

THE OFFICIAL PUBLICATION OF THE INTERNATIONAL ASSOCIATION OF WOMEN POLICE



WomenPolice

May–July
2020



POLICING IN A PANDEMIC

DEPARTMENTS AROUND THE
WORLD ARE ADJUSTING TO A
NEW NORMAL

RECRUITING FEMALE OFFICERS

WHY THERE'S NO EASY SOLUTION TO
THIS UNIVERSAL CHALLENGE

PLUS STORIES FROM KOSOVO, CANADA, UNITED STATES AND MORE!



WomenPolice



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On the Cover: First responders are facing new challenges on the job as a result of the global coronavirus pandemic. Find out how police departments around the world are responding to it. Photo courtesy Ministry of Interior of Ukraine.

WomenPolice

WomenPolice is the quarterly magazine of the International Association of Women Police.

VISION

IAWP envisions a world where police reflect the diversity of the communities they serve and human rights are protected.

MISSION

To strengthen, unite and raise the capacity of women in policing internationally.

GUIDING VALUES

Embrace diversity.
Be open, honest and fair.
Listen to our members.
Operate professionally.
Change to improve.

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EDITOR

Myra James
editor@iawp.org

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Ad Sales: Adam Weiss, (817) 908-7827, adam@madisonmilesmedia.com
Editorial Director: Kimberly Turner
Editorial Coordinator: Paula Felps
Art Director: Ben Carpenter
Graphic Designer: Phil Lor

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LETTER FROM THE PRESIDENT



The President's Message

GREETINGS. AS I WRITE THIS, WE FIND ourselves in unusual times. A pandemic has impacted each country around the globe. We are united in our vulnerability, fear, tenacity, resolve and efforts to conquer this invisible foe. Many of our members are on the front lines of response, unable to work from home but still required to maintain the home for their loved ones who rely upon them. May you all remain strong, healthy and resolute that we will rebound from this crisis.

Due to the pandemic-related circumstances, it was necessary for the Board of Directors to enter into conversations with the relevant stakeholders for the 2020 Indonesia Conference and the 2021 Niagara Falls Conference. Both conferences will now be postponed one year. We will continue to work with the planning teams to finalize dates, and details will be announced as available. We are grateful to both conference teams for their continued support and collaboration with the IAWP. It will be especially wonderful when we can once again join together and share the conference experience.

The Board of Directors concluded our Early Board Meeting in Pristina, Kosovo, in early March. What amazing and heartfelt hospitality we experienced. It was especially meaningful for me to see junior members of our BOD, as well as the many officers of the Kosovo Police and other neighboring services, experience the deep impact of such an international visit and exchange of information. The timing of our visit was such that travel restrictions were being put into place, and many flights home and extended-stay plans were disrupted. Our tenacious crew made the best of the challenges before us.

On behalf of the Board of Directors, I want to extend my deepest thanks to our Region 15 Coordinator, Colonel Taibe Canolli, who initiated and coordinated this meeting in Kosovo. She was aided in her efforts by Co-Coordinator Sergeant Antigona Citako-Debrani and a large and enthusiastic team that clearly did not sleep during our visit. From meeting us on the jetway as we arrived to remaining in the hotel all through the night in case a need arose to transporting us directly to our departing airplanes, we could not have asked for more support and assistance to make our stay meaningful and comfortable.

I would be remiss if I did not thank Her Excellency Atifete Jahjaga, former president of Kosovo; General Director Rashit Qalaj of the Kosovo Police; the Association of Women in Kosovo Police; the Organization for Security and Cooperation in Europe (OSCE); The Bureau of International Narcotics and Law Enforcement Affairs (INL) of the United States Department of State; the International Criminal Investigative Training Assistance Program (ICITAP) of the United States Department of Justice; and the United States Embassy in Kosovo. All of them have worked to support the women of Kosovo and the region to receive recognition and training, thus enabling them to rise to their full potential.

Let us all continue to support one another through these challenging times. It is my hope that, once over, this crisis will serve to unify us and mend the divisions that we have seen in recent times.

Best regards,

Deborah Friedl

President



LETTER FROM THE EDITOR

'Staying Safe' Takes on New Meaning for Officers

By Myra James, Editor of *WomenPolice* Magazine

DEALLY, BY THE TIME YOU RECEIVE THIS ISSUE of *WomenPolice*, the COVID-19 pandemic will have flatlined. As I write this column, it's my 11th day of a federally mandated 14-day quarantine because of my recent return from the U.S. "Stay home" are the two words expressed by world leaders and they blanket all social media platforms. #Socialdistancing and #physicaldistancing also are popular hashtags.

Our world has changed dramatically this spring, and all of us have had to adjust to a new existence. Businesses closed, restaurants provided take-out only, grocery stores limited the quantity of customers, all non-essential appointments cancelled, major events were either cancelled or postponed and the school year potentially ended for students of all ages. Parents are adjusting to a new way of life for their families at home. Communities are

demonstrating an overt appreciation for all the frontline medical staff who are assisting those affected. THANK YOU first responders! I hope and pray all of you stay healthy and well.

With our new mindset, many of us have an enhanced awareness of what really matters and how vulnerable we are. We know more than ever the importance of assisting others, whether it's emotional, mental, situational, operational or financial, just to name a few. On a personal note, I've been overwhelmed with the calls, texts and emails from family, friends, colleagues and neighbors who have offered to assist during our quarantine. We've all heard about the retired police officers, nurses, paramedics and other frontliners who have volunteered to be reinstated or renew their license or oath so they can help their communities. Clearly, our priorities have shifted,

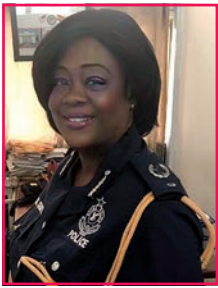
"Our world has changed dramatically this spring, and all of us have had to adjust to a new existence."

and all of us will have to learn to adapt to the new norm.

There are a lot of activities we can do to help us adapt, and one of them for me has been reading more books. Earlier this spring, my dear friend Isobel Granger – an inspector with the Ottawa Police Service in Ontario, Canada – sent me her book, "Smashing the Glass Ceiling." The theme is using the power of your story to



Isobel Granger's book, "Smashing the Glass Ceiling," looks at how to use the power of your personal story to improve your life.



CHAPLAIN'S CORNER

Stand Firm in the Face of Uncertainty

By Chaplain Patience Ashorkor Quaye, Assistant Commissioner of Police (ACP)

THE WHOLE WORLD IS IN CRISIS DUE TO the spread of the coronavirus. Everything is changing very fast, relationships are breaking down, businesses are falling apart, lives are being lost and human beings do not know what to do.

Scientists, doctors, governments, the rich and even the poor are all looking for answers to end this but, day in and out, things are at a standstill – although there have been some changes that have brought joy and hope to the world.

I encourage you all to stand firm, because we have God who is the beginning and the end, the first and last and the author and the finisher of our faith.

The journey of life will not always be smooth, so don't give up when things of such nature happen or we meet the rough section of our journey. Remember, God will not leave us in times of difficulties. He is faithful and will bring us all to an expected end.

Also, we should let God be our source of strength and we will be well enough to win our emotional, spiritual and physical battles.

We all need to stand firm because our God does not change. He is still the prayer-answering God and the God of miracles. He will surely answer our prayers in this time of crisis and will do wonders to put smiles on our faces once again, so do not fear.

I pray that God will satisfy us with good things, and that no evil will come near us or our dwelling places and he will deliver us from any disease.

Finally, I pray that God will stretch forth his hands to the whole world and prevent these unexpected happenings. That he will help us to walk over the storm and his spirit will guide and intervene on our behalf. This is the time to fear not, be still and know that he is the God of the universe.
#BeSafe #WashYourHandsAlways #UseTheSanitizerAlways

"The journey of life will not always be smooth, so don't give up when things of such nature happen or we meet the rough section of our journey. Remember God will not leave us in times of difficulties. He is faithful and will bring us all to an expected end."

Letter from the editor (cont.)

create a great life. One quote from her book that I particularly like is from page 116: "When you pay forward you almost always yield greater returns. The same goes for friendship, if you want to have great friends, you have to become the great friend you want to be, no strings attached. When you become a great friend, the right friends will show up and your tribe will grow. Good friends can help you move mountains, literally and figuratively."

"Smashing the Glass Ceiling" is a tool to help those who are feeling stuck, frustrated and constantly striking out on the corporate carousel; those who are looking to embark on a career, are in the preliminary stages of their careers or for one or a number of

reasons think they may not "make the cut" because they are not willing to sell out who they are to achieve their goals.

Our own IAWP third vice president has also authored a book released this spring that I'm eager to read. Annita Clarke's book, "Abbie Carter – Collision of Minds" is available on Amazon and has received multiple positive reviews. Congratulations Annita!

Unfortunately, I was unable to attend the IAWP early board meetings in Kosovo; however, I was delighted to learn that two past board members have been appointed to the current board. Welcome back, Leanne and Mel! You'll learn more about their new roles in the next edition.

As we were working on this issue, we were saddened to hear about

the passing of 90-year-old retired NYPD detective Mollie Gustine, who became one of the thousands of New Yorkers to die from COVID-19 this spring. Mollie was a trailblazer as one of the first female African American officers in the police department, and we are reminded of how much we owe to the many women who paved the way for us.

I do hope that you have activities at home that you enjoy that have helped you through this pandemic. Stay safe, protect yourself and ensure others do the same. #sistersinlaw

The Notebook

INSIDE: Indonesia 2020 Conference Postponed

Combating Online Child Sexual Exploitation

Responding to Gender-Based Violence in Refugee Camps



The Early Board Meeting was held in Pristina, Kosovo, in March. Actions included several policy changes in line with a recent change in the constitution.

REGION 15: CENTRAL & EASTERN EUROPE

Board Approves Policy Changes at Kosovo Meeting

Changes are designed to ensure greater accessibility and inclusion for all members.

By Cande Ackler, Constitution and Policies Committee Chair

YOUR CONSTITUTION AND POLICIES Committee continues to work toward fulfilling Strategic Aim

1 of our strategic plan to ensure our policies and activities enable us, as an association, to be accessible and inclusive for all members.

The Board of Directors, at the Early Board Meeting in Pristina, Kosovo, approved several policy changes that bring policies in line with a recent Constitution change regarding the IAWP Chaplain and Historian. Those changes are in:

- Policy 9, Nominations and Election
- Policy 25, Archival of Historical Documents
- Policy 30, Board of Directors
- Policy 34, IAWP Committees

In addition, IAWP Foundation Policy 7 regarding archiving of Foundation materials was updated.

Foundation Policy 2, International Recognition and Scholarship Award, was revised to remove the restriction of the award to members from outside North America. Applications will be

accepted from anywhere in the world for consideration for the Scholarship Award. Please check the website for the criteria and application procedures for that award.

By far, the most ambitious policy change was to Policy 10, Conference Policy. A working team led by Second Vice President Leah Mofomme that includes subject matter experts who are former conference directors has worked diligently to bring the policy into line with current practice.



Region 15 Coordinator Taibe Canolli, IAWP President Deb Friedl, Shpresa Muharremi, OSCE

In addition to the policy changes, the team is developing a Conference Planning Guide, which will be invaluable to organizations who wish to host an IAWP training conference in the future. The Policy and Conference Planning Guide should be finalized and approved at the Late Board Meeting in Indonesia in September.

If anyone has a specific interest or suggestion for the Constitution and Policies Committee, please feel free to contact Cande Ackler at cande@ackler.me.



Her Excellency President Atifete Jahjaga, Region 15 Coordinator Taibe Canolli, Kosovo State Prosecutor Laura Pula



Lisa Gore, Region 13; Treasurer Julie-Dee Sharkey; Lindsay Williamson, Region 11

REGION 23: EASTERN & SOUTH EAST ASIA

Indonesia 2020 Conference Postponed

DUE TO THE COVID-19 PANDEMIC, THE 58TH ANNUAL IAWP Conference scheduled for September in Yogyakarta, Indonesia, has been postponed. It is being re-scheduled for September 2021. Please visit our website at www.iawp2020indonesia.org for dates and details as they become available.



Combatting Online Child Sexual Exploitation

The Virtual Global Taskforce provides a united response to a worldwide threat.

By Dr. Roberta Sinclair, Manager, Strategic Policy and Research, Strategic and Operational Services (SOS), Sensitive and Specialized Investigative Services (SSIS), Royal Canadian Mounted Police (RCMP); Kristin Duval, M.Sc., Research Analyst, Program Research and Development Unit, SOS, SSIS, RCMP; and Cheryl Tremblay, Research Analyst, Program Research and Development Unit, SOS, SSIS, RCMP

THE SEXUAL EXPLOITATION OF CHILDREN IS not new, but the rapid growth of information communication technologies over the last decade has led to a dramatic increase in the scope of the problem worldwide. Technology has advanced to the point where almost everyone has access to an online worldwide audience in seconds.

In today's technology-driven culture, individuals must be technologically literate. Most private and government services that citizens need have moved online to provide faster and easier access. In addition, there is a strong need (and desire) for most people to have an online presence – we see this clearly among children and youth.

While this online engagement can result in positive experiences, there are also negative consequences. Technological advances have substantially changed the ways in which child sexual exploitation offenses are committed and investigated.

Technology has facilitated the ways in which offenders can record and distribute their offenses through the proliferation of mobile devices with cameras, handheld internet connectivity and high-speed networks. Technology now affords offenders greater access to potential victims and to more methods of perpetrating these crimes. The criminal use of

encryption and anonymization techniques to evade law enforcement means perpetrators can target victims with far less risk of detection or apprehension. Online forums provide increased opportunities for like-minded offenders to meet and share pro-abuse ideologies with each other – providing them with further justifications and rationalizations for their sexual exploitation of children.

The global proliferation of online offending against children has prompted a united response. No single nation can effectively combat it alone, and support from all sectors of society is critical to respond to this borderless issue effectively. The Virtual Global Taskforce (VGT) is a prime example of a united, multi-disciplinary approach to tackling online child sexual exploitation.

Safeguarding Those Who Protect Children

Created in the early 2000s, the VGT is an international alliance comprised of law enforcement, industry and non-government partners ensuring that efforts are complementary and working toward child safety and protection from online child sexual exploitation.

In a recent VGT meeting, hosted in Ottawa, Ontario, Canada, by the current

chair, the Royal Canadian Mounted Police (RCMP), the group reflected on ongoing initiatives and challenges within this crime type, expanded their understanding of the threat, and identified new opportunities for collaboration and methods to leverage existing partnerships. The group also renewed its commitment to fostering collaborative partnerships between law enforcement agencies to enhance investigative capabilities and technology.

VGT members are also committed to identifying and enhancing safeguarding measures for employees working in this area. Investigating online child sexual exploitation can be a high-stress job where employees are required to examine large amounts of materials daily that often depict the sexual exploitation of children. Based on what is known regarding occupational stress, prolonged exposure may be harmful to one's physical and psychological well-being. It is also known that police personnel may fail to recognize (or acknowledge) the warning signs of stress because of the high job satisfaction associated with this type of work.

Maintaining employee health and wellness is vital to allow us to continue to serve and protect one of our most vulnerable populations: our children. Concern and care for the well-being of



The Virtual Global Taskforce was formed to provide a united, multi-disciplinary approach to fighting online child sexual exploitation.

personnel is recognized and prioritized by the VGT. The VGT has commissioned the Virtual Global Taskforce Psychological Care International Research Project, which the RCMP (through the Sensitive and Specialized Investigative Services, or SSIS) is leading.

This project has several related phases. The first entailed a review and analysis of existing research and literature regarding exposure to child sexual exploitation material and employee welfare. Additionally, a review of VGT agency practices that deal with psychological health initiatives was completed.

Informed by findings of phase one, phase two was comprised of primary international research. An online survey sought feedback from both current and past law enforcement employees from around the world on the various challenges and stressors that they encounter, the potential impacts that they have experienced/observed, the

positive aspects of their work and the coping mechanisms that contribute to their resiliency.

Several trends emerged from the preliminary findings of this research, resulting in recommendations on behalf of the VGT that fall within three areas of responsibility: employee, management and organizational. While these recommendations were the result of research within the area of online child sexual exploitation, many of these strategies and skills are transferable and applicable across other areas of policing. These will assist in developing new policies or will help to enhance existing ones, with the intention of effectively safeguarding employees working in this area.

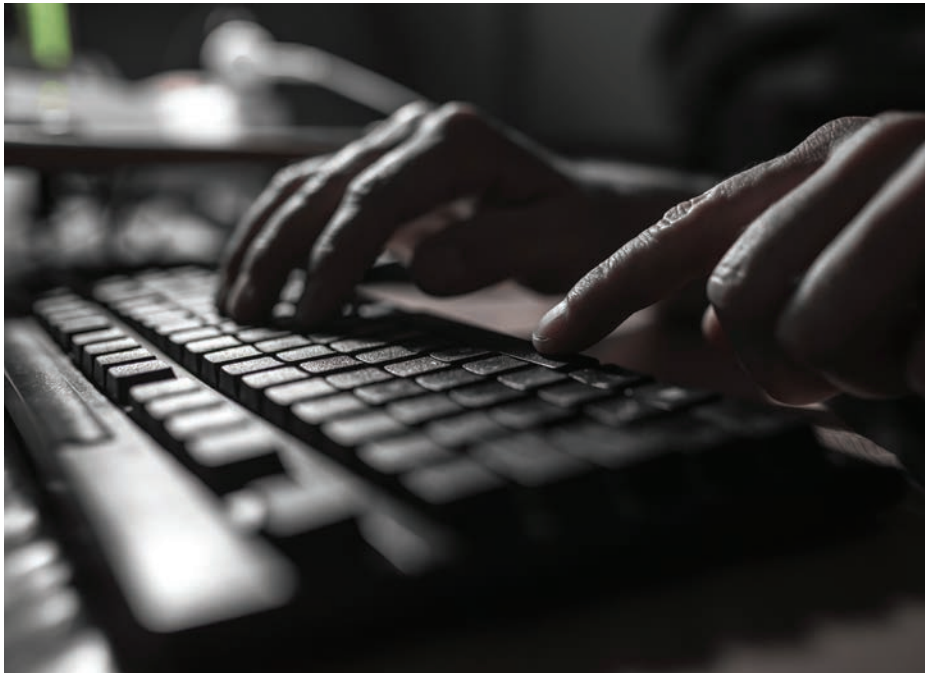
Employee Level

- Take a few minutes to ground yourself in the moment and remind yourself why you are completing a stressful task.

- Start to think about how different parts of your workday impact you – what makes you angry, sad, happy – and what can you do when you feel these things.
- At the end of the day, what can you do to start making the transition from work and home? Figure out what works for you and do it consistently.

Management Level

- Get to know your employees and their usual behaviors so you can detect any changes. Build personal connections with them.
- Strive to distribute tasks fairly within your team.
- Ensure that you are recruiting employees who are aware of the tasks related to the job.
- Work with your organization to ensure structures are in place to move an employee quickly once she or he indicates a need to leave.



Organizational Level

- Work to develop, implement and enforce organizational health and wellness policies that are informed by employee consultation. Consider mandatory ongoing courses in resiliency, including self-care and stress management.
- Invest in understanding how many resources are needed to do tasks, determine what success looks like,

identify opportunities for development and promotion, consider how environmental concepts like green spaces and natural light can enhance health and wellness, and research what mitigation tools might help.

Through this study, many positive aspects to working in the area of online child sexual exploitation have come to

light. There is a growing recognition of the importance of reflecting on your day, monitoring stress levels and coming up with strategies to lower stress and maintain well-being. These are all components that people take with them and can apply in future employment positions or within their personal lives, contributing to psychological and personal growth.

Additionally, many employees have expressed that working in this area is extremely rewarding. There is an incredible sense of accomplishment, job satisfaction and fulfillment that accompanies being part of the collaborative effort (both domestically and internationally) in solving crimes of this nature.

Concern and care for the health and wellness of our employees must be recognized and prioritized as these individuals work consistently and continually to ensure the maximum safety of children.

The VGT is focused on advancing the efforts of international police agencies in their fight against online child sexual exploitation, and that goes together with the consideration of the well-being of our employees.

We must take care of ourselves if we hope to be of service to others. 🚔

AFFILIATE NEWS

OWLE Cancels Annual Awards Banquet

DUE TO THE COVID-19 VIRUS, THE OWLE decided to cancel its annual awards banquet scheduled for Friday, May 2. The banquet recognizes officers and civilians from across the province in major award categories as well as

honoring designated years of service. The OWLE Advisory Council was able to review all the major award nominations and make its selections to enable the recipients' nomination details to be forwarded to IAWP for annual award recognition.



Carolyn Nichols Receives Promotion

Atlantic Women in Law Enforcement's immediate past president, Carolyn Nichols of the Halifax Regional Police Service, was promoted to the rank of Inspector and received her badge from Chief Dan Kinsella on January 21, 2020. She is now the Support Divisional Commander. She has been on the AWLE executive committee since 2007 and was secretary until 2014, when she became acting president, followed by her term as president, which concluded in 2019.

Responding to Gender-Based Violence in Refugee Camps

At Cox's Bazar in Bangladesh, police are rising to the challenge despite a lack of resources. By Executive Director Jane Townsley

SINCE DECEMBER 2018, I HAVE BEEN contracted by UN Women in Bangladesh as a consultant to develop the capacity of Bangladesh Police within the Cox's Bazar District of Bangladesh. This district has received international attention since August 2017, when the current Rohingya Refugee crisis commenced. To date, it has resulted in 854,740 refugees fleeing Myanmar looking for safety and security in Bangladesh.

There are currently 34 refugee camps, which puts a huge burden on the local host community as well as Bangladesh as a country. It has also created a huge challenge for Bangladesh police, who are rising to that challenge despite lacking the resources many of us within IAWP take for granted.

I have trained both male and female officers on the effective police response to gender-based violence (GBV). Due to the critical lack of female officers in the district, it is even more important that male officers are trained, with much of the training focusing on the role of first responders. The first officers that have contact with a victim of GBV play a critical role as they have the greatest impact on the trust and confidence in police by the victim and the wider community.

The number of female officers based in the Cox's Bazar district is low, and the majority of those are constables who tend to be used as chaperones. UN Women have worked hard to improve the capacity of Bangladesh police in the district by providing training, victim-friendly facilities within

two of the refugee camps and even childcare facilities for female officers in Cox's Bazar.

Visiting Refugee Camps for the First Time

This was my fourth visit to Cox's Bazar, but my first visit to the refugee camps. Despite seeing media reports of the situations in the camps, nothing prepared me for the enormity of the situation, the sight of shacks and shelters for as far as the eye can see. I was fortunate to visit during a dry season, but during the rains, the mud and water runoff must be terrible. The two camps I visited

were more like cities, and I was struck by the resourcefulness of the refugees in making their environment the best they can with limited resources.

Thanks to support from UN Women, there is now a female help desk in two of the refugee camps, with more being planned. UN Women have also provided accommodation for female officers to enable them to be available in these camps 24 hours a day. Six female officers can be accommodated in the camps, and they are currently deployed for an average of three months.

There are still challenges to be overcome which UN Women have agreed



Female officers play a critical role in responding to gender-based violence in Bangladesh.



On International Women's Day (2012), the Bangladesh Police Women's Network marched through Dhaka to raise awareness of violence against women and girls.

to support, such as accommodations for victims. Currently, some victims requiring safe haven have been sharing the accommodation of the female officers, either sleeping on the floor of their dormitory or sharing the beds with the female officers, who have also fed them from their own food.

The working environment for the female officers is challenging, as it is for their male colleagues, but there is more needed to meet the specific needs of the women. The help desk areas are basically at the front of the female accommodation, with limited furniture and basic resources.

However, the female officers posted there are all committed to providing support and professional services to victims. When asked about sharing their facilities with female victims, one stated, "We are women, so how can we ignore other women whose human rights have been violated?"

One of the initiatives UN Women is instigating for female officers based in the camps is ongoing mentoring and training by a former senior female police officer and member of the Bangladesh Policewomen's Network. This will ensure they continue to

develop their skills and are provided with much-needed support, as they are isolated from their families for several months while in the camp. Phone networks have been removed from within the camps by the Bangladesh authorities to deny internet access to the Rohingyas, and this adds to the isolation of the police officers from their families.

Finding Ways to Provide Support

UN Women are also providing support to the Bangladesh Policewomen's Network (BPWN), one of IAWP's affiliate members. As part of my consultancy for UN Women, I am supporting BPWN in the development of a strategic plan, annual work plan and the design and implementation of a performance monitoring process to show the Inspector General of Bangladesh Police the benefits the BPWN brings to Bangladesh Police and the communities it serves.

I am also involved in the capacity building of BPWN to enable the network to be more effective across the whole of Bangladesh. BPWN is very strong in Dhaka and other

metropolitan cities, but its current president, Amena Begum, with support from vice president and IAWP Region 22 coordinator, Shamima Begum, is determined to make BPWN more accessible in all areas and in particular to engage women at the lowest ranks.

I am especially pleased to be working with my friends from BPWN, as I attended the launch of the network back in 2008 and have watched them grow and develop ever since. My involvement now is to enable them to build on the good work and positive outcomes they have achieved, not just for women in the Bangladesh police but also women and girls in communities for whom BPWN has championed change.

Several IAWP friends and colleagues will remember attending the first Board of Directors meeting and regional training conference in Bangladesh in 2012 organized by BPWN. On International Women's Day, we joined hundreds of uniformed female officers to march through the capital, Dhaka, using our voices to raise awareness of violence against women and girls. Following this first successful conference in Asia, a second one followed in 2014 in Indonesia, which has now led to hosting this year's annual training conference in Indonesia, another first for Asia.

As the world now struggles with the spread and impact of COVID-19, I can only hope and pray it does not get a foothold in the Cox's Bazar District. It would be catastrophic for both the host communities and the hundreds of thousands of refugees in the camps. Basic services are already strained due to the sheer numbers now living in the area; adding the health issues of the virus is frightening, as it is for our members wherever they live, even where our health services are advanced.

I was due to return to Bangladesh in June of this year, along with my friend and IAWP colleague, editor Myra James. This is postponed, but I know I will return in the future – whenever that may be. 📌



REGION 12: WESTERN CANADA

Vancouver Island Association of Women Police Becomes IAWP Affiliate

Inspired by the 2018 IAWP Conference, VIAWP created a chapter to support all officers. By Cst. Tara Bevington, VIAWP President

THE VANCOUVER ISLAND ASSOCIATION OF Women Police became an IAWP affiliate in March 2020. VIAWP envisions the continued development of members through an ongoing exchange of personal and professional experiences, mentorship, networking and collaboration.

VIAWP is a not-for-profit corporation, inclusive of all genders, which welcomes currently serving and retired members from any municipal or federal law enforcement agency. It was created to support, promote and empower the personal and professional development of women in law enforcement, as well as provide the opportunity for training, mentoring, networking and community engagement. We want to provide an environment that supports

others and promotes our organizations as well as our profession. We also want to be able to raise issues and create workable solutions.

In August 2018, I attended the IAWP Conference in Calgary, Alberta, with policewomen from Saanich, Victoria and Oak Bay Police. There were policewomen from over 60 countries at the conference, which was themed, "Leading for Change." It focused on how we can all lead change in our communities and workplaces.

Inspired by the conference, we thought it would be valuable to create a group locally. I created Mission, Vision and Core Values statements and held our first meeting in January 2019. Of the 65 women who had joined at that time, 17 attended that meeting, which

is a better percentage of attendance than most union meetings. It showed us there was a desire for the group.

Sueanne Ford, the IAWP Regional Coordinator for our area, asked us to take a picture at our first meeting and submit an article about our group. That appeared in the May-July 2019 edition of *WomenPolice*.

Since then, we have had meetings in different municipalities, had a speaker meeting in September at Victoria Police Department where Provincial Agriculture Minister Lana Popham and author Lindsay Sealey spoke to the attendees about their experiences and leadership. Approximately 50 members (men, women and management) attended that meeting, with representation from all local municipal departments as well

as RCMP members from Parksville, Nanaimo, Port Alberni and Duncan/N. Cowichan who travelled to Victoria for the event.

In one year, we have grown to 130 members, including 17 men, from the following departments: Saanich, Central Saanich, Victoria, Military and Oak Bay Police, Sooke, Sidney/N. Saanich, Westshore, RCMP Headquarters in Victoria, N.Cowichan/Duncan, Gabriola, Nanaimo, Oceanside, Comox Valley and Port Alberni RCMP.

We are inclusive of all genders and have also invited retired members and management to join our group, as we all have different experiences, opinions and perspectives. Change and understanding cannot come without an appreciation of those differences.

We believe we should be working toward “gender intelligence” rather than “gender equality.” We will never be equal, as we are different – but understanding, working with and embracing those differences is what we should strive for. We hope to continue having open lines of communication and continued dialogue to ensure our workplaces remain progressive, approachable and adapt to challenges as they are presented. We also strongly believe that organizations that practice gender and cultural diversity will be more successful in attracting and retaining quality personnel by creating a culture of inclusiveness.

Our group has grown organically, and the natural next step for us was to incorporate under the Societies Act

and become an official IAWP affiliate. We created and adopted a constitution and bylaws and changed our name to the VIAWP to reflect the island-wide diversity we have achieved. After incorporating, we submitted our affiliate application to the IAWP and were approved by the IAWP Executive Board as an official IAWP Affiliate group in March. We are excited for the future and had some exciting things planned for the spring, but those are on hold due to the current global issues.

We would like to send best wishes to all our sisters and brothers in law enforcement around the world. Please keep yourselves, your family and communities healthy and safe! We will all get through this and be stronger and more united for it. 🇺🇸

AFFILIATE NEWS

Ontario Women in Law Enforcement Founding Board Member Recognized



Constable Joanne Tawton received the St. Michael's Award in March.

THE ST. MICHAEL'S AWARD WAS established in 2014 to recognize a member of the Toronto Police Service for his or her contributions to the community through humanitarian acts of kindness both on and off duty and is open to both civilian and sworn members.

Constable Joanne Tawton, a long-serving IAWP member, received the award in March. Staff Sergeant Madeleine Tretter wrote, “PC Tawton is dedicated to helping the community both on and off the job. For the past eight years, she has organized a winter coat and accessory drive at headquarters for members of the community who are in need. The coats, mitts, scarves and hats that are collected are then sorted and delivered to local shelters throughout the city. For several

years, she has also been involved in the operation of the tuck shop that raised funds for Victim Services, Toronto. Joanne is one of the founding members of OWLE, an organization that encourages and assists women within the law enforcement community.

Her compassion and dedication extend beyond the workplace where she is involved in volunteering with numerous charities. A few examples include organizing charity golf tournaments for the Diabetes Association and the Heart and Stroke Association, and volunteering her time at St. Andrew's Presbyterian Church.

We have the honor of formally recognizing her exemplary service to the citizens of Toronto by having Chief Mark Saunders present her with the St. Michael's Award.”



Rosemond Asiamah Nkansah celebrates her 90th birthday with family and members of POLAS.



REGION 18: WESTERN AFRICA

First Ghana Policewoman Turns 90

Rosemond Asiamah Nkansah joined the Gold Coast Police Force in 1952.
 By Patience Quaye, Assistant Commissioner of Police

ROSEMOND ASIAMAH NKANSAH, THE first woman to join the Ghana Police Service, recently celebrated her 90th birthday. Members of the Police Ladies Association (POLAS) and retired female police officers joined family members to celebrate her birthday at a ceremony in Accra.

Known as Police Woman One (PW/1), Asiamah – along with 11 other women – was enlisted into the Gold Coast Police Force on Sept. 1, 1952. She was 22. Two of her five surviving colleagues also celebrated the occasion; another sent well wishes from the U.K.

Commissioner of Police (COP) Rtd Mrs. Jane Donkor, the first woman to attain the rank of police commissioner, said PW/1 Asiamah and her colleagues paved the way for women to excel.

Changing History

When the first 12 women joined the male-dominated police force, which was established in 1894, they were forbidden to marry or get pregnant. That led to the resignation of some women who joined the service after the first 12.

After three months of intensive training, PW/1 Asiamah and her 11 squad mates passed and were welcomed into service on Dec. 1, 1952. She served for five years and nine months, then decided to marry and therefore had to resign. Asiamah felt that women in the service were not being treated fairly, since their male counterparts could marry and bear children without any hindrance. She decided to battle the system to address those challenges before leaving.

Before her resignation on May 16, 1958, she petitioned the administration and the clause was removed, allowing women in the service to marry and bear children. Those who had resigned to get married were reinstated.

The nonagenarian said she was happy about the increased number of policewomen in the service; one of them became the first acting inspector general of police. Although they worked hard to pave the way for more women to be enlisted into the service, they never anticipated that policewomen would come this far. To

her, it is heartwarming to hear that a policewoman acted as the IGP while others are now commissioners; in her time, the highest rank for women was assistant commissioner of police.

Asiamah taught briefly before joining the police force and, after resigning, taught at St. John's Grammar School (1961-1964). She joined the Ghana Broadcasting Corporation in 1965 and oversaw school broadcasting programs for a year.

She retired and became a full-time housewife trading in building materials until she retired from active service in 1999 and devoted her time to writing books, translating her book, "Octagon," into both foreign and local languages.

Today, the number of women in the Ghana Police Service has grown from 12 to 9,525, and policewomen continue excelling in their endeavors. We salute PW/1 and express our appreciation on behalf of all women in the police service for fighting to lift the ban on marriage and breaking the glass ceiling so we can excel and have a voice.



POLICING IN A PANDEMIC

The global coronavirus epidemic affects every officer at the local level. Here's how they're responding.

By Rachel Hedstrom

LAW ENFORCEMENT OFFICERS THE WORLD over are policing in a new era, one made necessary by the novel coronavirus, COVID-19. Communicating important messages with the public makes the role of law enforcement a crucial one – even as officers turn an attentive eye toward their own safety.

"The majority of people, including our officers and staff, are making real sacrifices to save lives, and we are urging everyone to follow the advice that is designed to keep us all safe," says Inspector Lisa Gore, Region 13 coordinator in South Wales. "We are continuing to support our communities throughout what is an unprecedented global crisis and are

maintaining our policing services throughout South Wales."

In Newfoundland and in York Region in Ontario, Canada, police departments have streamlined services to limit in-person contact with the general public. Departments have paused services such as non-criminal fingerprinting and certificate of conduct and vulnerable sector checks. "We have arranged schedules to allow for physical/social distancing on day and evening shifts," Newfoundland Inspector Sharon Warren says of the new procedures, which also include having determined critical staff and non-critical personnel work from home.

Extra cleanings of departments and patrol vehicles are taking place across the world in an effort to keep officers safe. Departments are also providing officers with as much personal protective equipment as possible, including N95 masks, Tyvek suits, gloves, and eye protection and hand sanitizer. Even with those protections and procedures, officers are still exposed. "Testing facilities have opened but have limited tests available," says Chicago Police Dept. Officer Kathy Caldwell, Region 6 coordinator, noting that results are taking three to five days to come back. "We have had nine [officers] who have tested positive for the virus."



Officers in Nigeria check to make sure businesses and churches are complying with closures.

Making a 'PACT' With the Public

Communicating with the community about how to avoid contracting the virus is an important role for officers in Australia. Police there are working to interrupt human-to-human transmission of the virus through careful scripting and verbal communications. The goal is to foster compliance with social distancing, self-isolation and self-quarantine requirements.

"Research on procedurally just policing dialogue consistently finds that when police are perceived to be procedurally just, people perceive the police as a more legitimate authority, are more satisfied with their police encounter, have greater confidence and trust in police and are more willing to comply and cooperate with police requests and the law," note Dr. Sarah Bennett and Professor Lorraine Mazerolle of The University of Queensland in their paper, "Policing the Pandemic With a PACT."

The "PACT" acronym, first developed by Queensland Police Service Senior Sergeants Bruce Peel and Darren Green to target thefts from motor vehicles and property, has been adapted to deliver community messages. With the advent of COVID,



In Australia, police are following the PACT guidelines.

the communication model is now being used to convey important messages about the public's role in limiting the spread of the virus.

The script starts with the officer introducing herself and then includes messages related to the letters "PACT":

- **Purpose.** "We're out today to check on people who are required to self-isolate because of possible or actual exposure to COVID-19. We need to work together to help reduce the spread of COVID-19 and, ultimately, the death toll."

- **Acknowledgement.** "I want to first acknowledge your efforts to keep yourself and others safe by being home right now. I understand that self-isolating because of COVID-19 can be difficult, but we need your continued help."
- **Critical Messages.** "We know that some people are breaching self-quarantine requirements. Most breaches of self-quarantine occur because people are feeling OK and don't realize that they are still able to pass COVID-19 to others. Because



In Pakistan, police ensure everyone wears protective gear.



Officers in Anchorage, Alaska, U.S. wear protective masks and gloves.



this virus is so infectious, even a small breach such as a quick trip to get supplies can pass the virus to others, putting many people's lives at risk. To keep people safe, we are also letting people know that breaches are considered a serious and punishable offense with fines up to [\$\$\$\$]. We need your help to stop the spread by staying inside for the full quarantine period to avoid endangering the lives of others."

- **Thanks.** "Thank you for your time. Here's some information on COVID-19 and self-quarantine procedures. Do you have any questions for me?"

The Role of Community Policing

In challenging times like these, the role of law enforcement is as critical now as ever.

"Though I know we are all in this together, but not physically all together, the interdisciplinary, collaborative, individual, community and global efforts will be absolutely key to getting a handle on this pandemic and future crisis," Leanne J. Fitch, retired police chief of the Fredericton, New Brunswick, Canada, Police Force, summarizes, "whether related to climate change, biological warfare or other imaginable and unimaginable things.

"This is the essence of community policing." 🗡️



Police officers and first responders around the globe have had to adapt amidst the COVID-19 pandemic.



PRIME DETAIL

Meet the women responsible for protecting Canada's prime minister.

By Christine L'Hébreux, RCMP spokeswoman

SINCE 1974, THE ROYAL CANADIAN Mounted Police (RCMP) has worked to create equal opportunity and protect human rights while ensuring that its composition reflects the diversity of the communities it serves.

In September 1974, Depot, the RCMP Training Academy in Regina, welcomed Troop 17, the first all-female troop. Since then, the organization has been enriched by the experiences and perspectives that women have and continue to bring, enhancing the services we provide to Canadians.

This demonstrates how the RCMP has evolved as a law enforcement organization, overcoming the barrier of gender-specific roles and making everything possible for women.

As the RCMP actively evolves, the organization remains committed to overcoming the barriers associated with gender-specific roles. Today, women who want to make a difference in their community, while enjoying vast and equal opportunities for growth and development in various specialized units, are encouraged to consider

a career with the RCMP. In the spirit of actively increasing the number of proud and dedicated women who wish to serve in this historic organization, including at National Division, we are proud to introduce five women officers who are breaking the glass ceiling and working in a specialized protective role. These are the women of the Prime Minister's Protective Detail (PMPD) and are pleased to share their stories as proud RCMP members who protect Canada's head of government.

Photo courtesy of RCMP



Gabrielle Drouin

This is Constable Drouin’s first anniversary with PMPD. She started with the RCMP in 2011 with the Commercial Crime Section in Ottawa. She also worked in Sensitive and International Investigations at National Division and, most recently, in Nunavut.



Melanie Mitchell

Constable Mitchell has worked with PMPD for over 12 years. She started with the RCMP 21 years ago in Alberta, where she worked in two different detachments before coming to Ottawa.



Ashley Taylor

Constable Taylor has worked in PMPD for two and a half years. After joining the RCMP in 2007 in British Columbia, where she worked in contract policing for seven years, she transferred to the Musical Ride for three years.



Sylvie Nault

Constable Nault recently marked 10 years with PMPD. She has been with the RCMP for 24 years and worked in British Columbia for six years in general duty and major crime. She then moved to Ottawa to work with the “A” Division Identification Services for two years before returning to British Columbia to work in a detachment for close to four years.



Jocelyn Litke

Corporal Litke joined PMPD 16 years ago and has protected four different prime ministers. After joining the RCMP in 1997, her first posting was in Northern Manitoba, where she stayed for two and a half years.

Q: Policing comes as a high-risk job. What drew you to this line of work?

Gabrielle: I like to have different kinds of experiences and this was something that attracted me; just a new and different experience, after working as an investigator and general duty police officer.

Melanie: It wasn't until former Prime Minister Harper came into office and he had children who needed protection. As there was an increased need and there was a call for interest, I thought "Why not? Something different!" I wanted to come to Ottawa and experience a different way of doing policing.

Jocelyn: Winnipeg was hosting the Pan-American Games shortly after I was posted to Oxford House. They had put on a call to train members for VIP work, because they were not going to have enough to take care of all the dignitaries. So, I submitted my name to be trained.

Sylvie: I do not see it as directly putting our lives on the line. I am more concerned with my colleagues who work general duty and patrol. In PMPD, we have a lot of good training, so I am confident in our capabilities. I am from Ottawa and had been gone 14 years and it was just time to come home, come back to my family. PMPD is what I was offered, and I am happy with my job.

Ashley: I was exposed to PMPD on Canada Day and saw how PMPD worked kind of in an athletic team posture. I always thought that would be a neat job, working in a team setting, moving with certain formations, and I wanted to learn the skills. Working with multiple bodyguards is a great opportunity for teamwork.

Q: What other qualities must one have to be a part of PMPD?

Gabrielle: We must always be alert. We need to be ready to respond to an event, while always remaining aware of our surroundings.

Melanie: Flexibility for sure. We have a lot of changes on a constant basis just based on the fact we're protecting the prime minister. We're going with his schedule, and his schedule is always changing, so we have to adapt to that.

Sylvie: We're kind of in a holding pattern, waiting to see what's going to happen, where we will be going. You're like a jack-of-all-trades. You have to know everything, know how to get everywhere. You need to be adaptable. There is never a dull moment, but you definitely have to be prepared for the unexpected.

Jocelyn: Communication is a big thing because if there is an event, you need to be able to communicate to your teammates and to the client you are working with. You have to be able to communicate what you need them to do and where you're going to go.

Ashley: I'd say that all those attributes are teamwork. If you're good at those attributes, you're a good team player. This is a huge asset. If your communication is good, you're flexible, you're adapting, you're dynamic and you're ready to go, things work very swiftly.

Sylvie: I believe one of the best qualities of PMPD are unity and teamwork because you spend so much time together, resolving so many issues.

Q: What part of the job do you love most?

Gabrielle: Not wearing a suit, that's for sure! (laughter)

Melanie: The change, not doing the same thing every day. You do not know what is happening. It could be something very fun and different or a new experience, a different way of applying your skills and your techniques that challenges you a little bit.

Jocelyn: Personally, right now, I really like the people I am working with. Having done the job for 16 years, it's the relationships I enjoy the most.

Sylvie: I like the fact that it is dynamic, never the same; there's never a dull moment. I enjoy the team I have. There's just a real camaraderie and friendship. Just as in contract policing, you become like a family because everybody is away from home. At PMPD, we travel together, and this is one of the factors that brings us closer together.

Jocelyn: I think we have also been fortunate to go to some of the places in the world we've gone to. Let's face it, that's a definite perk of the job. I've been to some places the last couple of years that I would never have gone to on my own.

Sylvie: But it's also neat because we get to visit our own country. Even traveling domestically opens our eyes. We don't have to go far to see some beautiful things. We have that in our own country.

Gabrielle: I always like our schedule, which gives us a good quality of life, a good balance between life and work.

Ashley: Being active at work is a bonus. Teams are always being created to meet our client's needs. We have a protective running team, a bike team, ski team and so much more. We also have a lot of opportunity to improve our workplace. Members are encouraged to bring suggestions to the table to better meet our client's needs. This allows us to contribute to our workplace in a positive way.

Q: How do you achieve a work-family balance with this type of work?

Jocelyn: I have two children. My husband, who would like me to say he is the glue that keeps us together, serves with Ottawa Police and he also works shifts. We've been piecing it together as we go along. But it takes a lot of planning. I am very lucky that my mom and my in-laws help us.

Ashley: I am currently on maternity leave, but my husband, he's a pillar, he's a stone... I could keep going. I really can count on him. He works with the Ottawa Fire Service, which brings its own advantages and disadvantages with 24-hour shifts. Between his schedule, daycare, my mother-in-law and my mother, we make it work.

Melanie: I come to work and do my job, and I go home and take care of my family. I find that I have to pinpoint time just for me, whether to go for a run or even have coffee by myself.

Ashley: I totally agree. You need to make sure that you carve out your own time.

Melanie: When I'm off, I'm off, and I'm in that mode. I really make sure that I do take enough time for myself because when you don't have a family, it's easy to take on more and that can actually become a problem. It's different than a 9-to-5 job. We deal with a lot of shift work and balance is important for your own mental health as well as for your family... and your cats! (laughter)

Gabrielle: I do not have children, and sometimes when you don't have a family, you may have more interest to do overtime. I was in an isolated posting and had no personal life for three years. Now I arrive in Ottawa where I have my family and friends, so I don't do as much overtime.

Sylvie: For the past five Christmases, I chose to work because I don't have kids. After the last one, I said, "You know what? I have a family now, so I am going to start taking my Christmas holidays."

Q: Has the perception of women in policing evolved?

Gabrielle: It has evolved, but there are definitely challenges.

Melanie: With that, too, there is a little bit of an advantage. You have that stereotypical bodyguard, tall man in black with the dark sunglasses. People will not necessarily recognize women bodyguards as they blend in more with the crowd. They can underestimate that she is just as prepared and capable as a man.

Gabrielle: This can turn to your advantage. People would not expect you to disarm them.

Ashley: The fact that I do a lot of planning and preparation with my own family provides me with a level of appreciation for the reality of our protective clients. I suspect this may be true for both men and women in our unit. But I feel that being a woman has helped me in my job. From my own experience, I can understand more and adapt better to the needs of the family I am protecting.

Gabrielle: There's a reason why we want diverse workplaces; it's because there are different ways for different situations. Having more background means that we can better approach an event.

Sylvie: Since I am not a six-foot-tall woman, I have no alternative but to think creatively. I focus on being skilled in communication. You need to develop other tools that help you get the job done in a different way, but just as well.

Q: How fit does one have to be to work in PMPD?

Jocelyn: I run when I can.

Ashley: We all have to do our Physical Abilities Requirement Evaluation (PARE) test under four minutes every year.

Melanie: I enjoy yoga. It's great when I travel, I can get my yoga done in the hotel room. We do what we can, because we work day shifts, evening shifts. We also spend a lot of time sitting in cars, so it's nice to move and, overall, a healthy thing.

Gabrielle: The five of us are all pretty active, I would say. You definitely have to carve out some time just to remain active.

Ashley: Fitness is diverse, too. Some people are stronger, some are faster and some have great cardio health. But all of it is important to bring to the job.

Gabrielle: Both physical and mental health are important.

Q: You have a job where you need all your focus; does that focus tend to follow you after?

Sylvie: I believe this comes with being a police officer, no matter what role you have. It does not matter where I am, my family or my friends often say "OK, turn it off." I always have to sit my back to the wall in a public place. So they'll say "OK, that's Sylvie's chair; you don't sit in Sylvie's chair."

Ashley: I think it's who we are and it helps with our job. I think there's a level a fearlessness that is required in our line of work. It means that when people ask, "You go toward the shooting gun?" I respond, "Oh, yeah!" without even considering another option. It was in my nature even before I was a police officer. I never really considered it much before I had kids, but I can see it in my child learning [to climb] stairs now. All humans have a healthy level of fear but there's a different degree of fearlessness that we possess that allows us to do the work we do.

Sylvie: I'm driving at night. I see this couple way off in the distance on the highway. I see pushing, shoving, pushing, shoving. Instinctively I think, "Well, that's not going to happen." I pulled over. I hop out of my car. I'm not in my uniform or anything, but I thought I had to do something about it. It was just so normal to jump out of the car and intervene.

Jocelyn: When my kid was just a baby and in the carrier, we were downtown in the Byward Market and saw people fighting. I put the baby on the cashier's desk and told the employee to take care of her while my husband and I both ran out and dealt with the situation.

Q: When you are protecting the Prime Minister, do you sometimes think about danger?

Melanie: We do not go in there without a skill set. We train, prepare and go in advance and try to cover all the scenarios to bring the prime minister in his environment safely, and to ensure the public's safety and ours. There is always a possible risk. We're prepared for that and we are aware of that. I think it's OK to be afraid, but there's just something in us telling us to get the job done.

Jocelyn: I do not really think about it. I'm only worried about making sure the prime minister gets home at night. As his personal protection officer, I do not worry about myself at all. My attention is on his safety and not necessarily mine.

Ashley: And it's a team thing. It's not just me, Ashley, responsible for this job. We have specialized support teams. There's been a lot of work put in to making sure that it's safe.



Sylvie Naught, Melanie Mitchell, Gabrielle Drouin, Ashley Taylor and Jocelyn Litke are responsible for protecting Canada's prime minister.

Q: What would you tell women who may be thinking about a career with the RCMP?

Gabrielle: You have the opportunity to work all around Canada and even overseas. The RCMP is like a big family. You have all kinds of different opportunities, whether you work in administrative duties, teach or work general duty in the field or in a section. For PMPD itself, you perform a variety of tasks. It is not a routine job, and this is nice.

Jocelyn: For having been here 16 years, I can honestly say it's a great career. I meet great people and the job opportunities are limitless.

Melanie: I think it takes a certain kind of personality to be a police officer, and if you have that, I highly recommend it. I knew from the time I was 9 years old that I was going to be a police officer, and I did it. I would love for more women to have this experience. We want people to be involved, to bring their experiences and knowledge, because one person can't be an expert in everything

Ashley: I feel like there are a lot of opportunities in PMPD. The running team, ski team, bike team, etc. As our job is so unique, there are so many opportunities and demands that need to be met, and so many skills you have in your personal life are assets to the work we do here. That makes PMPD unique.

Sylvie: When I was a little girl, we had to draw a picture of what we wanted to do when we grew up. I drew a policeman. My teacher told me, "You can't be a police officer, you're a little girl." And I remember thinking "Oh, yeah?" While I have four university degrees that are not related to policing, I chose the RCMP because of the opportunity to work in a lot of different communities in my country. If you are adventurous, curious and you like to travel, meet people and discover different things, then it's the perfect fit for you.

For more information on careers with the RCMP, visit <http://www.rcmp.gc.ca/en/careers> 📄

WANTED: MORE WOMEN

Recruiting female law enforcement officers is a multifaceted challenge with complicated solutions.

By Rachel Hedstrom



IN HER COLUMN IN THE JANUARY-March 2020 issue of *WomenPolice*, IAWP President Deborah Friedl wondered why more women weren't being recruited into law enforcement. The answer, as Friedl and others know, is far from simple.

WomenPolice took a closer look at this issue and asked experts these essential questions:

- What is the landscape now of women taking active roles as police officers?
- What barriers exist?
- What's working, and what could be done better?

The answers, as you'll see, are complicated, and approaches to solve this issue will be as multi-faceted and diverse as women themselves.

State of the Industry

In the U.S., if all law enforcement officers were condensed to 100 representative people, fewer than 13 of them would be women. This percentage is low, considering that women make up approximately 50.8% of the U.S. population, according to the U.S. Census Bureau.

Even more concerning, however, is that this number has remained relatively level over the past 30 years. The National Institute of Justice report, "Women in Policing: Breaking Barriers and Blazing a Path," referred to the percentage of women in law enforcement as "stagnant."

Worldwide, the numbers look slightly different. Overall, the number of women on the planet has been trending down over the past few years, from 49.9% in 1960 to 49.59% in 2018.

There is progress, however, in countries like the U.K., where women made up 28.6% of officers in 2016, and Canada, where female officers comprise nearly 22% of police officers (and more than 15% of senior officer positions). Countries like Kosovo, Ghana and others have strong female officers who have stepped up to serve their countries, offering hope that the numbers will continue rising.



Ellen Kirschman, Ph.D., says women are uniquely equipped to be great police officers.

Representing a diverse set of backgrounds, views, races, genders and more creates a police force that best assists the communities it serves. More women officers are needed, but the challenges surrounding the recruitment and retention of females in the force is a complex puzzle that all must work together to solve.

Battling Boundaries

Combating the misperceptions about the role of law enforcement officers in general is a good starting place. Ellen Kirschman, Ph.D. – a clinical psychologist who has worked with law enforcement, first responders and their families for more than 30 years – notes that women are uniquely equipped to be great officers but can be affected by misperceptions of the role.

"In thinking of the idea of what society thinks it means to be a police officer, I believe the physicality of the job is overestimated," Kirschman notes. Most of the role takes good judgement,

communication and emotional intelligence, she points out – qualities that women tend to be skilled in.

Despite that reality, many officers are judged first and foremost on their physicality.

"Part of our failure in training officers is the 'constant danger' aspect that essentially says if you're not constantly aware, then you're not going home at the end of your shift," she says. "There's so much fear instilled in officers that they often judge each other solely on their abilities to handle these dangerous incidents."

It's a topic that Kirschman not only counsels officers about, but also addresses in her book for officers and their families, *I Love a Cop*, and in her Dr. Dot Myerhoff fictional series. Similar themes play out again and again for these real and fictional female protagonists, Kirschman says.

"Women will have to prove themselves, over and over and over again, at every rank. As they move up, all the



Lt. Colonel (Ret.) Cynthia C. Shain says finding female police officers has been a challenge.

way through chief, they have to be as good as men, whereas men only have to be as good as each other.”

Kirschman says that the pressure is often unconscious, and not just from men themselves: Women officers go overboard adapting to the culture in ways that can be potentially damaging to themselves. Those who don’t adapt may look for a way out.

Recruiting Challenges

As director of the Southern Police Institute, Lt. Colonel (Ret.) Cynthia C. Shain, a career police officer, works with dozens of top officers from across the United States.

“We hear about the top three challenges for each agency, and they always [say] recruitment. Just being able to find police officers has been a challenge,” Shain says.

Departments express a desire for a diverse workforce that includes women and officers of color, but the challenge of getting them in the first place, and then retaining them, is about showing the officers that they are valued.

“A lot of things that go on are barriers to making cultural change. You’ve got to do something to show that you really value these officers when they come into your agency.”

When unemployment is low, police agencies find themselves competing with other businesses for qualified candidates.

“Recruitment is down for men *and* women because of the general attitude toward police in society, and the availability of other jobs. A couple of years ago, we were losing police officers who were murdered on the job. With what’s happening in law enforcement and in a good economy, why would you want this job instead of a white collar job?” Kirschman asks.

Focus on Change

One way to change, experts say, is to demonstrate that officers are valued as more than just workers. This means emphasizing that the value of their skillsets are important as well as their value as a person in general, which goes a long way in both recruitment and retention.

Advertising the value of the workplace is key, Shain says. She refers to one campaign that struck her as being particularly innovative in its approach: “This particular department focused its materials and messaging on offering a good lifestyle,” she recalls. “They marketed their geographic area as a good place to work, live and raise your family.”

Moving the focus away from that more commonly seen “tactical” image

“Women will have to prove themselves, over and over and over again, at every rank... [T]hey have to be as good as men, whereas men only have to be as good as each other.”

of officers in bullet-proof vests with police cars and canines to messaging that shows that the department considers an officer’s complete life rather than just the role they play in the department is a change that struck Shain as innovative and on-target.

“Tactical imagery, in my opinion,” Shain says, “has never been effective for women.”

Another example of recruiting success is a low-cost campaign created and run by the in-house communications team at Britain’s Metropolitan Police. Celebrating women in the police force for the last 100 years with video, digital stories, events and more, the initiative showcased the contribution of women to British policing and highlighted the ways women work in today’s modern police force.

Interest from women surged and the number of applications to join the force quadrupled compared to the same period the year before, up from 2,298 to 7,055. In addition to widespread media coverage, the campaign also resulted in strong levels of social engagement.

Benefiting Women

Providing support for the things that matter to women is crucial, too, Kirschman notes. “A department with a supportive maternity policy, a robust



maternity leave and flexible working hours will be attractive to women," she says. "So if departments are serious about hiring women, and are financially able to have those kinds of policies, that will favor having more women in law enforcement."

Policies and services that support work-life balance are important, not only for recruiting women, but also for retaining recruits and making it possible for them to move up the ladder.

Shain points out that simultaneously serving the roles of officer, parent and caretaker can lead women to find and stay with a 9-to-5 role in the department, which presents barriers to advancement.

"In most departments, you can only go as high as you test for, and then in roles that are the level of major or above, you have to be recognized and appointed," she notes.

Officers in roles that allow them to work more traditional hours see that as an advantage, and by testing into the next level up, they may put their schedule in jeopardy. Also, fellow officers who see them not testing or "paying their dues" in more difficult schedules will often overlook those officers when it comes time for other appointments.

"Many women have told me, 'I've got small kids and my daycare is worked out just right,' so they don't want to test up. That gets back to leaders," she warns.

There are some innovative practices, Shain says, such as a regional police force in Australia that allows two officers to "job-share" one role, each working 50% of the time.

"Sometimes, that will help you retain an officer – male or female – until they can maybe arrange their lives to go back to full-time policing," she says, pointing to similar policies in Canada. "An enlightened leader who really wants to show the value of their workforce will be looking at how they can run their agency and retain people they might otherwise lose."

Mentoring Success

When it comes to factors for success, both Kirschman and Shain point to mentorship and leadership as a critical component. Moving the profession toward parity takes concerted effort, they say.

The "Women in Policing: Breaking Barriers and Blazing a Path" report notes the importance of bringing men into the discussion on improving gender parity in policing. It's a sentiment

echoed by Shain, who was a part of the discussion that precipitated the report.

"They are an important part of the equation because change comes from the leadership," she says of today's law enforcement chiefs. "And I do think there's a lot of men out there who are doing their part in really trying, but there's so many issues, including getting women into the pipeline and ready to be promoted.

"Nobody is going to just come down to you as a patrol officer and say, 'Hey, I want you as my deputy chief.' It's just not going to happen!" she says.

And no matter their level, experts say that women mentoring other women is crucial to recruiting and retaining more females in law enforcement. From equipping females in how to function in a predominantly male industry to addressing specific challenges they will face from the community, their co-workers, their supervisors and their families, support from other women who have faced those same challenges is necessary.

"When women take an interest and mentor each other and support each other, particularly women of rank, they need to help the women behind them," Krishman says. 🗣️



IAWP Board

President

Deborah Friedl
Phone: 978-937-3240
Email: president@iawp.org

Executive Director

Jane Townsley
United Kingdom
Email: executivedirector@iawp.org

First Vice President

Julia Jaeger
34 Shaftesbury Crescent
Staines, Middx TW18 1QW
United Kingdom
Email: firstvicepresident@iawp.org

Second Vice President

Leah Mofomme
77 Delaware Street
Lynwood Glen
Pretoria East
South Africa
Email: leah.mofomme@gmail.com

Third Vice President

Annita Clarke
United Kingdom
Email: neets879@btinternet.com

Recording Secretary

Candace Ackler
6907 Acer Way
Orangeville, CA 95662
United States
Email: secretary@iawp.org

Treasurer

Julie-Dee Sharkey
P.O. Box 111412
Anchorage, AK 99511
Email: treasurer@iawp.org
Telephone: 1-997-240-7155

Sergeant at Arms

Nancy Rudback
Sergeant
Halifax Regional Police
Halifax, Nova Scotia
Canada
Email: njrudback@yahoo.ca

Historian

Georgina D. Bellamy
Email: thegbellamy@gmail.com

Chaplain

Patience Quaye
Email: patquaye@yahoo.com

Chair, Board of Trustees

Julie Brunzell
Tel: 612-821-1113
Email: jbrunzell@comcast.net

Magazine Editor

Myra James
Tel: 905-518-6232
Email: editor@iawp.org

Webmaster

Vacant

Affiliate Liaison

Annita Clarke
United Kingdom
Email: iawpaffiliates@gmail.com

Board of Trustees

Carolyn Bailey

Past President, IAWP
Past Executive Director, IAWP
Tel: 651-483-1444
Tel: 321-255-2522 (Winter)
Email: rog61735@aol.com

Lillian Braxton

Past Executive Director, IAWP

Juliann M. Brunzell

Past Executive Director, IAWP
Tel: 612-821-1113
Email: jbrunzell@comcast.net

L. Gale Buckner

Past President, IAWP
Tel: 770-337-5172
Email: lgbkasia@windstream.net

Kathy Burke

Past President, IAWP
Tel: 718-956-0233
Email: crafts341@aol.com

Linda L. Cherry

Past President, IAWP
Tel: 520-686-1593
Email: LindaLCherry@aol.com

Laura Goodman

Past President, IAWP
Tel: 651-698-3084
Email: goodman@educationforcriticalthinking.org

Carol-Ann Halliday

Past President, IAWP

Andrea Humphrys

Past Executive Director, IAWP
Andrea.Humphrys@afp.gov.au

Connie Maki

Past President, IAWP
Email: cmaki@gmail.com

Margaret Shorter

Immediate Past President, IAWP
Email: Mrgtrshrtr@gmail.com

Beryl Thompson

Past Executive Director, IAWP
Email: swbhbrv@gmail.com

Mary Wamsley

Past President, IAWP
Email: captccpd@hotmail.com

Committee Chairs

Awards Recognition Program

Annita Clarke
United Kingdom
Email: neets879@btinternet.com

Conference Liaison

Sue Bill
Email: conferences@iawp.org

Constitution & Policies

Cande Ackler
Email: cande@ackler.me

Diversity

Margaret Shorter
Email: Mrgtrshrtr@gmail.com

Elections

Linda Cunningham
PO Box 172
Saturna, BC V0N 2Y0
Linda.IAWP@gmail.com
250-539-3704

Finance

Kathy Burke
Email: crafts341@gmail.com

Marketing

Julia Jaeger
34 Shaftesbury Crescent
Staines, Middx TW18 1QW
United Kingdom
Email: firstvicepresident@iawp.org

International Scholarship

Cindy Shain, Chair
Tel: 502-552-7042
Email: cindyshain@aol.com
Dorothy McPhail, Co-Chair
Email: Dorothy.mcphail.iawp@gmail.com

Nominations

Carolyn Williamson
21 Larch Close, Liphook, GU30 7EY, UK
Email: nominations@iawp.org
Tel: +441 428 722730

Strategic Planning

Ellie Bird
Tel: +254 706 566658
Email: theelliebird@icloud.com

Future Conference Committees

Niagara Falls, Ontario, Canada

Co-Directors
Sarah Rose - Niagara Regional Police Service
SRose.IAWP@gmail.com
Andrea Torrie - Hamilton Police Service
Torrie.IAWP2021@gmail.com

Indonesia 2020 Conference

TNCC Building, Jalan Patimura No. 38, Kebayoran Baru, Selong, South Jakarta, Indonesia 12110
iawp2020@iawp2020indonesia.org



IAWP Affiliates

Association of Women in Kosovo Police

Vjollca Hoti, President
Road Luan Haradinaj,
Administration Building of
Kosovo Police, 10000
Pristina, Kosovo
Located in IAWP Region 15
Email: Shoqataegravepk@gmail.com

Atlantic Women in Law Enforcement

Sergeant Carolyn Nichols,
President
Halifax Regional Police
1975 Gottingen St.
Halifax, NS B3J 2H1, Canada
Tel: 902-490-5016
Email: president@awle.org
Website: www.awle.org
Located in IAWP Region 11

Bangladesh Police Women's Network

Amena Begum, President
Located in IAWP Region 22

British Association for Women in Policing

Dee Collins, Secretary
Email: sec@bawp.org
Website: www.bawp.org
Located in IAWP Region 13

Chicago Association of Women in Law Enforcement, Inc.

Janice Wilson, President
Mobile: 773-412-4694
Email: JaniceWilson0528@gmail.com
Email: info@cawle.org
P.O. Box 16171
Chicago, IL 60616 - 0176
United States
Website: www.cawle.org
Located in IAWP Region 6

Emirates Women Police Association

Dr. Amna M. Khamis Al
Belooshi, Chair/President
The Directorate General of Po-
licing Operations' Departments
"Capital Police"
United Arab Emirates, Abu
Dhabi City, Al Khalidia
Tel: 009712-5126522
Fax: 009712-5126504
Email: Dr.amna68@gmail.com
Website: www.ewpa.adpolice.gov.ae
Located in IAWP Region 16

Guyana Association of Women Police (GAWP)

Ms. Maxine Graham, President
Email: grahammaxine@gmail.com
Tel: 592-226-7460 (Office)
Tel: 592-609-5059 (Mobile)
Ms. Grace Davis, Secretary
Email: gracejoy2002@yahoo.com
Tel: 592-610-6851 (Mobile)
Located in IAWP Region 26

Immigration Ladies Association of Ghana

Judith Dzokoto-Lomoh,
President
HNO 11, Pineapple Lane Haatso
GA East Municipal District
Accra, GHANA
Email: judithdzokoto@gmail.com
IMMILAC located in IAWP
Region 18

Iowa Association of Women Police

Special Agent Linda Law,
President
Iowa Division of Criminal
Investigation
Box 44
Mason City, IA 50402
Tel: 319-385-9263
Email: law@dps.state.ia.us
Website: www.iaawp.org
Located in IAWP Region 7

International Police Association - USA

Joe Johnson, President
1269 Reed Street
Green Bay, WI 54303
Email: joejohnson310@gmail.com
Email: president@ipa-usa.org
Located in IAWP Region 7

Judicial Ladies Association of Ghana

Cynthia Bentil, President
P.O. Box 119 Accra, Ghana
GHANA
Email: Accra.juslag.2018@gmail.com
JUSLAG Located in IAWP
Region 18

Police Ladies Association (POLAS)

Beatrice Zakpha Vib-Sanziri,
President
Accra, Ghana
Located in IAWP Region 18

Kentucky Women's Law Enforcement Network

Jennifer Colemire, President
Covington Police Department
Funderburk Building
521 Lancaster Ave.
Richmond, KY 40475
Email: kwlen1999@gmail.com
Located in IAWP Region 4

Massachusetts Association of Women in Law Enforcement

Deidre Noyes, President
24 Beacon St., Box 124
Boston, MA 02133
Email: president@mawle.org
Located in IAWP Region 1

Mid-Atlantic Association of Women in Law Enforcement

Kelley Warner, President
34 Debs Way
Dover, DE 19901
Email: Kdwarner65@gmail.com
Located in IAWP Region 3

Minnesota Association of Women Police

Emily Kaehn, President
P.O. Box 4334
Brooklyn Park, MN 55443
Email: mawpmail@yahoo.com
Website: www.mnwomenpolice.org
Located in IAWP Region 7

National Law Enforcement in Occupational Safety and Health Association

Tony Hart, Chair National
LEOSH Association
Tel: 647-225-5692
Email:
LEOSHAdmin@ottawapolice.ca
Located in IAWP Region 11

Nebraska Association of Women Police

Stacy Williams, President
P.O. Box 8740
Omaha, NE 68108
Email: NAWP911@gmail.com
Located in IAWP Region 7

Ohio Women's Law Enforcement Network (OWLEN)

Lindsey Alli, President
P.O. Box 163902
Columbus, OH 43216
Email: info@owlen.org
Located in IAWP Region 6

Ontario Women in Law Enforcement

Inspector Kim O'Toole,
Toronto Police Service
1020 Kennedy Circle
P.O. Box 30004
Milton, Ontario, L9T 0L8,
Canada
Email: president@owle.org
Website: www.owle.org
Located in IAWP Region 11

Police Ladies Association of Ghana

Beatrice Zakpaa Vib-Sanziri,
President
P.O. Box 50 Tema
Ghana
Email: vibeatrice@yahoo.com
POLAS located in IAWP
Region 18

South Wales Police Gender Equality Network

Sarah-Jayne Bray, President
c/o Equality, Diversity Inclusion Team
South Wales Police
Headquarters
Cow Bridge Road
Bridgend
CF31 3AU
Email: GM-GEM@south-wales.pnn.police.uk

Trinidad-Tobago Association of Women Police

Pamela Schullera-Hinds,
President
c/o Women Police Bureau, Old
Police Administration Building,
Corner Edward and Sackville
Streets
Port of Spain, Trinidad and
Tobago
Email: ttawp@gmail.com

Vancouver Island Association of Women Police

Tara Bevington, President
Box 48008
Victoria, B.C.
Canada
V8Z3L0
Email: viawpbc@gmail.com

Wisconsin Association of Women Police

June Groehler, President
825 Hughes Place
Madison, Wisconsin 53713
Tel: 608-846-8500
UNITED STATES
Email: jgroehler@cityofmadison.com
Website: http://www.wawp.org
WAWP Located in IAWP
Region 7



IAWP Affiliates (continued)

Women's Association of North Wales Police
 Kelly Isaacs, Chair
 WANWP Secretary
 Police Headquarters
 Glan Y Don, Colwyn Bay,
 Conwy CH7 6QN, UK
 Tel: 01745 588493
 Email: womens.association@nthwales.pnn.police.uk

Women Police of Alaska
 Andrea Jacobson, President
 P.O. Box 232206
 Anchorage, AK 99523
 Email: webmaster@womenpoliceofalaska.org
 Located in IAWP Region 9

Ukraine Association of Women in Law Enforcement
 uawle.office@gmail.com
 18 Sofiivska str., office 2
 Kyiv, Ukraine 01010



IAWP Regional Coordinators

1 Region 1: New England, USA (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
Denise Watson, Coordinator
 Email: iawpregion1@gmail.com

2 Region 2: Northeast, USA (New Jersey, New York, Pennsylvania)
Beverly Peal, Coordinator
 Email: blp33@verizon.net

3 Region 3: Mid-Atlantic, USA (Delaware, District of Columbia, Maryland, Virginia)
Janet Prail, Coordinator
 Email: janet.prail@gmail.com

4 Region 4: Southeast, USA (Georgia, Kentucky, North Carolina, South Carolina, Tennessee, West Virginia)
Janet Crumley, Coordinator
 Tel: 423-895-2687
 Tel: 423-802-9906
 Email: crumleyjan@aol.com

5 Region 5: Gulf Coast, USA (Alabama, Arkansas, Florida, Louisiana, Mississippi)
Vacant

6 Region 6: Great Lakes Region, USA (Illinois, Indiana, Michigan, Ohio)
Kathy Caldwell, Coordinator
 Tel: 312-745-5500 ext. 83368
 Email: kathern.caldwell@chicagopolice.org

7 Region 7: Midwest, USA (Iowa, Minnesota, Nebraska, North Dakota, South Dakota, Wisconsin)
Joann Springer, Coordinator
 Tel: 651-266-9430 (Office)
 Tel: 651-775-2848 (Mobile)
 Email: springer187@gmail.com

8 Region 8: South-Central, USA (Colorado, Kansas, Missouri, New Mexico, Oklahoma, Texas)
Whitney Gaspard, Coordinator
 region8iawp@gmail.com

9 Region 9: Northwest, USA (Alaska, Idaho, Montana, Oregon, Washington, Wyoming)
Lieutenant Julie Shank, Coordinator
 Commander SVU/CACU/CCU
 Anchorage Police Department
 4501 Elmore Road
 Anchorage, AK 99507
 Tel: 907-786-8929
 Email: jshank@muni.org

10 Region 10: Southwest, USA (Arizona, California, Hawaii, Nevada, Utah)
Fabian Brown, Coordinator
 Email: spacegirl1361@gmail.com

11 Region 11: Eastern Canada (New Brunswick, Newfoundland, Nova Scotia, Ontario, Prince Edward Island, Quebec)
Lindsay Williamson, Coordinator
 Email: presidentowle@gmail.com

12 Region 12: Western Canada (Alberta, British Columbia, Manitoba, Northwest Territories, Nunavut Territory, Saskatchewan, Yukon Territory)
Sueanne Ford, Coordinator
 Email: sford@calgarypolice.ca

13 Region 13: Western Europe, including Israel (Andorra, Austria, Belgium, France, Germany, Gibraltar, Ireland, Israel, Italy, Liechtenstein, Luxembourg, Monaco, Netherlands, Portugal, San Marino, Spain, Switzerland, Vatican City State (Holy See), United Kingdom)
Lisa Gore, Coordinator
 Email: lisa.gore@south-wales.pnn.police.uk

14 Region 14: Northern Europe [Baltic] (Denmark, Estonia, Faroe Islands, Finland, Greenland, Iceland, Latvia, Lithuania, Norway, Poland, Sweden)
May-Britt V. R. Ronnebro
 Tel: +46-10-565 28 51
 Tel: +46-70-252 06 29 (Mobile)
 Email: iawpregion14@gmail.com

15 Region 15: Central & Eastern Europe (Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Georgia, Greece, Hungary, Kosovo, Macedonia, Malta, Moldova, Montenegro, Romania, Russian Federation, Serbia, Slovakia (Slovak Republic), Slovenia, Turkey, Ukraine)
Taibe Canolli, Coordinator
 Email: taibe.canolli@gmail.com
 Antigona Citako-Dibrani,
 Co-Coordinator
 Email: jonimali@hotmail.com

16 Region 16: Middle East & Gulf States (Israel moved to Western Europe, Egypt moved to Northern Africa - Bahrain, Iraq, Jordan, Kuwait, Lebanon, Palestinian Territories, Oman, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen)
Dr. Amna M. Khamis Al Belooshi, Coordinator
 Email: Dr.amna68@gmail.com

17 Region 17: Northern Africa (Algeria, Egypt, Libya, Mauritania, Morocco, Sudan, Tunisia)
Jrad EP Jarbouy Wiem, Coordinator
 Tel: 71 333 000
 Email: jj.wiem@gmail.com

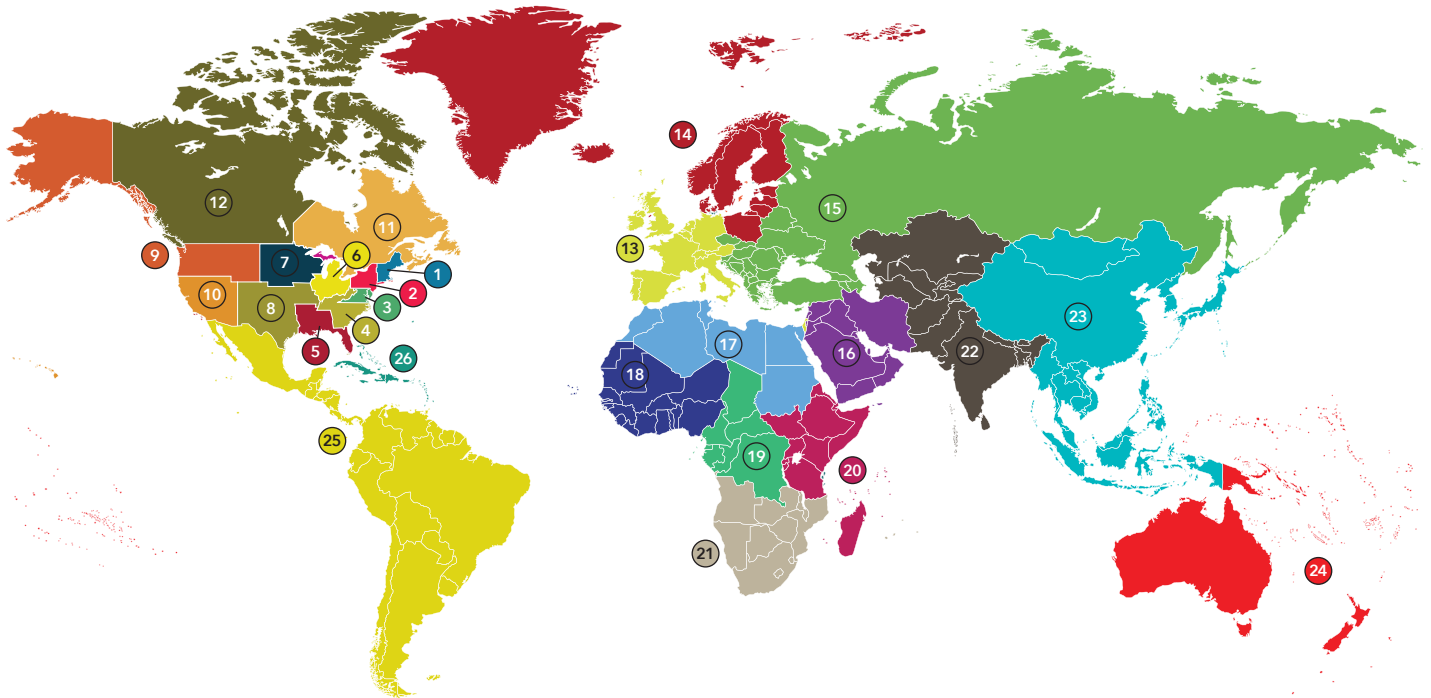
18 Region 18: Western Africa (Benin, Burkina Faso, Cape Verde, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo)
Regina Mintah, Coordinator
 Email: mintah3@gmail.com
Lydia Achel, Co-Coordinator
 lydelubo@yahoo.com

19 Region 19: Central Africa (Cameroon, Central African Republic, Chad, Congo, Democratic Republic of Congo, Equatorial Guinea, Gabon, Sao Tome and Principe)
Vacant

20 Region 20: Eastern Africa (Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mayotte, Reunion Island, Rwanda, Seychelles, Somalia, South Sudan, Uganda)
Terry M. Muttayi, Coordinator
 Email: teresahmuttayi@gmail.com

21 Region 21: Southern Africa (Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe)
Suzan Kaganda, Coordinator
 Email: rioro@yahoo.com

22 Region 22: Central & Southern Asia (Afghanistan, Bangladesh, Bhutan, India, Iran, Kazakhstan, Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Tibet, Turkmenistan, Uzbekistan)
Shamima Begum, Coordinator
 Vice President, BPWN
 AIG (P & R), PHQ, Bangladesh Police
 Tel: +8801715535292 (Mobile)
 Email: shamimabegum99@yahoo.com



23 Region 23: Eastern & South East Asia (Brunei Darussalam, Cambodia, China, Hong Kong, Indonesia, Japan, Lao, Macau, Malaysia, Mongolia, Myanmar (Burma), North Korea, Philippines, Singapore, South Korea, Taiwan, Thailand, Timor-Leste, Vietnam)

Ida Oetari Poernamasasi, Coordinator

Email: idaotari@yahoo.com

24 Region 24: Australasia & Oceania (American Samoa, Australia, Christmas Island, Cocos (Keeling) Islands, Cook Islands, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Micronesia, Nauru, Northern Mariana Islands, New Caledonia, New Zealand, Niue, Pacific Islands, Palau, Papua New Guinea, Pitcairn Island, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu)

Karen House, Coordinator

Email: karen.house53@bigpond.com

25 Region 25: Central & South America (Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Falkland Islands, French Guiana, French Southern Territories, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Uruguay, Venezuela, Wallis and Futuna Islands)

Ivonne Daza, Coordinator

Email: ivonne5estrella@hotmail.com

Captain Carla Castillo, Co-Coordinator

26 Region 26: Caribbean (Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bermuda, British Virgin Islands, Cayman Islands, Cuba, Curacao, Dominica, Dominican Republic, Grenada, Guadeloupe, Guyana, Haiti, Jamaica, Martinique, Montserrat, Netherlands Antilles, Puerto Rico, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, Turks and Caicos Islands, Virgin Islands (USA))

Sherma Maynard-Wilson, Coordinator

Email: iawpregion26@yahoo.com

Friends of IAWP

Australasian Council of Women and Policing (ACWAP)

Debbie Platz, President, APM (Queensland)
 Email: president@acwap.com.au
 Tel: 0402133009
 Anne Macdonald, Secretary, APM
 Email: secretary@acwap.com.au
 Tel: 0428906354
 P.O. Box 1485
 Woden ACT 2603
 Email: inquiry@acwap.com.au
 Website: www.acwap.com.au
 Located in IAWP Region 24

European Network of Policewomen (ENP)

Montserrat Pina, President
 10 Elisabet St., 2nd Floor
 08001 Barcelona
 Catalonia, Spain
 Email: president@enp.eu
 Email: info@enp.eu
 Website: www.enp.eu
 Located in IAWP Region 13

National Association of Women Law Enforcement Executives (NAWLEE)

Rhonda Lawson, President
 12500 W. 87th Street Parkway
 Lenexa, KS 66215
 Tel: 913-825-8042
 E-mail: Info@NAWLEE.org
 Website: www.nawlee.org
 Located in IAWP Region 8

Women in Federal Law Enforcement (WIFLE)

WIFLE Foundation, Inc.
 WIFLE Scholarship Fund
 Catherine Sanz, President
 301-805-2180
 Email: wifle@comcast.net
 Website: www.wifle.org
 Located in IAWP Region 3

EARLY BOARD MEETING



The IAWP Board of Directors held its Early Board Meeting in Pristina, Kosovo, in March. Learn about the policy changes that were approved and what's in store for the future with our story on page 4.