police leaders were more likely to prioritise being supportive to staff as paramount and praising good performance, whilst men sought to deliver through setting performance targets and challenging poor performance.

Interessingly a Home Office study of what police officers wanted in their leaders found that 44 per cent wanted senior officers to enable, develop, value and reward staff. Whereas only 20 per cent wanted their senior officers to set stretching professional standards to be achieved through challenging poor performance. The former tends to be associated with ‘transformational’ and the latter ‘transactional’ leadership styles.

Leaders who displayed transformational behaviours were found by rank and file officers to have a wide range of positive effects on subordinates’ attitudes to their work, for example increasing their job satisfaction and their commitment to the organisation. Transformational leadership, which tends to be hierarchical, autocratic and task oriented, is more often characteristic of men. Transformational leadership, which is consultative and inclusive, is more often associated with women. Transactional leaders encourage others to participate in shaping decisions so they feel part of the organisation and they enhance an individual’s sense of worth through praise and recognition. The aim is to motivate subordinates by transforming their self interest into the interests of the group as a whole. Transactional leaders on the other hand see job performance as a series of transactions where there is an exchange of rewards for services rendered or chastisement for inadequate performance.”
oman’s policing like a difference?

Study results

The study, carried out for West Midlands Police, looked at whether the percentage of women serving in an area command affected levels of performance, public satisfaction and the number of disciplinary actions.

The research, says Dr Brown, showed no "statistically significant differences". This means that greater or fewer numbers of women serving in a command unit is not associated with better or worse performance.

The group also looked at whether the gender of the area commander affected performance, and again there were no statistically significant results to suggest so.

Interviews were also carried out with both male and female area commanders to look at their leadership style, as Dr Brown explains: "Generally speaking, the women were more direct in their interactions with their senior management teams and staff (especially inspectors). They recognised the importance of the cathartic gains in the immediacy of emotional feedback to individuals who had perhaps felt unheeded previously.

"The male commanders used intelligence gathering approaches about their new commands and were more likely to engage third party means to profile strengths and weaknesses in staff.

"Both men and women looked at hard data (numbers) in terms of establishment and performance to come to a judgment about sources of problems. Women commanders more often than men discussed emotional issues with poor performers who they had inherited, and when dealing with difficult members of staff.

"All the commanders identified priorities that required immediate attention. This was mostly to do with attitudes and skill sets of their senior command team and officers at inspector and sergeant levels.

The male commanders were more likely to explain how they established a specific and explicit sequencing of actions, using a more task oriented approach. When women commanders explained how they set about their commands they more often did so by reference to the emotional dimension implicated in instigating change."

Conclusions

Through the research the group concluded the following:

• An updated literature review did suggest some differences between the behaviour of men and women officers. For example that women were less likely to use extreme force and more likely to use supporting behaviours in police-public encounters. At senior levels the first generation of woman commanders were likely to buy into male leadership traits, while research suggested that it is the second generation who are more likely to adopt what might be regarded as more feminine values of empathy and listening when approaching leadership.

• Analysis of performance data, public satisfaction and discipline infractions yielded no statistically significant relationships between them and numbers of women serving in a command, or gender of the commander.

• Male and female commanders demonstrate both transformational and transactional styles. There were differences of degree rather than substance. For example the male commanders, who were interviewed, were more likely to use third party means and an intelligence gathering approach when finding out about their new commands. Women did research their new commands, but they also engaged in emotional work which gave an additional dimension to fact finding by using the opportunity for relationship building as well as information gathering.

Dr Brown added: "It may be that alternative models of public/police engagement that is seeing a return to discretion and quality of interaction is in effect promoting feminine values, emphasizing interpersonal skills over physical skills that actually both men and women officers can deploy. Is this heralding a shift from women simply assimilating into a male occupational culture and policing and leading like men, to one which truly integrates women into police service recognising and valuing differences between male and female? Time will tell."

A starting point - based on previous research on women in the police service.

• Women make up 25 per cent of currently serving officers in England and Wales
• A total of 13 per cent of this number hold supervisory a rank (compared with 26 per cent of men)
• One in ten of all officers at chief inspector or above are women
• Women have an equivalent capacity as men to undertake most policing tasks
• Women are still under represented in specialist policing areas such as dog handling, firearms and roads policing
• Women still experience degrees of sexual harassment and bullying
• Men and women join the police service for much the same reasons
• Women proportionately have fewer discipline charges compared to men
• Except for some specific exceptions, men and women officers report similar stress levels and job satisfaction
In the Spotlight

Name: Vicky Moore  Age: 47
Current posting/role: Surveillance Officer for the Serious Organised Crime Agency.

Brief career history: I took a degree in criminology at Southampton Solent University. I got a job as an intelligence officer for Interpol, NCIS (National Criminal Intelligence Service) then became the personal assistant to the UK South Assistant Director for NCIS. My next move was to SOCA as a surveillance officer.

Family: Mum, dad, sister and best friends who are my extended family.

Q. What did you want to be when you were growing up?
A. A dancer, or a detective – Cagney and Lacey style.

Q. Who has been your greatest inspiration or role model and why?
A. Bruce Lee for his amazing talent and determination to be who he wanted to be. Bruce showed the world what he believed passionately about, even though he was doubted by many. He was a great inspiration who passed away so young but left a strong legacy for those who love film and sport. My line managers in NCIS and my university tutor who believed in me have also greatly inspired me.

Q. How have you achieved a satisfactory work/life balance?
A. I’ve not quite achieved it just yet, but I’m working on it.

Q. What is the most memorable moment of your career to date?
A. Passing the National Surveillance Course.

Q. What barriers to success have you come across and how did you deal with them?
A. I don’t have a law enforcement background, which was a barrier. However I was provided with an opportunity and embraced it by passing all the courses and proving my sceptics wrong.

Q. What advice would you give to an ambitious new officer or member of police staff?
A. Be determined, highlight your aspirations early on, work hard and play hard, but ultimately believe in yourself even when others don’t.

Q. What three words describe your personality?
A. Quietly determined, passionate and thoughtful.

Q. What are your vices?
A. Spaghetti bolognese, chocolate and banoffee pie.

Q. Where is your favourite holiday destination and why?
A. Australia – it’s the sunny equivalent of the UK.

Q. Where do you see yourself in five years time?
A. To be an accomplished surveillance officer/investigator, be promoted and have a couple of kids.

Search for women to go under the spotlight

Would you like to share your experiences of policing with colleagues across the country? Or do you know someone you think would inspire or motivate others? Then please contact Nicky Phillipson by email - you can find the address on page 1.

Could you follow these women and go under the spotlight?
‘Soft skills’ lead to exceptional success

Communication, personal responsibility and problem solving are essential skills needed to progress in any career. And while current police training is a world away from that of the past many officers and staff still spend too much time honing their technical skills at the expense of these ‘soft skills’. But it is these skills which will make the difference between achieving a promotion or not, as Angela Hackett explains.

Wikipedia describes soft skills as referring to the cluster of personality traits, social graces, and facility with language, personal habits, friendliness, and optimism that mark people to varying degrees. Soft skills complement hard skills, which are the technical requirements of a job.

While there is no doubt that the technical ‘hard skills’ of policing are crucial to officers and staff working within the law, it is clear such ‘soft skills’ are not considered equally important by either the students themselves or the trainers.

At the core of any business success is the skill of individuals working together well and communicating effectively. An ability to understand the need for personal responsibility, even as basic as good timekeeping, to the ability to build relationships and problem solve is an obvious requisite for any success.

A recent survey suggests that many large companies feel that most graduates leave university lacking initiative and without the ability to communicate effectively. Nearly half of them believe graduates are not good at making decisions, while a third of these companies are unimpressed by their ability to solve problems or build relationships. Nearly 80 per cent said employees with these ‘soft skills’ would find it easier to move up the corporate ladder. These comments are no different to what comes out of research into the policing world. In fact, within the past month the Metropolitan Police Service announced tactics to police the Climate Camp protests which put women in charge. The Guardian newspaper reported that the superintendent had chosen her deputy because she was “reasonable, sensible and able to communicate”.

For many would be successful people the stumbling block to their continued success lies in something they often feel unable to understand. They are aware of their proficiency in ‘hard’ or technical skills as these are clear to understand and are measurable. But how can they measure their ability in the field of ‘soft skills’ which in reality are the most difficult and challenging skills for adults with ingrained patterns of behaviour to learn.

The human condition allows that when faced with a stressful situation we will engage in either ‘flight’ or ‘fight’ mode. If individuals are not confident of dealing with a difficult situation and have a genuine lack of self assurance (rather than arrogance) they are likely to resort to acting aggressively either verbally or physically when ‘cornered’. Of course, either of these reactions is inappropriate in the workplace, not least in policing, however it takes considerable self awareness and training for the individual to respond more constructively.

So how to address this deficit of soft skills that threatens the success of every business? The shrewd candidate for the very top job will make sure they are independently judged and work on a continuous level to increase their self awareness and understanding of how they impact on others. The shrewd business owner, or police force, will ensure that all their staff are trained and aware of these increasingly important skills. It is these skills which are crucial in driving up public satisfaction levels.

We must, as a matter of urgency address this part of our education with a similar enthusiasm afforded to hard skills learning. American Business Philosopher Jim Rohn encourages us to ‘work harder on ourselves than we do on our jobs’ an entreaty to consider that increased self awareness and self knowledge leads only to greater personal satisfaction and inevitably greater success.

It might be easy to lay all these issues of a lack of soft skills solely at those at the foot of the corporate ladder imagining that those of us who are leaders and are further on in our careers, are fully complete and knowledgeable.

In truth we must all, at whatever stage, continue to learn and improve on these skills. Only in continuous education will we be truly aware of how much there is to learn.

Angela Hackett

Angela Hackett is an Executive Coach at ‘The Way Consulting’ which provides training in personal and team development and performance.

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Being a dog handler doesn’t just involve tracking burglars and moving back advancing crowds. There are other paths a dog handler’s career can take as BAWP committee member PC Mandy Chapman explains to Nicky Phillipson.

Mandy is an experienced dog handler and has worked for the Metropolitan Police Service Dog Unit for 20 years. She says the job isn’t just about tracking and searching for stolen property or drugs and has just trained as a victim recovery dog handler with Karly, her German Shepherd dog.

This is something only experienced dog handlers can apply for and gives them a chance to learn new skills and add a different dimension to their career.

Mandy and colleagues in the Metropolitan Police Service Dog Unit travel across the UK helping police forces recover bodies or body parts. The dogs can also work abroad if necessary.

There are 15 victim recovery dogs, but only two are worked by female handlers – one being Mandy.

Mandy explains: “The dogs are trained to search for blood at crime scenes, or on clothing, weapons or in vehicles. They also look for bodies or body parts in the open, in buildings and even in make-shift graves.

“The training is 95 per cent handler and five per cent dog – which means it takes a tenacious type of person.”

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The application and screening process is tough, but if you get through the training course it equips you for real searches. Human blood is used in the searches, but pork is used as a body part substitute for obvious reasons. The dogs have to search for the pork in various conditions: fresh, decaying, burnt and even frozen as these are potential states a handler could find body parts in.

“During the course experts are brought in to teach handlers what to look for when they are looking for burial or dumping grounds; such as ground disturbance, vegetation and likely sites. The training is enhanced by case histories. The work is divided into fieldwork and law enforcement. The latter can see dogs and handlers searching for graves which have been there more than 17 years – even the instructors are then grateful for good plans.”

Mandy says Karly has already seen some success.

“Karly located a crime scene over 300 metres away from where a victim was found in London last week. The area wasn’t contained and when we began the search it was raining. She located small spots of blood four feet up a wall. This led to further evidence.”

Mandy has also helped with searches for body parts in Hertfordshire and Bedfordshire.

Colleague Paul Vardon has been an instructor at the Dog Training Establishment for the past two years. He has 17 years experience handling dogs and still works his victim recovery dog.

It was his dog Yogi who found the body of a missing person partially submerged in six inches of water and mud after being missing for two weeks.

Paul said: “The search area had been reduced using mobile phone triangulation technology, however it was still roughly a square mile of woodland, open land and areas of dense nettles.

Initial Dog Handler Training

Dogs and their handlers never stop learning. The training begins with the handler and puppy having fun one day a month at the dog school. When the dog is 12-15 months (depending on its maturity) the 12 week basic course is completed. After that the handler is ready to work out on the streets. A dog handler has to complete four days full training every three months where they are tested to licensing standard. Handlers and their dogs are also annually licensed /tested.
FOCUS ON SPECIALIST ROLES - DOG Handler

This led to me becoming a dog handler. After two weeks of intense training, I started as a part of a three-dog team searching for the body of a victim who had disappeared two weeks prior. Much of the area was underwater because of heavy rain and the River Thames flooding. As part of a three-dog team I started the search. On the second day my dog pulled me through dense nettles and led me to the victim’s body. Despite the water and mud we managed to find the person and put their family’s mind at rest."

Mandy says working a victim recovery dog is a great challenge and just one of the career directions being a dog handler can take you in. "Some fantastic people have led the way for us and the female officers I know can only inspire."

Factfile

- To become a dog handler you must have a good record as an operational police officer.
- You need to have an affinity with dogs. The animal will take over every aspect of your life because when you finish work you take it home with you.
- You need to dedicate at least two hours of every day to your working dog. They need a lot of exercise, grooming and feeding and you have to keep their compound clean and so on. It is an essential part of the bonding process that this is all done by the handler. The rapport and bond this builds between you and the dog is unique.
- You need to be reasonably fit to do the role. There is a lot of climbing and helping dogs over fences involved. Upper body strength is paramount.

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"Some fantastic people have led the way for us and the female officers I know can only inspire."

Mandy says working a victim recovery dog is a great challenge and just one of the career directions being a dog handler can take you in. "It's not just tracking burglars and handling public order situations. Being a dog handler is a really varied job. What I would say to any female officers considering this as a career is; Go for it, you can do it. Some fantastic people have led the way for us and the female officers I know can only inspire."

Mandy Chapman and Karly
Research reveals life of early policewoman

Metropolitan police constable Helen Barnard, who works in the Tower Hamlets Training and Development Unit, is in the midst of her PhD. This year marks the 90th anniversary of the Metropolitan Police Women Patrols so for her thesis Helen decided to research the history of women in the force. Here she shares her findings about one officer Rose Tooke and shows through her story how women were viewed during and after the First World War.

“Rose Frances Tooke was born in 1890 in Sellinge, Kent and was one of 13 children, of which only four survived. She married William Tooke in 1913, their daughter Hilda was born later that year. At the outbreak of the First World War William joined the Army and died during the first battle of Ypres in 1914 leaving Rose a widow with a child and no apparent income.

Rose moved in with her mother at Charlton, London solving the age-old childcare problem of the working woman. Rose had to work and her Metropolitan Police application form gives an insight of her wartime work experience including two years spent in Danger Buildings of the Royal Arsenal, Woolwich. This was where the workers dealt with explosives such as nitro glycerine, TNT, picrite and guncotton.

The end of the war saw many opportunities for working class female employment inhibited by the Pre War Trade Practices (Restoration) Act 1919. The situation Rose found herself in was one where women who turned down any job, no matter how low the wage or unattractive the work, were cut off from receiving their benefit.

During the war the National Union of Women Workers, Women Patrol Committee and the Metropolitan Police formed an experimental group built on the work carried out by the patrols. The actual employment of the women was made possible by the Sex Disqualification (Removal) Act 1919.

Of 5,000 applicants, Rose wrote to the Commissioner asking to be considered for the patrols stating that she was 5’6” tall and weighed eight stone. The application form contained the qualifications required including the condition ‘applicants having young children depending on them for attention or support will not as a rule be eligible’. The Superintendent Mrs Sofia Stanley, herself a mother and with a husband who was a wheel chair user, may have looked with favour on Rose who joined July 14, 1919.

Rose’s family sent me a copy of her pocket book which provided an insight into her duties from July 1919 to January 1920 during which she patrolled Hampstead Heath and Hyde Park. She details offences, and in some cases writes names and addresses (mostly soldiers and the women to policing. Nevertheless the Metropolitan Police formed an experimental group built on the work carried out by the patrols. The actual employment of the women was made possible by the Sex Disqualification (Removal) Act 1919.

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Above: Rose and daughter Hilda Right: Rose in her police uniform

they are with) and where appropriate cautions were administered. On August 27, 1919 she reported on a soldier from the Middlesex Regiment aged 19 and a female also aged 19, had been found lying under a coat in an indecent position, writing: “From the movements of the body suggested that sexual intercourse was taking place. We walked up to them and said this behaviour won’t do out here. The man made no attempt to move when spoken to, I then pulled the coat off that was covering them. The girl’s clothing was disarrayed and the man’s person exposed.”

The man’s justification for the behaviour was that they had been engaged for two and half years and he apparently says sorry. In her pocket book Rose says several children were playing near by and there were pedestrians. It must be remembered that Rose and the other women had no power of arrest at this time.

In 1922 Sofia Stanley and Rose did not survive the swinging government cuts of the Geddes Axe. They sought to dispense with the patrols on the grounds of cost, but 20 were retained. Rose re-applied and recruited again to the Metropolitan Police, Women Patrols in April 1924. This time she was attested with the full powers of constable. Rose did not stay in service very long, resigning two years later. She had married another soldier, Thomas Ward in 1924 and so she had to resign due to a change in policy and Baird report. The marriage bar was in place at this time, which is reinforced in the police order of February 27, 1927, which said: “A woman constable will resign in the police order of February 27, 1927, which is reinforced in the police order of February 27, 1927, which said: “A woman constable will resign in

Researcher PC Helen Barnard

Photograph reproduced courtesy Chris Forester

14 | GRAPEVINE Autumn 2009
IAWP News

Jane advises on new women’s network for South East Europe

AWP President Jane Townsley has visited Serbia to give advice on the creation of a new policewomen’s network in South East Europe.

Jane, who is a chief inspector for British Transport Police, was among a number of representatives from international law enforcement organisations invited to Belgrade, for the two-day meeting. It had been organised by the South East Europe Police Chief’s Association (SEPCA), the Organisation for Security and Cooperation in Europe (OSCE), in conjunction with its nine member countries.

Work already underway to scope the need for such a network was used as the basis of the discussions. Staff from Serbia’s Ministry of Interior presented interim results on research they had conducted with staff in human resources, chief officers and front line officers in member countries. The research was used to help representatives at the meeting understand the current roles women play in policing and their views on the creation of networks to support them.

Jane said after the meeting: “There is an obvious need within this region for a women’s network and the passion and commitment demonstrated to me by those attending the meeting should be embraced and supported. I have given a commitment that the IAWP will continue to support and help in any way we can. “The meeting also enabled me to highlight the work of the IAWP and to share our organisational expertise in the sound benefits of providing support, training opportunities and networking for women in policing.”

One of the expected outcomes of the meeting was to build a network that will bring together women representatives from law enforcement agencies in the region and to promote women in policing by focusing on efforts such as equal career opportunities.”

The next meeting is due to take place in Sofia, Bulgaria, in December, when the emphasis will be to raise the profile of work undertaken in support of creating the network and to gain high level support in each country in the region. A bid has already been submitted to the United Nations headquarters in New York to help fund the network’s creation.

Jane’s trip was funded by the Special Police Matters Unit, which is part of the OSCE based in Vienna.

SEPCA is dedicated to building public security in South East Europe through its co-operative police services, together with the citizens and its partner organisations. Its nine member countries are Albania, Bosnia and Herzegovina – Federation, Bosnia and Herzegovina – Republica Srpska, Bulgaria, Croatia, Macedonia, Moldova, Montenegro, Romania, and Serbia, which hosted the meeting.
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• You can attend national and regional training days and social events. • We can link you to other police professionals in this country and abroad.
• We can enable you to share your expertise or specialist knowledge with others. • We have a ready-made network for work-related and social contacts. • We can keep you informed of training opportunities and conferences. • We can help your voice be heard in matters affecting women in the police service. • You will receive regular copies of this magazine.

Membership details

Full membership is open to all officers and police staff, female and male, serving in the UK, along with retired officers. Associate membership is open to anyone with a professional interest in criminal justice. Corporate membership is now available for £350 p.a.
Please contact BAWP Secretary Carolyn Williamson for more details.
Please complete the form below and send it with your payment to: BAWP, PO Box 999, Bordon, GU35 5AQ.

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I believe I am eligible to join, and enclose a cheque payable to ‘BAWP’. (If for any reason, your application is not accepted, the fee will, of course, be refunded in full.)

Signed: ___________________________ Date: ___________________________

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