Senior Women in Policing Conference – a four-page special

Get a change of scenery with a peacekeeping secondment

Denise Milani goes under the spotlight
Welcome to the spring edition of Grapevine. This issue contains coverage of the recent successful Senior Women in Policing Conference. If like me, you unfortunately could not be there, the articles will give you a taster of what an excellent event this was. It is also interesting to see the positive response that Liz Owsley got from an international company when she contacted them regarding an inappropriate advertising campaign – see page 5 for full details!

As promised in the last edition the series on specialisms returns with PC Tracy Gladman giving us her perspective on her role as a traffic officer. If you are an officer in a specialist role and would like to inspire your colleagues to follow in your footsteps by featuring in the next addition of Grapevine or have any news stories you would like us to share with BAWP members please get in touch.

 Dates for your diary

2007
Spring Professional Development Day on Cross Border Policing and BAWP Awards evening – Forest of Arden Hotel, Warwickshire. Tuesday April 17 (awards dinner) and Wednesday April 18.

Special Health Professional Development Day in association with ‘Well Being of Women’ – Royal College of Obstetricians and Gynaecologists, near Regents Park, London. Friday, June 1 (see inside back cover).

Autumn Professional Development Day on Specialist Posts – Forest of Arden Hotel, Warwickshire. Monday September 10 (dinner) and Tuesday September 11.


Reception at the House of Lords to mark BAWP’s 20th anniversary – Thursday November 1.

2008

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North Yorks chief retires

NORTH Yorkshire Constabulary's first female chief constable, Della Cannings, is retiring from the force in May.

Della, who has led the force for the last four years, said in a statement that she was “immensely proud” of the force’s achievements and thanked her colleagues for their support.

Della, who has been a BAWP member since 1992, was awarded the Queen’s Police Medal for distinguished service in the New Year Honours in January 2006.

Readers share their views on Grapevine

MORE than fifty Grapevine readers have completed the readership survey printed in the Winter issue of the magazine.

The editorial team are still collating all the responses, but Editor Kim Rowley says she is “really encouraged” so many people have taken time to share their views on Grapevine.

“From the few surveys I have had chance to read it seems we are nearly hitting the mark. There have been some great suggestions for future issues and we will be using all the comments to help shape Grapevine,” she said.

- Congratulations to Inspector Jackie Blackmore from Dyfed Powys whose survey was ‘pulled out of the hat’ winning her a year’s free membership to BAWP.

Guide to networking produced

A REVISED networking leaflet is now available to help forces encourage staff to get together to share ideas and experiences.

Produced by the BAWP this is the third in a suite of leaflets designed to support forces to achieve the aims of Gender Agenda 2.

Copies are available from National Co-ordinator Liz Oxley coord@bawp.org

- Look out for a feature on networking in the Summer issue of Grapevine.

There are many challenges facing policing and I was encouraged to see a real proactivity in tackling them by delegates at the senior women in policing conference in March. Members of the audience were not backwards in coming forwards in sharing their views of the future and the role they see us all playing in shaping it.

The event was literally buzzing with ideas, the sharing of best practice and there was a real passion to make a difference. Something which convinced me the time BAWP spent organising the event was really worthwhile.

In particular Denise Milani highlighted the importance of seeking the views of female members of the public when we look to the future, especially when we are trying to define that all important ‘citizen focus’.

This new focus is here to stay and as ACPO lead for the Citizen Focus portfolio I will be driving it forward. I think it is important we start to talk about the reality of policing with the intelligent public and stop this mythical hazy fictional TV image of policing. A bobby on the beat on your street corner when you want to see them is out of the question, particularly when we have 140,000 officers for 60 million people. However we can, and should still provide our citizens with a professional considered service which manages their expectations.

I hope to be able to share my thoughts on what citizen focus means to me in a future issue of Grapevine.

Looking to the future the ACPO Cabinet has accepted a paper on affirmative action, which was prepared by Vice President of BAWP ACC Suzette Davenport with other staff associations. It will now go to the Chief Constables’ Council and we hope that it will be given due consideration and enable forces to pick recruits from their pool that will change the profile of their force. We will keep you posted on how it is received.

My last column was written just after the launch of Gender Agenda 2 and we do seem to be moving from one high impact event to another. I have been totally immersed in the organisation of the Senior Women in Policing Conference, which you can read about elsewhere. But now have to focus on the Spring Professional Development Day and awards presentation in the middle of April, and an extra PDD on June 1 looking at health issues, they just go to show how vibrant BAWP has become.

Although many people in the police service are not aware, the current uniform debate stems from the work done for GA2, and it is interesting to note that men seem to have as many issues with uniform as do the women – they just hadn’t done anything about it.

As I said last time, 2007 marks the 20th anniversary of the formation of BAWP. I don’t think any of us who met for that first lunch in Chesterfield could ever have imagined what a powerful organisation we were about to start. At that time there was very few, if any, women of ACPO rank and, although the number of female chief constables is in the course of reducing to three - due to retirements - others are moving towards the top and hopefully the numbers at all ranks will increase. One particularly notable promotion is of Commander Cresidia Dick in the Met to the rank of deputy assistant commissioner, and Radio 4 recently did a short profile of her.

The other pleasing aspect of looking after the membership side of BAWP is that we have recently welcomed to corporate membership the RAF Police, Isle of Man Constabulary, Guernsey Police, and Ministry of Defence Police. Almost all the mainland British forces have now joined us, as well as PSNI, British Transport Police and Civil Nuclear Constabulary. I think this bears out our claim to be the only organisation in policing to be totally inclusive as regards membership, and we are very fortunate to have such a breadth of experience to call upon.
New mums get fairer OSPRE deal thanks to BAWP
Option to defer or move Part II assessment given

Would-be sergeants and inspectors who are returning to work after maternity leave can now defer their Part II assessment until the following year. While the option is only available for women whose Part II is scheduled within 120 days of returning to work, the move has been welcomed by BAWP who had urged Centrex to take another look at their OSPRE policy.

New mums still wanting to take the assessment can also ask to move their assessment date to the end of the process so they have as long as possible to prepare.

National Co-ordinator Liz Owsley says the BAWP took the decision to approach Centrex to make a change after they were contacted by several women who felt they were being asked to choose between their baby and their promotion.

Many women were literally giving up their chance for promotion because the OSPRE Part II dates were falling only weeks after their return to work,” said Liz. “Returning to work after having a baby is difficult enough without adding the pressure of imminent exams. What we wanted was for Centrex to give these women the choice to defer their Part II. It is not about one set of rules of one and one for another but allowing everyone to compete on a level playing field.” She added.

BAWP’s recommendations to change the OSPRE Rules and Syllabus were unanimously supported at the Police Promotions and Examinations Board. Something which Liz says was “great news” for women in policing across the country.

While the move came too late for PC Alice Barwell, one of the officers who instigated the BAWP lobby through committee member Inspector Kim Rowley, she still got some good news of her own. The West Midlands constable passed her Part II despite having to take it only two months after returning from maternity leave.

Alice explains: “I did my Part I while I was pregnant then went on maternity leave. Due to my personal circumstances I returned to work after only three months and took it for granted I would be able to defer my Part II. But after speaking to my sergeant found I would still have to do it.”

“Taking the exams put me under additional pressure which would have been good to avoid,” said Alice, who also had a new job as a domestic violence officer to get to grips with.

However she has welcomed the changes in the OSPRE rules. “It gives people the option,” she said. “While it all worked out for me in the end it was an additional thing to worry about when I least needed it.”

The facts
• Officers who have successfully passed the Part I examination and are returning to duty after maternity leave will have the option to defer their first attempt at Part II should all of the Part II assessment dates fall within 120 days of their return to work date.
• The deferment will not count as one of the three opportunities available to officers to take Part II.
• Sergeants’ Part II dates are dependent on the number of candidates applying. These frequently run over three- four weeks so candidates wishing to move (rather than defer) their Part II assessment date due to maternity leave can notify Centrex who will try to give them an assessment date at the end rather than the start of the process.
Looking for recruitment trigger

West Midlands Police are literally going all guns blazing to up the number of female officers in their firearms operations team.

Departmental head Chief Inspector Jan Thomas-West wants to see the percentage of women in the unit be more on a par with that in the force (28 per cent) rather than the three per cent it stands at now.

Jan is putting words into action by inviting female officers to come and visit the unit, try out some of the activities the firearms officers undertake and chat to women already working in the team, one of whom works part-time.

Jan said: “By inviting female colleagues in I am hopeful they will see that the FOU is as open to them as to any male colleague.”

Jan’s tactic is already paying off as Theresa Hinsley, a neighbourhood policing team sergeant, says she is now considering applying for the unit.

Theresa said: “I wanted a ‘warts and all’ look at the department and I can say that we got that.

“To be honest, before attending I thought the unit was a ‘closed shop’, a male dominated area where only the very bravest or thickest skinned female would dare to apply. This may have been right a few years ago but today this is an altogether different story.

“The FOU is no different from any other specialist department – if you apply and are good enough, you get the job. There is nothing I could see in the training that would mean that you would be restricted because you were female.

“I honestly believe that the hang-ups about females in the department stem from years gone by. What needs to be remembered is that this is a highly professional unit and only the best get in, but if the best is a woman, there is no reason why she shouldn’t be successful.”

PC Colleen Reid also came away from her visit with a better impression of the unit’s work. She said: “I heard that nationwide female officers made up only 8.3 per cent of the firearms section so I wanted to see for myself what it was like.

“Before attending the day, I thought using the firearms would be the most challenging aspect, as I felt I would have been apprehensive about handling them. I surprised myself though as I really enjoyed firing them and I was surprised that my marksmanship was very good for a beginner – all head shots and chest shots! In the end, using the handgun and the MP5 were the highlights for me.”

Impartial advice for parents-to-be

Staff from Worcestershire County Council’s Family Information Service have been called upon by West Merica Constabulary to help parents-to-be in the force with maternity, childcare and work choices.

Jo Randall and Sharon Clarke also explained how working tax credits and childcare vouchers work and discussed how important it is to achieve an effective work/life balance.

The pair spoke at a seminar hosted by the force’s maternity support network which was attended by more than 50 members of staff.

Network co-ordinator Helen Danks says feedback from the event has been positive. “I also took the opportunity to give out copies of the draft maternity policy to people who came along. It seemed sensible to consult with the staff set to be affected by the policy.”

Representatives from Busy Bees (childcare vouchers), the British Red Cross (First Aid for parents), Lollipop (real nappies) and the waste minimisation team, Homestart and the Borrowers Toy Library also provided information at the event.
Insensitive ad pulled

IKEA has withdrawn a billboard advert which was perceived by some BAWP members as making light of domestic violence.

The advert depicted two robots, with broken crockery around them, one throwing a plate at another, who is cowering, with the message: "Tested on real-life marital disputes".

Staff from West Midlands Police asked for BAWP’s help in contacting IKEA to express their concern with the nature of the advert.

In a letter to IKEA National Co-ordinator Liz Owsley pointed out that the advert had an underlying message of domestic violence and implied that domestic violence is part of everyday life. "For those of us working in the domestic violence arena this advert is seen as totally insensitive and making light of the situation that many women find themselves stuck in. The advert must be really upsetting and demeaning for those women who are victims of domestic violence," she said.

IKEA responded to the letter within a week and extended an “apology” for any “upset” the advertising campaign had caused. They said it had never been their “intention to cause any distress” and agreed that domestic violence in any shape or form is “totally unacceptable”. IKEA said they would be withdrawing the adverts with immediate effect.

- One in four women and one in six men experience domestic violence at sometime in their lifetime. On average two women a week die as a result of domestic violence.

Duo become national role models

Two Cambridgeshire staff have unexpectedly become role models to other Muslim women just by working for the force.

Rukshana Begum, with the help of Special Constabulary Co-ordinator Shahina Ahmed, has joined the volunteer force and will become the first Cambs officer to wear the hijab as part of her uniform.

Rukshana, who initially applied to join the regular force, says she was blighted by reservations from her family. In an article in the ‘The House’ magazine, for MPs, Rukshana says while her dad has come round to the idea, her mum remains ‘disapproving’.

Support for female IT staff

WOMEN working in police IT posts now have network especially for them.

The network was created by the Police National Legal Database’s Business Director, Heather Croft.

The first event, which was held in January, was funded by West Yorkshire Police and hosted by their women’s network. More than 40 staff from all UK forces attended to share ideas, put names to faces and make new contacts.

The theme of the event was ‘self-awareness’ and Heather says she has had “excellent feedback” about the positive approach taken.

She added: “It is important to support women in a predominately male environment and this day was an opportunity for all to get together from across the UK. I have no doubts that this event will open up further opportunities for women in IT.”

Fife’s first

FIFE Constabulary has appointed its first diversity officer.

Temporary Inspector Audrey Laird says her first job is to look at any recruitment rules. “I couldn’t join the force until 1995 because before that, it had a height restriction of 5’4” and I am only 5’3.” Said Audrey. “By doing that, you may be missing out on someone who is not tall, but still strong and determined and more than able to do the job. The same applies to age and disability. Why is the upper age limit 40 and not older? And sometimes someone may have a physical impairment, but with small adjustments to the workplace or working practices on our part, be absolutely capable of doing the job.”

Audrey also intends to look at flexible working within the force, which she says is an issue for men just as much as women.
More than 380 senior women from police forces across the UK gathered for two and a half days in March to help create a vision of policing for the future. The conference was billed not as an opportunity to relax, but a chance for everyone there to make their contribution to shaping the future.

BAWP President and Chief Constable of Cambridgeshire Julie Spence (pictured right) made it clear as she opened the conference: “You are not here for a rest, but to take time out of your day to day work to think about issues impacting on policing – particularly women’s contribution to policing and whether we are delivering an appropriate service to women in communities.”

She added: “Albeit we are no longer facing mergers, we are facing an increasingly complex future which we can either sit on the sidelines and watch evolve or play a part in shaping. I favour the latter.”

Delegates were told that their collective vision would be packaged by Enzyme International and used to influence the policing agenda. “We will either shape policing, or be shaped. The people you have to influence are the ACPO officers and the views gathered at this conference will be taken to ACPO Cabinet,” explained BAWP Committee member Superintendent Ellie Bird, who was introducing the speakers.

Each day was put together around a distinct theme and in her opening speech Julie set out some of the topics for discussion: Gender Agenda 2, and its associated strands; leadership; productivity and challenges from community complexity.

A challenge was also made to delegates to tackle the issues identified in Gender Agenda 2 with ever dwindling budgets. “The positive side is that we are prioritising what is really important rather than trying nice new ideas,” she said. “The negative side is that we have to decide what is in and what is not and where to make the cuts.”

Julie also celebrated the success of the last five years with the percentage of women officers on the up in all ranks, and increases in the number of women in specialist roles and those at senior ranks attending the strategic command course. “A third of this year’s course were women,” said Julie.
WOMEN lead differently to men and typically favour collaborative leadership explained leadership expert Hillarie Owen. She added that men perceive women as bringing “something different to the table” and that it is the women themselves who create their “own barriers”. Hillarie, who is currently carrying out a piece of work to assess leadership across public sectors, including the police and prison service, called for women to become “experts” in a particular field, “that’s how you progress,” she said.

She also urged women to take responsibility for their own development. “The future isn’t something that happens, but something we make.” Said Hillarie.

However she warned that without some real positive action it would take 14 years at least for the percentage of women officers to reach 35 per cent. “The BAWP advocates affirmative action and a paper is going to the next Chief Constables’ Council to progress this,” she said.

The topic of affirmative action was also high on ACPO President Ken Jones’ agenda. “We need to get politicians and the public to an understanding that the law around affirmative action needs to be changed. We haven’t yet got the buy in of ACPO,” he said in his presentation.

What a difference gender makes

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Raising money to research women’s health

With so many worthy causes the BAWP struggles to choose which one to support. However, one charity claims its work has benefited every woman born since 1964, as Charity Director Liz Campbell explains.

Wellbeing of Women (WoW) is the only UK charity dedicated to funding vital research and raising awareness of all aspects of women’s reproductive health.

Since the charity was founded as “Birthright” over forty years ago, in excess of £25m has been donated. It is true to say that every woman born since 1964 will have benefited from the advances in health made possible by WoW funded projects.

Our work focuses on three key areas: gynaecological cancers, pregnancy and birth issues and quality of life problems such as heavy periods, incontinence and the menopause.

WoW works in partnership with the Royal College of Obstetricians and Gynaecologists and the money we raise is spent on medical research.

Last year we funded projects which seek to understand a blood deficiency which can cause bleeding in the brain at birth; the determinants of causes of fetal growth; brain damage in babies; the ability to predict the most successful chemotherapy for ovarian cancer patients; treatment of virally induced gynaecological cancer; and the impact of childbirth on pelvic floor dysfunction.

There are many different ways in which you can support Wellbeing of Women. For those of you who fancy a challenge, we run many fundraising events throughout the year. So if hiking in Kenya, performing a
Investment in training, development, recruitment and retention that’s what is needed to change the face of future policing. The police service also needs to ensure it selects and develops the right leaders, understands and meets the needs of communities and creates a level playing field for women.

Those were just some of the combined thoughts of 380 senior women and a handful of men who joined forces to create a future vision for policing.

Their thoughts, ideas and suggestions were captured from the 15 workshop sessions and pulled together into one document by Enzyme International and presented in draft form on day three.

The issues of work/life balance, how performance measures impact on behaviour and culture and how the current financial constraints were impacting on delivery and development were also highlighted as needing further consideration.

All delegates called for “greater clarity and consistency of vision for policing” and improvement in practices and processes.

As Grapevine went to press a more detailed document was being prepared which will be made available on the BAWP website.

This vision will be used by BAWP committee members and senior women in policing to help shape and influence future policing decisions. As BAWP President Julie Spence said in her opening speech the vision will “have real value and must be given due regard by those responsible for developing policing.”

Bursary awards

FOUR women were awarded £500 each by BAWP to fund research/extra study. More than 25 women submitted bids for the cash at the conference but the money went to: Julia Causer, Staffordshire; Kate Jowett, West Yorkshire; Lee-Jane Yates, Met and Cheryl Boyce, Hertfordshire. Find out more in the next issue of Grapevine.

Final thanks


Factfile

We want to free millions of women from the limitations gynaecological health problems can impose on their lives by:

• Increasing the number and range of top quality medical research projects we can fund, which in turn will improve the options for prevention, treatment and cure
• Ensuring the best doctors work in Obstetrics and Gynaecology by funding grants at different stages of medical training
• Providing reliable information on reproductive health issues to help raise awareness at symptom stage and give women more confidence to manage their own health

WOW

WellBeing of Women

Well being with all women

Did you know?

• One in three women in the UK will have a problem with urinary incontinence at some point in their lives
• Ovarian cancer is the biggest gynaecological killer with nearly 7000 women newly diagnosed each year
• One in four pregnancies end in miscarriage

sky dive, running a marathon appeals or if you have a better idea, then we would love to hear from you. For further information on how to get involved, please contact us on 020 7772 6400 or visit our website at www.wellbeingofwomen.org.uk

A grand total of £3,182 was raised at the conference for WOW from a raffle and charity auction.

Child Victims of Crime also benefited to the tune of more than £1200 from a raffle held on the first night of the conference.

WOW and BAWP are holding a joint Professional Development Day on June 1. See inside back page advert for more details.
In the Spotlight

Name: Denise Milani
Current posting/role: Deputy Director of Metropolitan Police, Diversity and Citizen Focus Directorate
Brief career history: English teacher, training, strategic adviser. Denise is also a qualified coach, trainer and specialist in organisational development.

Denise Milani attended the strategic command course in December 2006. She also shared her experiences of policing at the SWIP conference making her the perfect candidate to go under the spotlight.

Q. What did you want to be when you were growing up?
A. I wanted to be a lawyer. Unfortunately, my parents who are first generation West Indians, knew little about the vagaries of the system and so went along with the recommendation of my teachers that I should consider a career in teaching as I might find the world of law somewhat challenging! So, as a dutiful daughter of the 1970’s that’s what I pursued. Both parents were extremely proud when I went off to university as my mother had left Jamaica in the mid 50’s as a qualified teacher, and had never had the opportunity to practice in England. Years later I met one of my old teachers who told me that they were afraid that the sexism and racism an inner city young black woman was likely to encounter in the world of law would put me off following any profession at all!

Q. Who has been your greatest inspiration or role model and why?
A. Undoubtedly my children, Karl (23) and Simone(20). Karl is a lovely young man, kind gentle, thoughtful and considerate and it remains his experiences and view of the police service that motivates me to challenge the barriers we believe to exist are made more insurmountable or impenetrable by the ones we create in our head. Working with the principle of “no” being an answer too – it simply depends on how I choose to respond to the word: the attribute of creativity: a real passion for change to improve and a little coaching from those who see the potential in me and opportunities for me that I’m not in tune with at the time, I’ve managed to overcome challenges.

Q. What barriers to success have you come across and how did you deal with them?
A. I am a firm believer that many of the barriers we believe to exist are made more insurmountable or impenetrable by the ones we create in our head. Working with the principle of “no” being an answer too – it simply depends on how I choose to respond to the word: the attribute of creativity: a real passion for change to improve and a little coaching from those who see the potential in me and opportunities for me that I’m not in tune with at the time, I’ve managed to overcome challenges.

Q. What are your vices?
A. Retail therapy and most things Gucci!

Q. What advice would you give to an ambitious new officer or member of police staff?
A. “Go for it with integrity, humanity and humour” The police service is and has the potential to be an outstanding organisation. To be all that it has to be, can and needs to be, we need in my opinion, people who are willing to think about and perhaps act on this advice.

Q. What three words describe your personality?
A. Creative, passionate, professional

Q. What is your favourite holiday destination and why?
A. The Caribbean, where I’ll be in ten days time and Italy. Sun, fine food, friends, family, reggae music, breathtaking scenery, diverse cultures, just chillin all the things that add to the quality dimension of my life.

Q. Where do you see yourself in five years time?
A. In five years time I see myself as having achieved one or all of the following: a substantive role within ACPO, significant outside interests and pursuits and even more content and happy than I am now.

Q. How have you achieved a satisfactory work/life balance?
A. Now that my children are somewhat independent, I look back and sometimes ask myself how, as a single parent, did I ever fit it all in? Work, nursery, dropping one off at point x, the other to point y, open evenings at school, late evenings at work, birthday parties, essays to write, bedtime stories to read, training sessions to plan, measles, dentist appointments, school shirts, and a week of wholesome meals to provide….I’ve been there. My mother and extended family were a tremendous support, but overall, I think I just kept on going because I had too.

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Addicted to work

Working long hours has almost become the cultural norm in the UK workplace. But do long hours mean greater productivity? Managing Director of the The Worklife Company, Lynne Copp, says no and urges senior managers to concentrate on an individual’s contribution rather than the numbers of hours they work.

For some, long-hours is personal choice. I have heard officers and staff say: “I live on my own I have nothing else to go home to” or “This is just a busy time, things will ease off soon” or even, “I cannot leave half-way through writing up a case or attending an incident”. Of course you can’t. There is nothing wrong with working long hours for a work demand or for personal choice, but my heart goes out to those of you that feel you have no choice. Those staff that are in a tug-of-war between work and life commitments, feel that they have no choice and the result is increased despair, guilt, stress and in some cases severe trauma.

My heart also goes out to those that are working long hours because they cannot get through the workload if they don’t. There are also those that have been getting in early and working late for such a long time that the hamster wheel of work has become their life – they truly wouldn’t know what else to do. These people never switch off, they wake in the night thinking about work, they take stuff home at weekends and they sometimes enjoy the thrill of “having” to work when they are on holiday. I will never forget the man that I saw screaming into his mobile phone, whilst typing into his laptop at the same time as making sure that the fine Caribbean sand didn’t blow into either device.

These people don’t “choose” to be like this, they have become addicted to work. Like drugs, alcohol and over-indulgence in any sort of past time, work can become an addiction too – but it is the only addiction we are rewarded for. I hear managers say, “He is fantastic, he works such long hours; promote him for his commitment.” These people learn that working longer means more reward - but it is a nasty lie and illusion. Working long doesn’t mean working well, it means less well, less wellness and less life. On average men work longer hours than women and have less of a sense of wellbeing (especially at middle management levels), and research shows that the longer you work, the less wellbeing you have. We work 44 per cent longer in the UK and are 29 per cent less productive than our European neighbours. So why reward someone who takes longer to do his or her job? Some staff who are so tired that they can hardly think and cannot serve our communities well. They just drone on in the fog of long-hours addiction.

It is time to stop measuring input and start measuring output – in other words, not the hours they’ve worked but what they have contributed. I believe that those people that work hard but still get time to live should be recognised as the future talent in our police forces.

So how do you begin? Here are some tips for managers and individuals:

1. Recognise your own behaviours and begin to make personal changes.
2. Provide employee support with prioritising, letting go, managing workload, managing change, managing interruptions and driving out waste.
3. Senior officers need to change the measures and the culture recognising that well rested, well motivated staff bring results.
4. Manage and provide support for work addicts.
5. Flexible working needs to become a reality to give all police staff more choice whilst eliminating waste from processes.

To end, I am always reminded of the story quoted in the book: “The Heart of Success” by Rob Parsons. A little boy asks his mum: “Why does daddy work such long hours?” His mother replies: “Maybe daddy just doesn’t get all his work done in the time.” The little boy ponders on this for a moment and replies: “Then why don’t they put him in a slower class?”

Stop measuring hours and start measuring contribution – output, not input.

Lynne Copp will be speaking at the BAWP Professional Development Day in September. Find out more about her at www.theworklifecompany.biz

email: admin@theworklifecompany.biz

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A secondment to really

Could you take on a dramatic new policing challenge working in Iraq, Bosnia, Kosovo, Sierra Leone, Sudan, Afghanistan, Palestine or even East Timor. The Foreign and Commonwealth Office (FCO) sends 150 officers a year on such secondments and on average only 15 to 20 of them are women.

ACPO International Affairs Staff Officer Kate Halpin, says their role is to help rebuild shattered criminal justice systems. “Female peacekeepers have a key role to play in rebuilding war torn communities; protecting the most vulnerable in those societies and inspiring a new generation of police to understand modern policing values,” she said.

Last year Metropolitan Police Human Resources Manager Anne Roche, became the first female member of police staff to work on such a mission. In the following three articles Anne and colleagues Inspector Claire Pridgeon from Surrey Police and Detective Sergeant Alison Cooke from North Wales Police give a realistic view of the challenges and opportunities, both professional and personal, that international policing offers.

“Tackling issues that affect women in the UK police service is nothing new – tackling the issues affecting women officers in Bosnia is only just beginning.

I was seconded to the EUPM in Bosnia in May 2006. I had a metaphoric handbag full of skills and experience and an appetite to make a difference. Early on I heard the Bosnian Minister of Interior (Home Secretary) lamenting in an interview that only 20 per cent of his police officers were women. He was even less satisfied at their engagement on operational tasks; this was something he wanted to correct in the future.

I volunteered to conduct some research on behalf of the minister to identify the issues that affect women and their ability to achieve their potential within the police service. I did this in conjunction with my role as inspections officer covering the north of the country within the Republika Srpska. I spoke to existing officers to find out their views, the barriers they faced and how we could tackle them.

Violeta Lemic, my interpreter, and I found it a real pleasure to meet more than a hundred female officers from different roles and ranks who embodied the unbiased views of most women in policing. The male officers were not forgotten and several senior officers were subjected to my interviewing skills to give me and Violeta their views on women in the police.

I was not surprised by what I found – no matter where you are the issues are similar. For example there were few women in specialist roles and ranks, a lack of proper uniform – women were being issued with male uniforms; lack of female networking opportunities; concerns over job losses due to police reforms and many more issues besides.

The minister and director of police listened to my findings and demonstrated a willingness to change things for the better. I suggested we hold a conference for Bosnian female officers to discuss the issues they face and enable them to take responsibility for establishing an agenda for the future.

“I was not surprised by what I found – no matter where you are the issues are similar”

More than 120 officers turned up for the event, which being a first in Bosnia, attracted a great deal of media interest. Guest speakers came from Croatia, Slovenia, Montenegro, Serbia as well as Bosnia. The President of the European Network of Policewomen attended as a guest of the EUPM.

I continue to work with the conference organisers to take women’s issues forward and advise on best practice. One aim of the conference was to establish a women’s association for the policewomen of Bosnia (Bosnian Association of Women Police – BAWP – rings a bell. Ed) It is still in its infancy, but my sleeves are rolled up ready for some hard work.
I write home about my role in Iraq to help reform the Iraqi Police Service (IPS). I worked with a small team of international police advisors and personally helped an IPS Colonel and his Headquarters Staff, who had responsibility for 12 police stations.

I worked alongside a British military battlegroup in Shabia and experienced a military operation every time I wanted to visit a police station. There were briefings and risk assessments before I could go anywhere. I was accompanied at all times by my own close protection team of bodyguards and escorted by a fleet of military Land Rovers. The desert was harsh and wearing body armour and a helmet in 62°C, literally meant melting in your boots. We were subject to indirect fire attacks from time to time, but fortunately our contingent had no casualties whatsoever – apart from the odd bout of sickness.

The Iraqi police commanders went out of their way to assist us. I never once felt threatened and was reassured by their determination to make a difference in such a volatile environment even though many of their colleagues had been, and continue to be, murdered.

As the first female police officer most had seen and a “Captain” into the bargain, I became something of a local celebrity with both the police and local communities.

Living and working in Iraq is not for the faint hearted. It is not the UK abroad. More often than not there were no showers and we had to use chemical loos. Things were worst when power cuts caused the air conditioning to fail, something the Iraqis live with most of the time.

I had a fantastic time in Iraq. I met so many interesting people, made some great friends and definitely grew and developed as an individual both personally and professionally. I returned home knowing that the UK police really are making a positive difference.

Claire Pridgeon – Deputy Senior Police Advisor, Basra, Iraq

In March 2006 I was selected for a 12 month secondment as a human resources specialist in the Bosnian State Investigation and Protection Agency (SIPA) in Sarajevo.

My role was to mentor and coach the SIPA’s chief of personnel and advise other international police colleagues on HR best practice. My challenge was to understand and appreciate the context that SIPA have to work in; there were legal and political issues that would not impact on us back in the UK. It has certainly stretched my thinking on a daily basis and I hope my counterpart’s too. More than anything, working with other internationals and living abroad in another community has been an excellent experience and certainly one that I will remember.

While with the SIPA I helped them develop a recruitment plan which ensured selection processes were robust and professional and that their workforce eventually reflects the national ethnicity balance. I also took on the role of encouraging the recruitment of females into SIPA. The first intake of direct new recruits (rather than officers from other police bodies) was 38 per cent women.

The issue of increasing the recruitment of women into international peacekeeping missions is currently the subject of much debate within the UN Department of Peacekeeping Operations (UN DPKO). I recently represented the UK at a conference/workshop focused on gender issues hosted by the Government of South Africa. The conference was an opportunity to explore the ways of enhancing the role of women in post conflict countries in support of the recommendations of UN Security Council Resolution 1325. DPKO recognises that women are often key contributors to peace negotiations forging links within war torn communities thereby increasing the flow of intelligence; helping to reconstruct societies; dealing with security and defence issues.

A barrier to increasing the number of female military and civilian police peacekeepers is often that the nations supplying peacekeepers have an under representation of women in their home forces, especially in the senior ranks. We discussed recruitment and positive action initiatives to begin addressing this, some of which will be piloted in Argentina, India, Nigeria and South Africa.

Anne Roche – Human Resources Manager – European Union Police Mission (EUPM) in Bosnia

In March 2006 I was selected for a 12 month secondment as a human resources specialist in the Bosnian State Investigation and Protection Agency (SIPA) in Sarajevo.

Fact File

• Postings can be for six or 12 months
• Secondees can study for a post graduate certificate in international policing which can be converted into a Masters degree with further study.
• There are currently no family friendly postings

• The Foreign and Commonwealth Office and ACPO lead for International Affairs Chief Constable Paul Kemaghan are actively encouraging more women to consider international secondments. Find out more from April on the following website www.internationalpolicing.com
In the third of a series of features looking at the roles performed by specialist officers, PC Tracy Gladman from Essex Police tells Grapevine why working part-time and being a traffic officer can be a great combination.

**Fancy being a traffic officer?**

The only requirement to join the unit is to be a response driver. All other training is done while you are on the unit. You have to go on a number of courses such as fast road training, traffic law courses and an advanced driving course. Courses to accredit you as a vehicle examiner, prohibition officer, etc. are available should you want to go on them but they are not compulsory. There is no specific fitness test requirement although it does help to be reasonably fit.

**Traffic’s**

I joined Essex Police nearly 11 years ago, aged 24, and have been a traffic officer for just over two years, prior to that I worked in response and neighbourhood policing.

I have always been interested in the role of a traffic officer and met my husband Kevin whilst on attachment to a traffic unit. I was attracted to the unit because it is a predominately male role and I enjoyed the variation the job brings from dealing with road traffic offences to road crashes. In the main traffic law is easy to deal with.

I think road safety is an important part of people’s lives and if I can take just one unroadworthy vehicle off the road in the course of my duty I feel like I have made a difference and done a good job.

Working part-time I find that the job fits around my home life. I work 21 hours a week over a three day basis on a regular shift roster. My husband also works shifts and we tend to be able to sort the shifts out between us. On the days that we are both at work I have a friend who looks after my four-year-old daughter Lauren. The only thing I don’t like about the shift work is that I sometimes miss out on Lauren’s pre-school activities such as last year’s Easter Bonnet Parade.

The worst part of the job has to be dealing with traffic’s...
fatal road collisions. You never like to meet people in the worst possible situations, but this is the nature of the job. You need to do a good job to ensure the family feel they have been provided with a good level of service. It is important to give the family of the deceased some form of closure and enable them in some way to move on with their lives. Inevitably we work closely with both the fire and ambulance crews. We tend to see the same faces at incidents so quickly build up a good working relationship. We all know what our roles are and can leave each other to get on with our jobs without getting in each other’s way.

I do face a lot of verbal abuse from members of the public who say things like: “Can’t you do some real police work?” But this is my role, this is what I do and they would be the first to complain if they were involved in an accident with an unroadworthy, uninsured driver.

As traffic officers we have to breath test all motorists involved in road traffic collisions or who have been stopped for speeding, no seatbelt etc. Many drink drivers are caught this way.

Next we may get a call to go and deal with debris on a main road. This is a common occurrence, especially on the major trunk roads. We regularly find pieces of carpet and tarpaulin off lorries. Our aim is to slow the traffic down using a rolling block, remove the debris and allow traffic to move on again.

Lunch breaks, where possible, are used to write up accident reports and chase up witnesses. During rare quiet moments on patrol we look out for motorists putting themselves or others in danger by using mobile phones or not wearing seatbelts, or carry out speed checks. These are only done at sites highlighted as KSIs (killed and seriously injured sites). We do give people a bit of leeway as most people’s speedometers are not calibrated. But it is rare not to catch a speeding motorist and most are given a fixed penalty notice. As the offence is endorsable, many motorists argue the point at the roadside and we explain that they are within their rights to request a court hearing. Most just pay the fine and suffer the points. I have yet to go to court for a speeding offence where the person is found not guilty. We do have a new power to seize vehicles driven by someone without insurance or a driving licence – a major boost for us as before they had seven days to produce their documents and were allowed to drive away from the scene with no insurance.

Our day finishes with a refuel of the vehicle and then a quick wash before tackling our paperwork and emails with a cup of tea. My day shift normally finishes at 6pm.

“You never like to meet people in the worst possible situations, but this is the nature of the job.”

In the minority

There are only two female officers stationed at my unit and I am the only part-time officer. I have a fantastic relationship with my shift. I get on well with my colleagues and am always treated well. I do put up with the usual banter such as: “Oh, you’ve bothered to turn up for work today then?” and “Are you sure you can cope with working three days in a row?” All of it is harmless fun and I can take it that way.

I do not find being part-time a problem as I am often willing to help my colleagues out. If my husband is on his rest days and one of my colleagues wishes to have a day off then I will move my rest days about so that I can work to cover their absence. I think that this does put me in a good light with my shift who will cover urgent enquiries for me if I am off for any length of time.

I thoroughly enjoy my role as a traffic officer and can see myself on the traffic unit for the rest of my career.
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