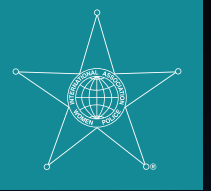


THE OFFICIAL PUBLICATION OF THE INTERNATIONAL ASSOCIATION OF WOMEN POLICE



# WomenPolice

February–April 2023

## WELCOME TO NEW ZEALAND

Get ready for the 2023 International Women Police Conference

### THE FUTURE IS FEMALE

Why women are better equipped for long policing careers

### KNOW YOUR STRENGTHS

Character strengths play a significant role in police well-being

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



# WomenPolice



## FEB-APR 2023

IAWP's 60th Annual Training Conference will be held in Auckland, New Zealand, in September.

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**On the Cover:**  
IAWP members from around the world will meet in Auckland, New Zealand, for the 60th Annual Training Conference.  
*Photo courtesy IAWP*

# 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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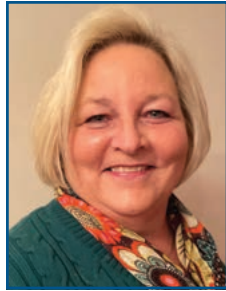
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## LETTER FROM THE PRESIDENT

# Looking Forward to a Bright 2023

**G**REETINGS!  
As I prepare this message, we are early into the new year, a time of renewal and looking forward. We are excitedly looking forward to two IAWP firsts: a U.S. Policing Summit and our annual conference in New Zealand. Chief Todd Schmaderer of the Omaha Police Department and the Nebraska Association of Women Police extended an invitation to host the Early Board Meeting of the IAWP. Together, we planned a U.S. Policing Summit to immediately follow our business meeting. Its purpose is to bring together police leaders throughout the country to reinvigorate the conversation around women in policing and provide guidance from IAWP international resources.

We hope to share good practices from across the globe on the recruitment, retention and progression of women in policing as well as policies and practices that support women's health and well-being – both during their police careers and into retirement. We will have a full report of this Summit in the next edition of *WomenPolice*.

In partnership with the Australasian Council of Women Police (ACWAP), we are co-hosting the International Women in Policing Conference in Auckland, New Zealand, in September. This marks IAWP's first formal visit to New Zealand. Although many will travel from afar to attend – such as the U.S., Canada, the U.K. and Europe – this location will provide an opportunity for many officers to attend from the Australasia region for whom the travel costs will be less of a barrier for participation.

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**The IAWP continues to seek members willing to become more involved through service on our committees.**

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Approximately 20 years ago, the IAWP Board of Directors committed to making training more accessible to our members around the globe. Bringing the conference to new locations outside of North America has expanded the opportunities for many of our members to attend. It is not too late to register and attend what is sure to be an amazing experience!

Visit the conference website at [www.iawp2023.com](http://www.iawp2023.com).

The IAWP continues to seek members willing to become more involved through service on our committees. We endeavor to ensure global representation on all our committees to ensure varied perspectives. There are several committees seeking volunteers, including Membership, Editorial and Finance. If you are interested, email [iawp@iawp.org](mailto:iawp@iawp.org) and specify which committee you are interested in learning more about.

Best,

*Deborah Friedl*



## LETTER FROM THE EDITOR

# Take Time for Yourself as the Year Unfolds

By Myra James, *WomenPolice* editor

**N**OW THAT WE'RE A FEW MONTHS into 2023, I hope you've made important plans for "self" time at intervals throughout the year, month, week or day. For some, that may mean physical activities, reading, crafting, sewing, cooking, supporting local community service organizations or social activities – just to name a few. Whatever

it is, please do what makes you happy and helps you feel good about yourself.

For me, 2023 is a year for renewal and planning. I'd like to thank Ottawa Police Service member Bev Mulligan and Hamilton Police Service member Jo-Ann Savoie for their dedicated service on the Editorial Committee. They provided a keen eye for the magazine's

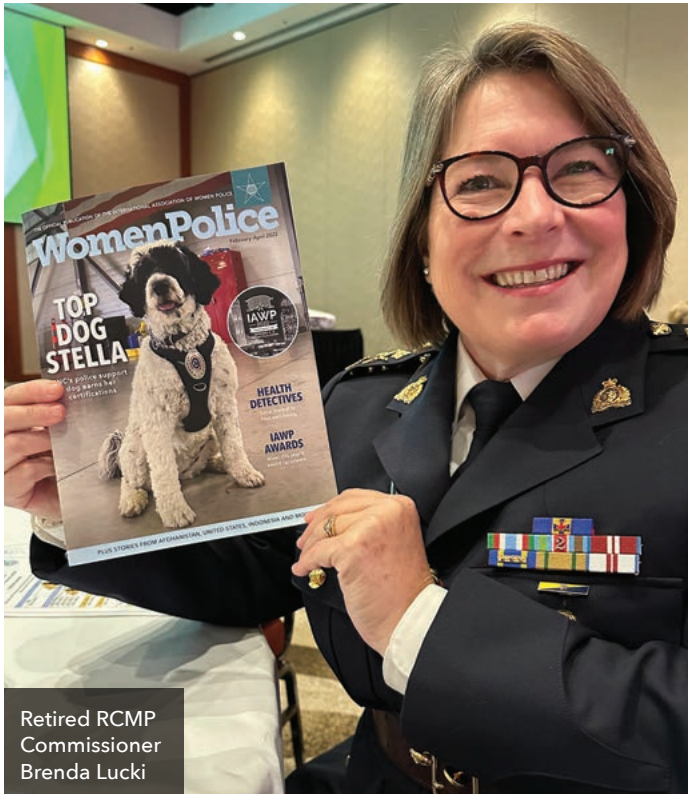
quarterly editions, and I will miss their dedication and passion. Thank you very much, sistas. I'm now looking for a few more members to join our editorial team; please contact me if you are interested.

Information-sharing is an essential element of our day-to-day life these days. Many of you know that IAWP has



Officers line up for the March to Charlottetown City Hall in PEI.

Photos courtesy of Myra James



Retired RCMP  
Commissioner  
Brenda Lucki



Sgt. Joanne Tawton

a presence on social media platforms. We've had a private members-only group on Facebook and Twitter for quite some time. Now, we're on Instagram, where you can find lots of up-to-date details about our affiliates' activities, conference announcements, promotions and community service initiatives. Please don't hesitate to share when you have some news; you can tag us or send a direct message.

Many of the delegates who attended the conference in Niagara Falls had an opportunity to meet Toronto Police officer Joanne Tawton, who was the lead on the very successful silent auction. In January, Joanne – who is in her 42nd year of law enforcement – received a promotion to Sergeant. Joanne was an IAWP Region 11 Coordinator back in the 1980s. Congratulations, Joanne!

Another new IAWP Board member was also promoted: Julie Craddock accepted a position as Deputy Chief of the Sarnia Police Service.

In November, I had the pleasure of attending the Atlantic Women In Law Enforcement training conference in Charlottetown, PEI. It had been rescheduled multiple times, and the conference committee is commended for its commitment to being flexible

**“Allowing yourself to see and be seen and doing the same for those around you is the single best action you can take to build true connections and make things better in work and life. When we are acknowledged, we are able to love and lead more authentically, enhance our mental and physical health, and develop resilience to ride out any bumps along the way.”**  
 — Dr. Jody Carrington #feelingseen

and patient. Every delegate benefited from the daily speakers and enjoyed celebrating the success of their annual award recipients. (Please see the overview of the conference on page 6.)

Throughout 2023, let's ALL support each other, lend a hand whenever you can, offer support and guidance, be a new friend to a stranger, listen to the cues of others who need you and most

of all, celebrate the success of others. Be genuine and authentic! Be like Jamie Lee Curtis was on January 10 at the Golden Globe Awards and overtly demonstrate your happiness and support for your colleagues and friends.

# In 2023, Embrace Your Strength and Resilience

By the Chaplaincy Committee: Helen Rawlings, Carol Thomas and Patience Quaye

**A**S WE START A NEW YEAR, WE WANT to express our deepest gratitude and appreciation for all you do to serve and protect our communities. Your hard work, dedication and bravery inspire us all. This is a time to reflect on the past and look to the future. It is a time to celebrate our accomplishments and set new goals.

Being a police officer, sworn or non-sworn, is not easy; we often face challenges and dangers that most people will never experience. But we always rise to the occasion, putting our safety on the line to keep the rest of the people safe.

As policewomen, we work extremely hard and are dedicated to our jobs. Often we have to work long hours and be on call at all times, ready to respond to emergencies and keep the peace. Furthermore, we must undergo rigorous training and stay up-to-date on the latest laws and procedures to do our jobs effectively and efficiently.

In addition to hard work and dedication, policewomen display a great deal of bravery daily. We may be called upon to confront dangerous situations and criminals and must be ready to put ourselves in harm's way to protect others. We must also be able to make quick decisions and stay calm under pressure, which requires great courage.

We are very grateful for your tireless efforts to maintain peace and order and to serve as role models for young people. Indeed, we are true heroes, and our contributions to society are immeasurable. Policewomen's hard work, dedication and bravery are essential qualities that enable us to serve and protect our communities to the best of our ability. We are all true heroes and deserve respect and appreciation from all policewomen worldwide.

This year, let us embrace our strength and resilience. Let us continue to support and empower one another. Let us stand up for our beliefs and make our voices heard.

## Take Time to Empower Yourself

Let us also take care of ourselves and prioritize our well-being. This means taking time for self-care, setting boundaries and prioritizing happiness.

As we move forward this new year, remember that we can achieve anything we set our minds to. Let us strive for equality and justice and make the world a better place.

Pursuing education and knowledge is one way to empower oneself. This can include formal education, such as obtaining a degree or certification, as well as continuing to learn and grow through reading, workshops and other learning opportunities.

Setting career goals and working toward them can be a way to empower oneself professionally. This might involve advancing in a current job, starting a business or pursuing a new career path.

Gaining financial independence is another way to empower oneself. This might involve setting financial goals, such as saving for retirement, paying off debt or seeking financial education and resources to make informed financial decisions.

Empowerment can also involve personal growth and self-improvement. This might include setting personal goals, such as exercising regularly, learning a new skill or seeking therapy or other support to work through personal challenges.

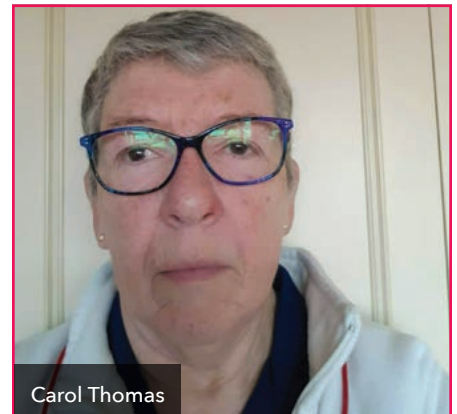
Standing up for what you believe in and advocating for change can be a way to empower oneself and make a



Patience Quaye



Helen Rawlings



Carol Thomas

positive impact in the world. This might involve volunteering, joining a grassroots organization or participating in advocacy efforts on a local or national level.

Finally, remember that empowerment is a personal journey, and what works for one person may not work for another. It is essential to find what works best for you and make your own path toward empowerment.

We hope the new year brings you all the happiness, success and fulfillment you deserve. Thank you for everything that you do! Here's to a bright and prosperous 2023.

# The Notebook

**INSIDE:** Inside the AWLE Training Conference

Police officers run against cancer

Creating support for female officers

## IAWP NEWS

# IAWP Welcomes Sarah-Jayne Bray

**The new Head of Communication and Engagement Strategy for the IAWP is working to improve relationships and communication with members and affiliates.** By Cindy Baldhoff

**I**N JANUARY, SARAH-JAYNE BRAY officially stepped into her role as the Head of Communication and Engagement Strategy for the International Association of Women Police. In this new role, Sarah-Jayne will work to improve engagement with members and affiliates while broadening the association's reach around the world.

She entered the role filled with ideas and enthusiasm, which includes creating new online events that will help increase engagement, expand members' knowledge on international policing matters, and support professional development.

"I am looking at how we can better support our regional coordinators, ensuring they have the tools they need to engage with members and share the work of the IAWP," she says. "I am also keen to broaden our reach externally, to raise awareness of the IAWP and the fantastic work it does to support women in policing."

Sarah-Jayne, who lives in the small village of Cwmafán in South Wales, has been a part of the policing family for over 20 years. She initially joined South

Wales Police as a typist and has enjoyed a varied career that has taken her through many roles locally and nationally. She was chair of the SWP Gender Equality Network from 2019 to 2022, chairing the All-Wales Gender Equality Network Chair meeting throughout 2021, and is a member of both the BAWP and IAWP. She introduced the first IAWP International Buddy Scheme during the COVID-19 pandemic, which saw 40 women from all over the world connect to discuss shared issues.

She is currently seconded to Thames Valley Police to programme manage the NPCC Recruitment, Retention and Wellbeing of Investigator Portfolio and to support the force with its VAWG Delivery Framework.

As an experienced internal engagement manager, Sarah-Jayne is responsible for the internal VAWG Engagement strategy, encouraging a healthy team culture within TVP whilst raising awareness of sexual misconduct in the workplace. She says she looks forward to creating greater engagement between IAWP members and affiliates.



Sarah-Jayne Bray

"Developing and maintaining positive relationships is essential to the success of every aspect of policing, regardless of where you are in the world," she says, noting that effective communication stems from interacting with members, listening to them and using that feedback to improve the services the IAWP provides. "It is also important that we sing the praises of IAWP outside of our membership, drawing attention to the brilliant work of our affiliates and selling the benefits of being part of a fast-growing network of like-minded colleagues across the world."

When she isn't working, Sarah-Jayne enjoys exploring nature with her Doberman, hosting gatherings at her home or getting lost in a good book.

# AWLE Training Conference Combines Education with Celebration

**Awards banquet caps event by honoring the region's outstanding officers of 2022.**  
By Shelburne Fishery Officer Hannah Malloy

**T**HE ATLANTIC WOMEN IN LAW Enforcement (AWLE) held its 28<sup>th</sup> annual training conference November 22-25, 2022, in Charlottetown, PEI. Charlottetown RCMP and Charlottetown Police Services co-hosted the conference, which had approximately 140 delegates in attendance. They represented various enforcement agencies across the Atlantic provinces, including RCMP, provincial and municipal police forces, CBSA, DFO, Corrections, CRA and Justice & Public Safety, along with representation from other Canadian provinces.

The original co-chairs for the conference were RCMP Cst. Cindy Bowring and

Charlottetown Police Cst. Kristi McKay, but when McKay retired, RCMP Cst. Louanne McQuaid stepped into the role.

The conference's theme was "Coming Together - Working Together," and the diverse agenda and lineup of speakers did not disappoint. There was laughter, tears and connection with everyone coming together after a long three years.

## Powerful Stories From the Stage

The conference kicked off with a heartfelt keynote address by Barb Stevenson, followed by some compelling and inspiring stories:

- Glenda Power, who was also the phenomenal Conference Emcee, shared her personal and moving experience of dealing with the murder of a family member.
- Laurie White described her journey and struggles with recovery and her eventual return to work after being shot and losing a limb in the line of duty.
- Brian Brown recounted his story on PTSD and how he is helping others through his PTSD service dog training program.
- Pat Gordon shared his inspirational story of finding purpose after serving in the Canadian Forces by



Approximately 140 delegates attended the AWLE Training Conference in November.





Members of the Atlantic Women In Law Enforcement Executive Committee



Louanne McQuaid, Brian Brown and his support dog, Napoleon, and Cindy Bowring



Marching to City Hall

creating Operation Feed SJ to tackle food insecurity in schools while helping veterans simultaneously.

- Roxanne McCarthy shared with us her poignant story of being a survivor of domestic violence.
- Dr. Grant Matheson spoke of his experiences with addiction.

Other presentations included the Violence Link with Leslie Hadfield; Equity, Diversion and Inclusion & the Evolution of Policing with Rielly Knox; Sgt. Dave Dickinson of the Toronto Police Service facilitated a case study; Dr. Margo Watt gave a presentation on serial killers and Axon gave a presentation on What's New & Innovative.

### Celebrating Achievements

One of the highlights of the conference was the Awards Banquet. The 2022 award winners were:

- Civilian Achievement: Laurie Young, KRPF
- Community Service: Border Services Officer Shelly Snow, CBSA

- Mentoring and Coaching: Insp. Carolyn Nichols, HRP
- Leadership: Sgt. Amy Sharpe, RNC
- Excellence in Performance: Cst. Dawn Martin, RNC
- Team Endeavors: Telecommunications Center Team 2 (Sgt. Lynn Downton, Cst. Cathy Snelgrove, Danielle Green and Katelyn Rowe, RNC)
- Bravery (Posthumously): Cst. Heidi Stevenson, RCMP "H" Division
- Officer of the Year: Cst. Cassandra Barker, RCMP "B" Division.

It was a truly inspiring evening spent celebrating the achievements of the award recipients and was made even more special by having Cst. Heidi Stevenson's family in attendance to accept her Bravery Award. Amazing work is being done in the Atlantic region by some extraordinary people. Here's hoping the in-person conferences are back for good! AWLE looks forward to the 2023 conference in Halifax, Nova Scotia. 🇨🇦



AWLE President Sharon Warren



Welsh and U.K. officers are ready for the race.



Constables Kate Metcalf and Jemma Phillips did ride-alongs with NYPD officers.



The race saw a huge turnout of police officers.

Photos courtesy of Christina Fraser

REGION 2: NORTHEAST, USA

# Police Officers Put Childhood Cancer on the Run

Law enforcement from around the world travels to New York City in support of Jack's P.A.C.K.

By Christina Fraser, Chief Inspector Dyfed-Powys Police

**C**ONSTABLES KATE METCALF AND Jemma Phillips joined several other Welsh and U.K. officers to travel to New York earlier this year. They were part of a U.K. Policing contingent joining law enforcement officers from around the world to run the New York half marathon to support Jack's P.A.C.K. (Police Against Cancer in Kids).

The Constables travelled in full uniform and were incredibly proud to represent Heddllu Dyfed-Powys Police and fly the Welsh flag abroad. They were met with a wonderful American welcome by their hosts, New York Police Department officers Lt. Rob

Corbett and Sgt. Adelaide Spence.

The officers ran the half marathon in "half-blues" (police shirts and hats), which made for an interesting spectacle. They made good time in the fine weather and were pleased to finish the race and ensure their fundraising efforts went to a good cause.

The officers were looked after superbly by their hosts and were offered ride-alongs, a tour of downtown New York and Coney Island, a Yankees game, poolside barbecues, and an American-style night out. Many new friends were made along the way, and memories were made for a lifetime!



Kate Metcalf and Jemma Phillips

# Celebrating the End of the Canadian LGBT Purge

Members of the RCMP were among those attending the gala to honour Michelle Douglas and observe the 30th anniversary of the settlement of landmark lawsuit. By Jean Turner, Communications & Media Relations Senior Communications Advisor, RCMP O Division (Ontario)

**T**HE RCMP WAS PRIVILEGED TO attend a celebration to honour Michelle Douglas and the 30th anniversary of the landmark settlement in the class action lawsuit against the Canadian government for the LGBT Purge.

C/Supt. Jamie Zettler, Support Services Officer, O Division (Ontario), provided remarks on behalf of Commissioner Brenda Lucki: "We owe Ms. Douglas and many others a debt of

gratitude for all that you have done for the 2SLGBTQIA+ community. We owe you more than that, however. We owe you a commitment to ensure it never happens again, that we safeguard the hard-won progress achieved."

Alison Whelan, Chief Strategic Policy and External Relations Officer - NHQ, and Jean Turner, Senior Communications Advisor - O Division, also attended the celebration.

In November 1986, Michelle Douglas joined the Canadian Armed Forces. She graduated at the top of her class, but the Special Investigation Unit started investigating Douglas in 1988. For two days, male officers interrogated her about her sexual orientation at a hotel.

Eventually, she was discharged on June 8, 1989, with the use of the now infamous phrase, "not advantageously employable due to homosexuality." Her story is not unlike thousands of Canadian Armed Forces, RCMP and federal public service employees who were summarily dismissed or forced to resign because of their sexuality.



Jean Turner and Chief Superintendent Jamie Zettler attended the gala.

## Fighting Back and Making a Difference

In January 1990, Douglas initiated a lawsuit that challenged the federal government's discriminatory policy. Represented by Clayton Ruby, the lawsuit was settled out of court on the date it was to go to trial – October 27, 1992. As part of the settlement, the Federal Court issued a statement that the military's policy violated section 15 of the Canadian Charter of Rights and Freedoms.

This landmark settlement put an end to policies that discriminated against 2SLGBTQIA+ people who serve in the Canadian military, RCMP and federal public service.

Thanks to Toronto Police LGBTQ Internal Support Network for hosting an amazing event. Much gratitude to Michelle Douglas, the survivors of the LGBT Purge and all involved in this important legal milestone. You have indeed made a difference.



The table placard included a drawing of Michelle Douglas.



**OFFICER SAFETY**

# Increasing Confidence in the Performance of Ballistic Shields

**ASTM International releases two new standards for the ballistic shields used by law enforcement officers.**

By Casandra Robinson, National Institute of Standards and Technology, Standards Coordination Office

**T**HE UNFORTUNATE REALITY OF THE law enforcement profession is that officers often find themselves in harm's way. For this reason, officer safety is a top priority.

Officers mitigate the risk of duty-related injuries or death by using protective equipment, such as ballistic shields. ASTM International has released a pair of standards designed to assess the performance of ballistic shields and their ability to stop bullets.

Traditionally, the use of ballistic shields was limited to tactical team operations. With the increase in incidents requiring immediate intervention, agencies have recognized the need to protect all officers, from the tactical operator to the routine patrol officer. In an incident where an armed suspect is actively attempting to harm innocent victims, ballistic shields have been critical in providing the first officers on-scene with the necessary protection.

ASTM's standard specification for ballistic-resistant shields used by law enforcement officers (E3347) specifies the minimum performance requirements and test methods for the ballistic resistance of shields used by U.S. law enforcement officers to protect against handgun and rifle ammunition.

## The Importance of Ballistic Shields

Patricia Knudson is an officer with the Phoenix (Arizona) Police Department Tactical Support Bureau and the vice chair of the subcommittee on public safety equipment (E54.04), part of the committee on homeland security applications (E54). "Having gone through the unfortunate experience of being an officer who was shot in the line of duty, I understand, probably better than most, the importance of ballistic protection," Knudson says. "Ballistic protection is not an option in the world of law enforcement; it is a necessity."

"To use a ballistic shield, the officer needs to know it will perform as expected," Knudson continues. "If a ballistic shield is designed to protect an officer from a certain ballistic threat, then that is what it should do. The officer's life most likely depends on

that protection. Having a ballistic shield specifically tested to an acceptable standard and held to a level of accountability is critical for the officer to have the unquestionable confidence to deploy with that ballistic shield during a potentially life-threatening situation."

Ballistic-resistant shields used by law enforcement officers are complex protective technologies that consist of the main shield body's ballistic-resistant materials, a transparent ballistic-resistant viewport, fasteners, joints and seams, edging, appliques (intended to increase localized protection) and other features. Each of these must be tested to verify that the complete shield protects against bullets and can withstand the conditions of use and storage.

Both E3347 and the related standard – test method for ballistic resistant shields for law enforcement (E3141) – were developed to verify that ballistic shields meet this purpose.

## A New Standard

Until now, the standard typically used for assessing ballistic shields was the National Institute of Justice (NIJ) standard: ballistic resistant protective materials (NIJ Standard 0108.01), published in 1985. The NIJ standard was developed for materials used to fabricate protective products, not for complete products like shields.

The new ASTM standards are a tremendous step forward because they are specifically designed for assessing the performance of entire ballistic shields of multiple sizes. The test method specifies detailed testing procedures to evaluate all aspects of a ballistic shield and requires a minimum number of shots on each area. The specification details pre-conditioning and testing requirements, ballistic performance levels with associated up-to-date test threats and performance requirements that shields must meet.

A diverse team of more than 40 stakeholders collaborated to develop the two shield standards, including shield manufacturers; suppliers; federal, state and local law enforcement end-users; ballistic testing and certification experts; researchers;



federal ballistic protection experts and standards professionals.

Anna Seiple is the program director for the Safety Equipment Institute, an ASTM affiliate. "These two standards form the basis for a new ASTM Verification Program, which includes "independent, third-party verification, online listing of verified products, authorization to put the ASTM-verified mark on products, and annual testing to assess continued compliance," Seiple explains. "Because of the broad stakeholder support in developing these standards, it is expected that the verification program will be required by law enforcement purchasers, cooperative contracting programs (such as NASPO ValuePoint), and end users."

Tyrone Minton, Point Blank Enterprises and technical contributor to the standards, explains the value of the new ballistic shield standards from a manufacturer's perspective: "The goal of armor manufacturers, first and foremost, is to protect the end user," Minton says. "The new ASTM shield standards significantly raise the bar for testing and verification of off-body armor systems. The increase in scrutiny for ballistic evaluation and vulnerability identification will have the effect of removing products from the field that may pose an increased risk to the end user." ❏

# Inside the 4<sup>th</sup> Annual Gender Equality in U.K. Policing Report

This year's report focuses on new commitments with the United Nations and highlights actions of every police service in the country. By Chief Inspector Lisa Gore, Regional Coordinator Region 13 and Co-Chair of EDI committee

**T**HE INTERNATIONAL HEFORSHE movement is supported by more than 2 million people worldwide, including world leaders, heads of state and global CEOs and celebrities. This initiative seeks to engage people of all genders to work together with women to achieve true gender equality and create an equal world.

More than 50 organisations, including every police force in the U.K., have signed up for the initiative, pledging to improve gender imbalances at senior levels in policing and continue combating domestic and sexual abuse in society.

The fourth annual *Gender Equality in U.K. Policing Report*, which highlights the progress U.K. police forces are making toward gender equality, was launched on 30 November 2022 at a virtual meeting. The report supports the United Nations' gender equality campaign, HeForShe. For the first time since 2019, the report has examples from every police service highlighting their activity to achieve gender equality.

The 2022 report was launched by the new U.K. policing lead for HeForShe, South Wales Police Chief Constable, Jeremy Vaughan. Vaughan received the IAWP HeForShe Award in 2019 and attended the annual IAWP conference in Alaska.

## Three New Commitments

This year's report focuses on three new commitments agreed upon with the U.N. earlier this year, including:

- To address the gender imbalances in middle management teams, particularly in the ranks of Sergeant and Inspector



## Gender Equality in UK Policing

Fourth Annual Report 2022



[www.heforshe.org](http://www.heforshe.org)

In support of  
**HeForShe**  
UN Women Solidarity Movement  
for Gender Equality

This year's Gender Equality in UK Policing report focuses on new commitments with the United Nations and also looks at the efforts of every police service in the country.

- To manage and remove sexism and misogyny, where it exists, in police culture
- To support the annual reporting of gender equality information.

The data in this year's report highlights that, despite all forces still having an overrepresentation of men at Sergeant and Inspector ranks, through Operation Uplift, almost every force has seen an increase in the number of women officers. It also highlights several ways forces are progressing work in addressing and removing sexism and misogyny, where it exists, in police culture through workshops, listening circles and communications campaigns.

Speaking ahead of his retirement in October, former Chief Constable of North Wales Police Carl Foulkes and former U.K. policing lead for HeForShe said: "It has been an honour to represent U.K. policing on the global stage of the HeForShe movement and to see the hard work that forces are undertaking to meet their commitments towards gender equality."


He added that one highlight of

serving was the event held in July 2022 in London, where the three new HeForShe commitments were launched and they showcased a range of best practices from across U.K. policing.

"This year also saw the introduction of the HeForShe Alliance, the second phase of the U.N.'s global movement for gender equality. U.K. policing forms part of the HeForShe Alliance, along with global CEOs and leaders from non-profit organisations and academia.

"The focus of HeForShe for the next five years is now on action and is moving away from commitment. It is pertinent that we do not lose momentum and join with the United Nations on their second phase," Foulkes said. "Although I will no longer be the U.K. policing lead for HeForShe, I look forward to continuing to see the progress being made."

He called Vaughan "a passionate supporter for gender equality," and said, "I know the HeForShe movement within policing will go from strength to strength under his lead."

Find out more about HeForShe at <https://www.heforshe.org/en>. 

South Wales Police Chief Constable Jeremy Vaughan




# National Health & Safety Conference

27-29 JUNE 2023 - BANFF, AB

[LEOSHconference.ca](https://LEOSHconference.ca)

# Remembering Nicola and Fiona 10 Years On

**New York Marathon 2022 supporting the PC Nicola Hughes Memorial Fund.** Veronlca Egan, Retired Chief Inspector, Essex Police

**I**N 2013, TWO PCs, NICOLA HUGHES and Fiona Bone, lost their lives in the line of duty following a fatal shooting and ambush in Manchester. Both were unarmed and shot whilst responding to a routine burglary call.

Nicola's father, Bryn, set up a memorial fund to provide learning opportunities and pre-employment skills (in the form of support through grants or services) to children under

the age of 21 who have suffered the tragic loss of a close family member through a violent crime such as murder or manslaughter. It helps the children rebuild their lives and look toward the future. They can continue their education even though financial situations may have changed or start a course which will enable them to gain employment.

Bryn is also a great supporter of the

British Association of Women Police and supports our annual awards event, sponsoring the bravery award introduced in memory of the two officers.

Bryn and others have undertaken many fundraising challenges during the 10 years since the tragic events, and this was the third time at the New York Marathon to raise money for the fund. The incredible fundraising efforts of Team New York 2022 means more than



Participants included (left-right): Kristain Lowe, Louise Mandefield, Andy Mandefield, Bryan Hughes, Martin Jones and Alan Oliver.

Photos courtesy of Veronica Egan



US\$26,000 has already been raised, with more still coming in, allowing Bryn and his team to help many more children affected by violent crime.

This year's trip was sponsored by the records management systems company Niche and the U.K.-based Police Pass, with repeat attendees including Aida Coates, NYPD; Detective Gail Chambers, Calgary Police Department; Govinda Ghoman, retired MPS detective; John Bradfield, a serving Inspector from West Yorkshire; Colin and Anna Baker from the Midlands; and Lee Warwick from the MPS. Three were first-time marathoners: Laura Sutton, Emilie Bunkall and Stuart Charlesworth. It was especially meaningful for Stuart as he was the first supervisor on the scene when Nicola and Fiona were shot.

### Hitting the City

The first big event of the experience was a visit to the NYPD headquarters of the Detective Endowment Association (DEA), organised by Aida. She has raised over US\$1,200 for the NYPD DEA in marathons. The DEA offers support similar to the PC Nicola Hughes Fund, supporting families of officers who have been lost on duty. Bryn presented the cheque from Aida's fundraising to Paul Digiacommo, President of the DEA and head of the NYPD Orphans Fund.

In recognition of the significant work Bryn has done for the charity and to support those in policing, all past and current running members decided to make a special presentation to him on Saturday, the day before the marathon. In addition to a framed badge display of all the various forces and agencies that have participated in the fundraising efforts, he was presented with a jigsaw photo of Nicola made up of tiny images of all the runners over the last 10 years.

Lee Warwick of the MPS made the presentation. It was very emotional, with everyone understandably shedding tears and truly feeling the moment with Bryn. A few team members visited the 9/11 museum and site, adding to the emotion.

Gail Chambers and Stuart Charlesworth make their way across the bridge.



Emilie Bunkhall and Stuart Charlesworth proudly display their medals.



Race participants (front row) Anna Baker, Alan Oliver, Emilie Bunkall, Govinda Ghoman, Gail Chambers, Laura Sutton, Julia Finch and (standing) Kate MacKinnon, Lee Warwick, Leanne Roberts, Ronnie Egan, Louise Mandefield and Andy Mandefield are ready for the race to begin.

Julia Finch was one of the 33 runners from the U.K. participating in the New York Marathon as part of a fund-raising effort in memory of Nicola Hughes and Fiona Bone, who lost their lives in the line of duty.



## Race Day

The excitement, fear and overall mixed emotion of Race Day arrived for the team, which also happened to be the hottest weather for the marathon for over 50 years (24 degrees Celsius with 90% humidity).

Our 33 runners started in four different waves, placed as to their predicted finish times, and each wave went off to a very loud cannon and rendition of the American National Anthem. The route is one of the more challenging marathon courses with many hills, especially across the five bridges. However, the whole atmosphere, build-up and crowd support were amazing, even overwhelming at points. It was such a party atmosphere, with dancing and music the entire way. This certainly helped in what became challenging conditions with the heat and humidity.

Each of us had our own experiences during the 26.2-mile route, and we all found it tougher going in the unexpected warm weather and exceptional humidity. What kept us going was the reason we were all there: to support this great charity. It didn't matter how long it took us; it was about finishing and getting that special medal!

Later, we made it back to NYPD runners' social meeting for food and drink, catching up on our individual experiences. The last few days in NYC were time to chill and catch up on some city sightseeing (and adding more steps to our watches!) as well as showing off our medals.

This was the trip of a lifetime. It was an honour and privilege to spend time in an amazing city with a great group of like-minded people who were all there for the same reason. The bonds that were formed will never be broken. All to decide now is where is the next marathon to be?!

The fundraising will continue, and donations are always welcome. Visit <https://pcnicolahughes.enthuse.com/> and if you would like to get involved in future challenges or events contact Bryn at [info@pcnicolasfund.co.uk](mailto:info@pcnicolasfund.co.uk) 🇬🇧



Leanne Roberts is all smiles as she runs, even though runners were enduring the hottest weather that the New York Marathon had seen in more than 50 years.



The participants proudly display their hard-earned medals.

# Female Officers Deserve Better Family Support

**Women shouldn't have to choose between being a mother and their career, and new guidelines look at how to make lasting change.**

By Detective Sergeant Keri Alldritt RM BSc (Hons), Greater Manchester Police

**A**S POLICING IN ENGLAND AND Wales has been undergoing the Police Uplift Program, the number of recruits has increased. Data shows 35.5% of recruits are female, and that number is expected to rise. With more females entering the police service, there should be a focus on improving the system in place to support them if they choose to have a family.

Research by Professor Sarah Charman has examined why people leave the police service; nearly half the sample within her research cited caring responsibilities juggled with work as a factor in resigning. Kendall Wright recently wrote an article for *Policing Insight* titled, "Mothers and maternity leave: Are police forces past their due date?" based on research by the Open University. The article will be published in early 2023. NPCC DEI strategy (NPCC, 2018) specifically sets out a retention toolkit emphasising eliminating discrimination against any protected characteristics, including pregnancy and maternity.

Sadly, there are still numerous real-life examples where female staff and officers could have been treated much better. This is where the family support guidance aims to help create consistency and safe spaces to ask and education for all our police family.

## NPCC provides guidance

The NPCC has a National Family Support working group, focusing on maternity, which I am part of. It consists of staff from all ranks and forces and together we have written the guidance document for family support. Its chapters include:

- Fertility
- Baby Loss & Miscarriage
- Pregnancy, Parental Leave & Family Support
- Perinatal Mental Health.

We believe this will help forces and supervisors support staff who are already on their journey to start a family. The guidance is for all, but female officers and staff may hugely benefit from this. Research has suggested that females are more likely to leave the police service after maternity leave. Therefore, this work will help retain our female officers and, more importantly, having conversations and keeping in contact with staff ensures that women feel valued.

## Additional Support

The national guidance has been sent to all Chief Officers to embed within their existing policies. To offer practice and peer support to complement the guidance, I have founded the support group Blue Bumps & Babies. The goal is to start conversations around pregnancy and maternity within policing and offer peer support within and across different police forces. Alongside this is Blue Minds, which raises awareness specifically around perinatal mental health.

Both national peer support groups can be found on Facebook and Twitter.



National Police Chief's Council (NPCC) Working Group Members receiving a certificate from Chief Constable Michelle Skeer.

# Are You Ready for New Zealand?

**Auckland is ready to welcome the  
2023 International Women Police  
Conference in September.**

By Dorothy McPhail, Co-Coordinator,  
International Scholarship Committee





YOU DON'T WANT TO MISS the 2023 International Women in Policing

Conference (IWPC) in Auckland, New Zealand from 17-21 September 2023.

The IWPC 2023 event is a combined conference between the International Association of Women Police (IAWP) and the Australasian Council of Women and Policing (ACWAP).

IAWP was established in 1915, and this will be its 60th annual IAWP training conference; ACWAP was established in 1997 and this will be its 12th Biannual ACWAP Conference.

This is only the third time a combined conference has been held. The last combined event was hosted by the Queensland Police in 2017 in Cairns and was hugely successful.

### Get Ready for a Kiwi Experience

The New Zealand Police will host the conference in Auckland, which will be uniquely "Kiwi," commencing with a traditional Māori welcome – "Pōwhiri" – and will include both the IAWP and ACWAP Awards dinners and a final celebratory evening showcasing New Zealand food and experiences.

There will also be a celebration of New Zealand women suffragettes becoming the first women in the world to get the right to vote on 19 September – 130 years ago.

This is the first time an IAWP conference has been held in New Zealand and the fourth time it has been held in Australasia. Previous IAWP conferences have included Canberra in 2002, Darwin in 2008 and Cairns in 2017, when more than 1,000 delegates attended the conference.

More than 700 delegates are expected to attend the New Zealand conference, and registrations are filling quickly. "We look forward to welcoming police colleagues from around the world," says IWPC conference director



Wendy Spiller. "We are extremely proud to have been successful in winning the bid to host this event and being afforded this opportunity to showcase New Zealand and policing in New Zealand on an international scale."

ACWAP president Debbie Platz was the conference director for the Cairns conference and is excited to participate in the upcoming conference. "It is a privilege to be part of the 2023 IWPC event, and while these conferences require a significant amount of hard work to organise, I am sure the delegates will benefit significantly from attending the event."

### Education and Entertainment in Store

The confirmed speaker list is unparalleled, with speakers presenting on a variety of topics including:

- Surviving and thriving in policing
- Injury and resilience
- Addressing gendered crime
- Lone actor violence & family harm
- Gender equity
- Trauma recovery
- Enabling change.

Significant keynote speakers from New Zealand, Australia, U.K. and the Pacific Islands will be announced soon.

Events during the week will include the IAWP Awards and the ACWAP Awards, where recipients will be recognised for their work. New Zealand Police officer Sandra Venables was a recipient of the IAWP Coaching and Mentoring award at the 2022 awards in Niagara Falls and says, "The opportunity to attend the Niagara conference and learn and network from police from around the world was invaluable. I urge others to attend the 2023 conference and experience the New Zealand

hospitality as well as getting the chance to meet with other officers from around the world."

The IAWP Parade of Nations will take place along the Auckland waterfront and local New Zealanders will get to enjoy the visual splendour of all the flag bearers and officers in their finest uniforms. More than 40 countries are expected to be represented.

### About Auckland

Auckland is New Zealand's largest city, with a population of 1.7 million people and is the centre of the country's retail and commercial activities. The city is surrounded by 48 volcanoes and picturesque islands. This harbourside location is known as the "City of Sails" because of the many yachts sailing in the harbours and the adjoining Hauraki Gulf. In the west of the city, the Waitakere Ranges rainforest opens to west coast surf beaches and bush walks.

New Zealand offers many other sights to experience, and visitors are encouraged to spend some time before or after the conference exploring and experiencing the beauty, nature, unique hospitality and adventure that is New Zealand.

The event will be at the Cordis Hotel, which is providing competitive room rates for conference delegates. There are a limited number of these rooms available, so register early to secure these rates via the link on our official page: <https://www.iwpc2023.com/> accommodation.

If you have already registered, please refer to the NZ Immigration website to confirm whether you require a visa to enter New Zealand. You must apply early for a visa to ensure that you are able to attend the conference. <https://www.immigration.govt.nz/> 🇳🇿

A close-up, high-resolution photograph of a woman's eye. The eye is light-colored, possibly grey or blue, and is looking directly at the camera. The surrounding skin is fair and shows some texture. The lighting is soft, highlighting the eyelashes and the iris.

# THE FUTURE IS FEMALE

**Psychologist Dr. Jody Carrington, fresh from speaking at IAWP's Training Conference, says the emotional makeup of women gives them an advantage in enjoying a long career in policing.**

By Paula Felps

# P

OLICE OFFICERS ARE FACING MORE challenges today than ever before, and Dr. Jody Carrington believes that female police

officers are uniquely equipped to take on those challenges. Carrington, a psychologist and best-selling author, was the keynote speaker at the IAWP 59<sup>th</sup> Annual IAWP Training Conference in Niagara Falls, Canada, in September. An expert in compassion fatigue, trauma and emotional regulation, she served with the Royal Canadian Mounted Police for two years as a civilian member and considers policing "one of the holiest professions."

Being at the conference, she says, was one of the best events of her career: "It is so powerful to be in a room of women who are such heroes and they have no idea just how powerful they were. It was so inspiring and so amazing. I believed everything I said that day, which is that the future is female in this profession. It has to be."

She acknowledges that police departments are often misogynistic, patriarchal, hierarchical organizations with a low tolerance for emotions. "You are expected, at the very least, to have no emotions and, at the best, to harness them and put them in



Dr. Jody Carrington

places that only look like anger and brute force."

But that approach leaves little room for what she says the institution needs right now: empathy, kindness and understanding. When departments begin allowing and encouraging emotional regulation, it will change the dynamic within the department and could change outcomes for officers: "I have never met a police officer or first responder who got into this business with the intent to hurt another," she says. "But I have seen the vast majority come through my practice who have absolutely been obliterated as a result of their career."

## **SOMETHING TO TALK ABOUT**

She notes that the police profession attracts individuals who are loyal, committed and want to help others. And in addition to recognizing those attributes, police leaders should be more transparent about what it truly means to serve people: "What I wish we could do a better job of in policing is talk to those cadets or recruits about just what it means to serve other people. Because you will not be serving nice people. You'll not be called on to serve kind, regulated, intact human beings; you are stepping up to serve those of us in our most vulnerable, raw, worst moments of our lives."

Carrington adds that it takes a special fortitude and perhaps even a higher calling to choose to serve people at their worst and be able to retain faith in humanity.

"I think the rawness of this world is about our ability to walk each other home. I think that is the true calling," she says, adding that police officers are some of the best people on the planet when it comes to walking others home.

"That's because they say, 'I will be there when 99% of other people won't be.' And when we talk about burnout or emotional exhaustion or when we think

about how we lose our compassion for people, it is not that we've lost our ability to be great; it's that we've lost access to it."

While officers enter the profession with passion and enthusiasm, they often get burned out. That's not because they're not "tough enough" or have experienced too much trauma, she says; it's because of isolation.

"We can do hard things," Carrington says, "it's just that we were never meant to do them alone. And there are very few professions on the planet that are more isolating than that

of the culture that has been created in the world of policing."

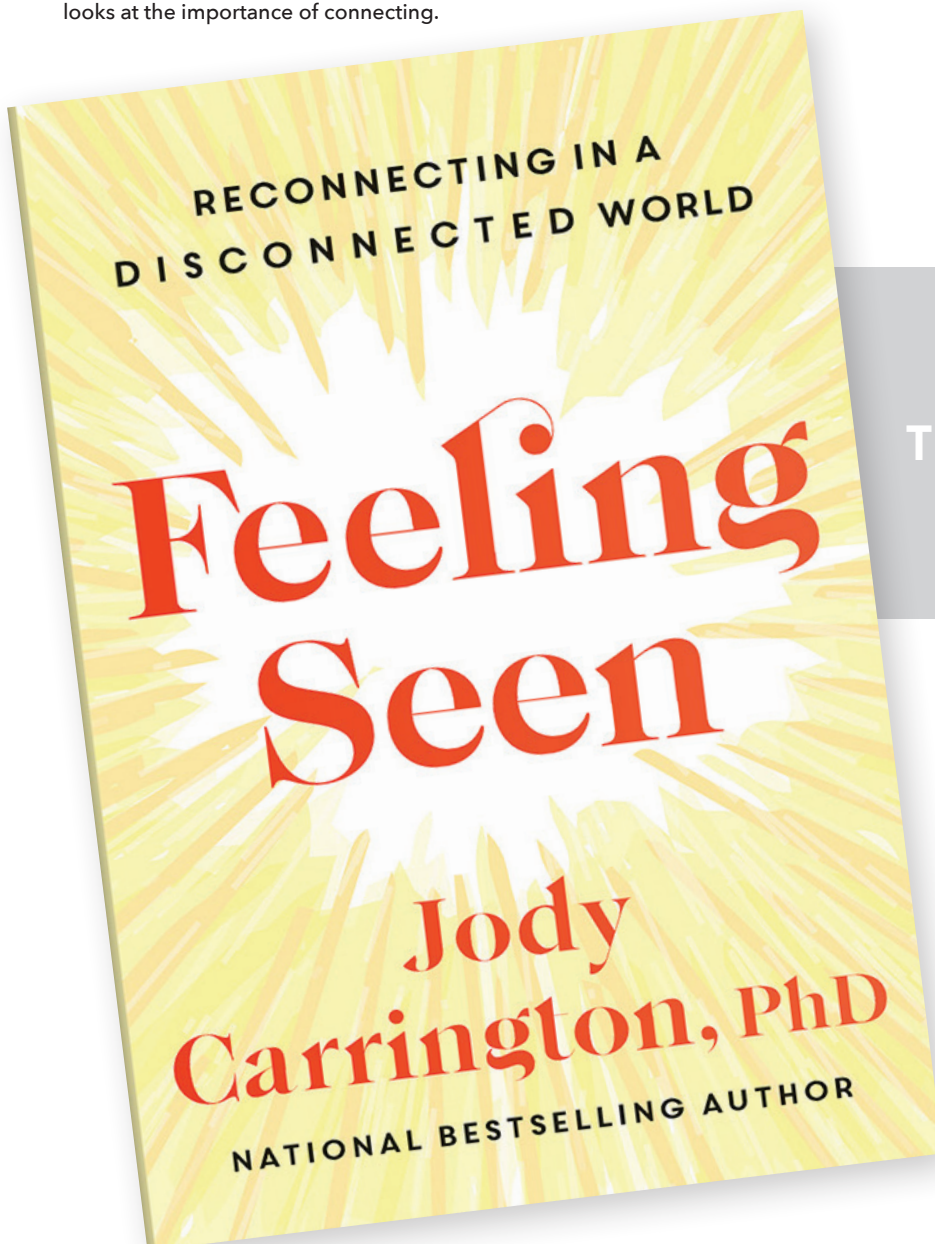
### THE CHALLENGE FOR WOMEN

Women face an even steeper climb than men in the profession because they are expected to check their femininity at the door and adopt a male persona. They're expected to be tough and not shed tears. "But here's the interesting thing," Carrington says. "You have to name it to tame it. We all have the exact same emotions, regardless of [gender]. And women have historically done a better job of managing that."

Women are better at talking about their feelings and emotions – something that helps them process the traumas and challenges inherent within the profession.

"If you have nowhere to put that emotion, it will eat you from the inside out," she says. "See, anxiety or depression will not kill you, but not talking about it might."

Dr. Jody Carrington's new book, "Feeling Seen," looks at the importance of connecting.



**"WE CAN DO HARD THINGS; IT'S JUST THAT WE WERE NEVER MEANT TO DO THEM ALONE."**

Being able to talk about what has happened helps put it in perspective and allows officers to let it go: "That emotion can then fit back into my prefrontal cortex. And it does not keep me up at night to the same degree that if I just say, 'everything's fine.'

"Women come into this process with much more capacity to say, 'I've got to talk about that. That was tough last night.' So the question now is: how do we allow that and encourage that? And even if it's not safe to do that openly, how do we celebrate that in the future of the profession? That, I think is going to be so critically important because that is the only way to navigate big, hard, emotions and messy traumas."



## A MENTAL HEALTH CRISIS

It's imperative that police officers begin learning how to process emotions because, Carrington points out, "police work is not getting any easier." Emotional distress is killing people faster than physical illness, and police officers are going to continue seeing an increase in mental health-related calls.

"If you don't understand how to manage emotion effectively in other people and yourself, this will become a career that will become excruciatingly difficult for you," she says. "And you don't deserve that because it is one of the highest honors."

Practicing empathy and emotional regulation doesn't mean a woman steps down from a challenge or doesn't take charge; it only means she knows how important she is in that situation and she is able to handle it with compassion, kindness and authority. When this understanding occurs in numbers, it will create positive and lasting change.

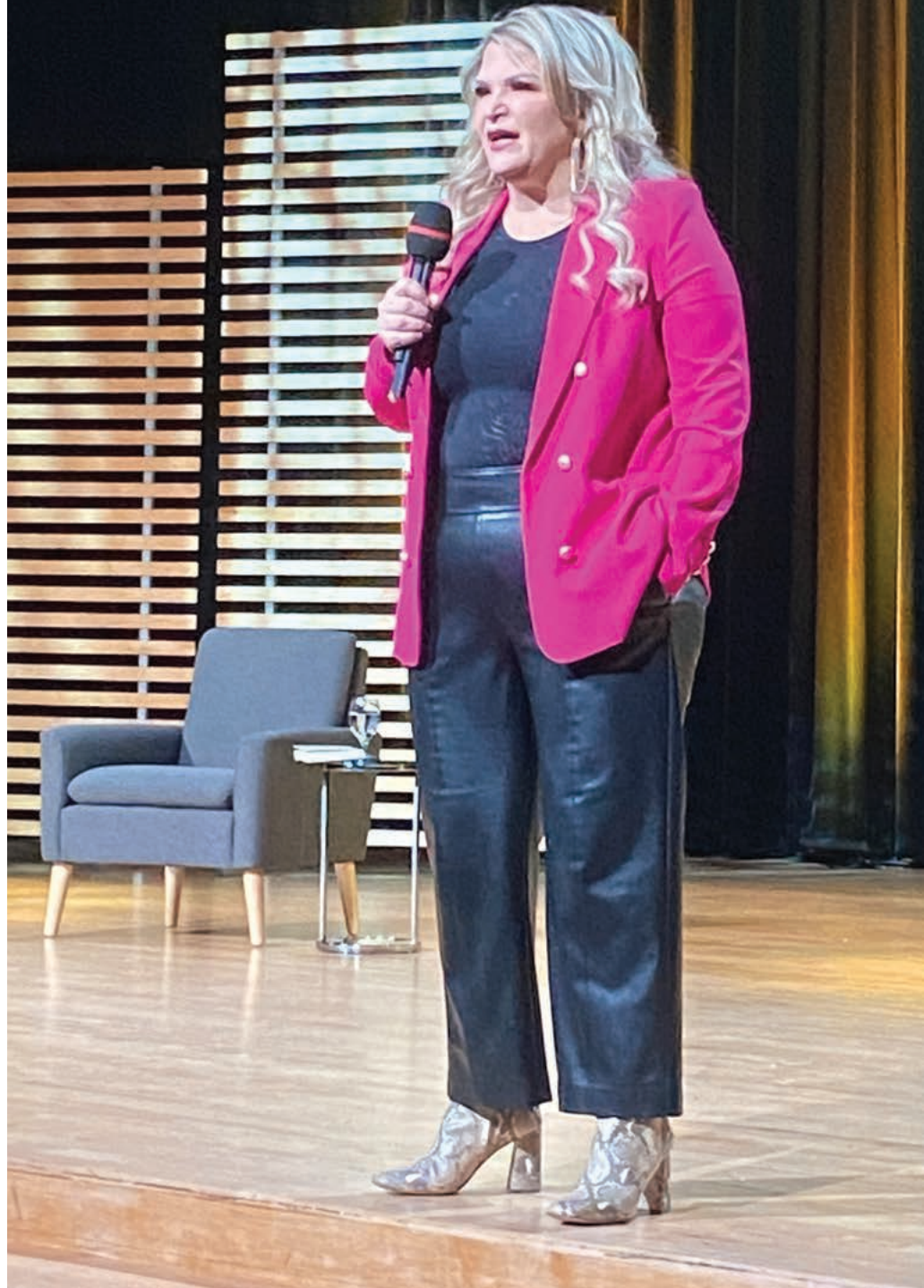
"This is not going to happen overnight, but there is power in numbers," Carrington says. "It is about rewriting the story and the culture."

Women police officers cannot wait for it to start at the top; this isn't the kind of change that will come from senior leadership. Instead, Carrington believes, it will come from people like the IAWP members, who have built connections with colleagues and want to make the environment better for new officers coming in, including looking at how to keep them from burning out.

"I believe that there's so much to creating teams who can support each other in even the worst, worst, worst strings of events: the holidays, six suicides in a row, a mass shooting, whatever it is," she says. "Can we navigate that together? Because we weren't meant to do any of it alone. I think it really is so dependent on that kind of culture."

She encourages women police officers to make small changes where they can and urged, most importantly, to continue building relationships

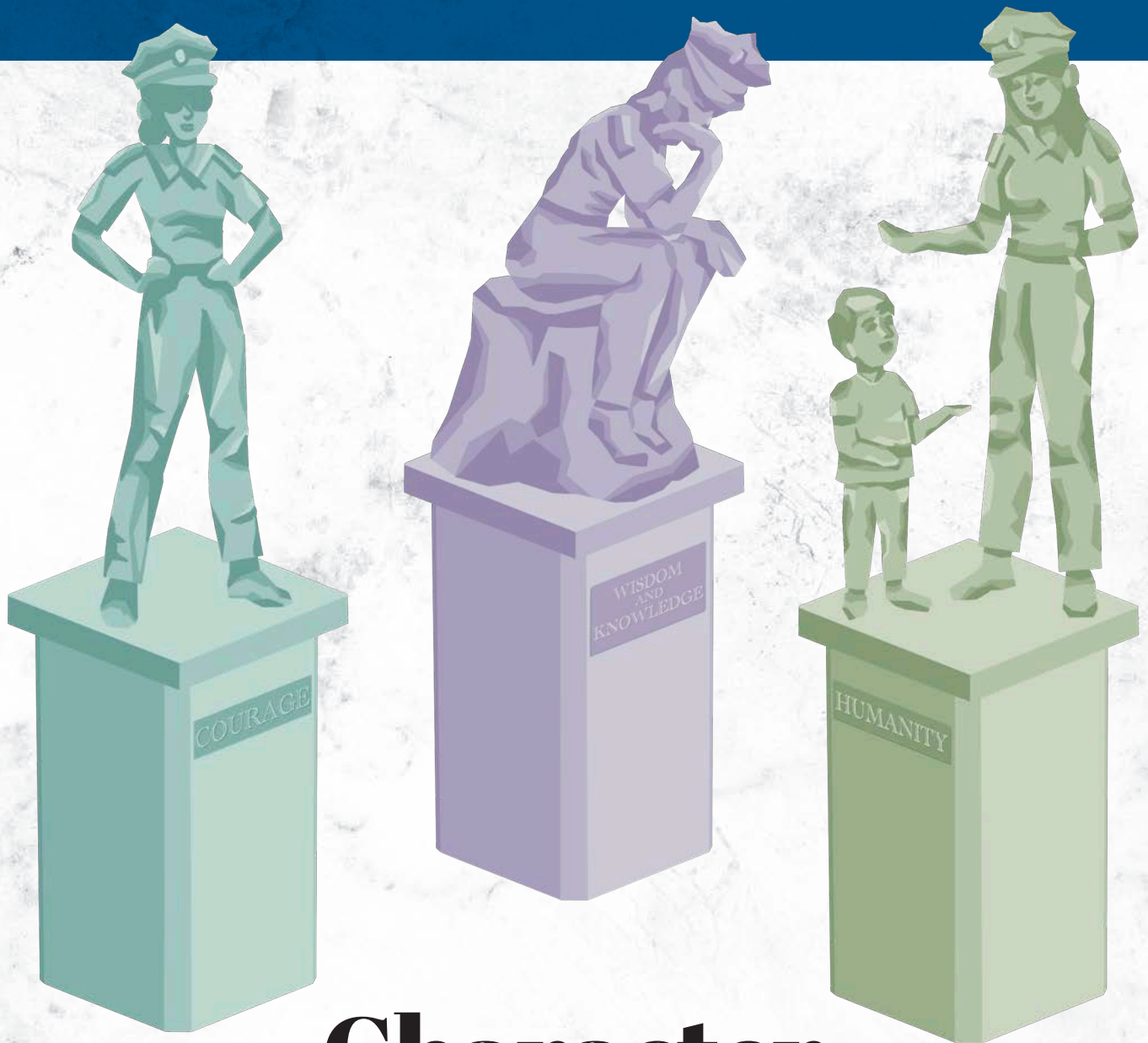
Dr. Jody Carrington was the keynote speaker at the IAWP Training Conference in Niagara Falls.



and lifelines with colleagues, both within their departments and around the globe.

"If we continue to do things the way they've always been done, people are going to keep dying," she says. "So we

might not always get it right, but we have to build more opportunities for women to band together, like I saw at IAWP. I just think this organization is one of the most beautiful things that I've ever been a part of." ❖



# Character Counts in Well-being and Leadership

**Police well-being and willingness to lead are associated with specific character strengths.**

By Irene Barath, MSc H.R.M., Leadership Development Unit, Team Leader, Ontario Police College (retired) and Gerard Seijts, Ian O. Ihnatowycz Chair in Leadership, Ivey Business School, University of Western Ontario

**“In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they don’t have the first, the other two will kill you.”**

**Warren Buffett**

**T**HE ONTARIO POLICE College (OPC) in Aylmer, Ontario, Canada, undertook a unique partnership with the Ian O. Ihnatowycz Institute for Leadership at the Ivey Business School, University of Western Ontario, London, Ontario, to examine the importance of character strengths on well-being and leadership behaviours. The Ontario Police College is a provincial police training facility where in addition to educating as many as 5,000 senior police officers a year, recruits from every police organization are required to participate in a 15-week program of physical skills training, academic legislation and interpersonal skills education. When new officers, selected and hired by their organizations, meet standards and graduate from OPC, they return to their organizations to engage in in-service training with a coach officer before being certified as independently operational.

The Ian O. Ihnatowycz Institute for Leadership is at the forefront of knowledge creation in the area of leader character. The research is integrated into Ivey’s degree and executive education programs so students can assess and increase their leadership capacities and exercise character-based leadership. Through a wide range of outreach activities, the Institute exposes individuals, professionals and leaders in the public, private and not-for-profit sectors to the work to enhance their effectiveness and weave leader character development into their personal practice and their organizations.

Aspiring to have a profound impact on individuals, organizations and societies through the creation and application of new knowledge on leader character the aim is to:

- Be recognized by researchers and practitioners as a globally leading institute for research, teaching and outreach regarding the awareness,

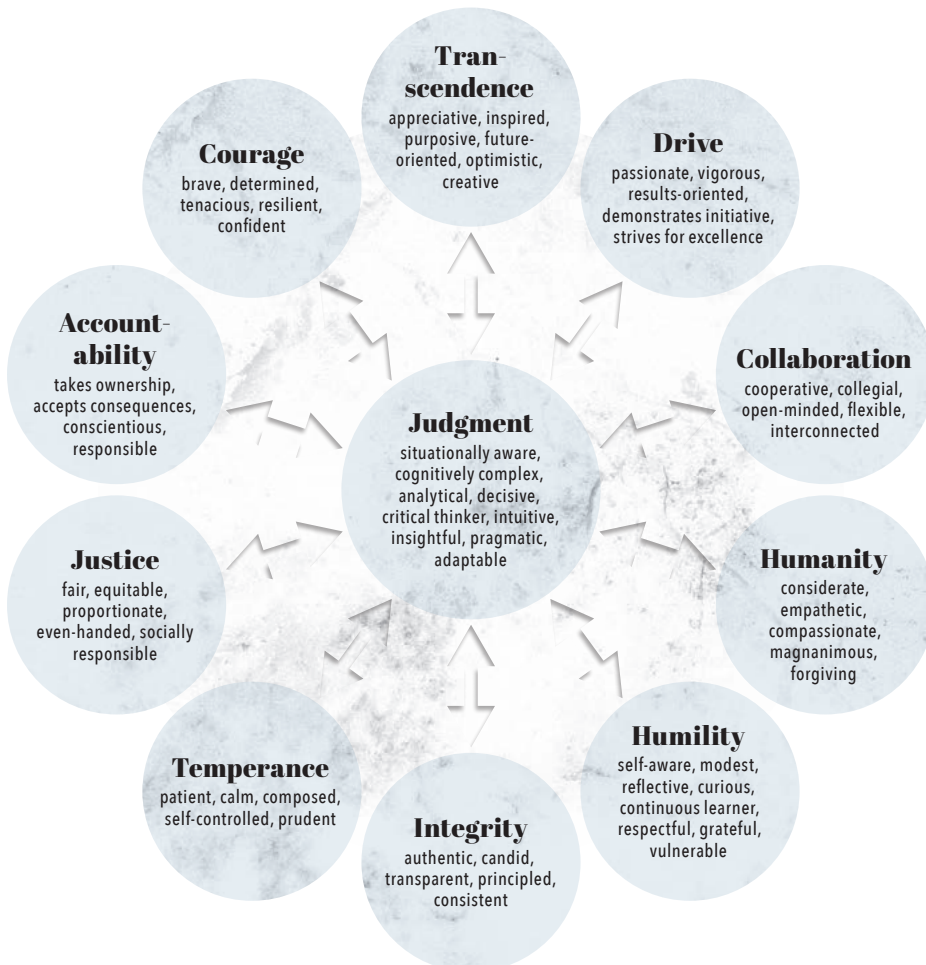


assessment and development of leader character

- Elevate the importance of character alongside competence in the practice of leadership
- Develop global citizens who have strength of character, strive to make a difference, and contribute to the flourishing of teams, organizations, communities, and societies.

### Understanding the Framework

Scholars associated with the institute developed and validated the leader character framework shown in the illustration below. The framework is based on engaged scholarship; that is, researchers were guided by both prior research on virtues and character strengths as well as collaborations with leaders from the public, private and not-for-profit sectors. The framework outlines 11 character dimensions (or virtues): accountability, collaboration, courage, drive, humanity, humility, integrity, judgment, justice, temperance, and transcendence.



courage, drive, humanity, humility, integrity, judgment, justice, temperance and transcendence. These are widely considered by academics and leaders to be exemplars of virtuous leadership. Researchers have used the framework in various settings, including business and corporate governance, government, political science, education, sports and the military, which speaks to its wide applicability.

OPC’s vision is to be the police training provider of choice. Its values are knowledge, integrity and courage, and the mission is defined as advancing “the safety of Ontario’s diverse communities by setting evidence-based standards for police training, education and assessment of learning.”

As an organization focused on fulfilling this mission and upholding our values, undertaking this research was a natural extension of that purpose. The purpose of this research project was to gather evidence about whether it is beneficial to consider elevating education on character strengths to the same priority as competencies and commitment in the professional practice of policing.

This innovative study occurred during four recruit intakes – September 2020, and January, May and September 2021 – where 1,648 recruits were at OPC for training. Of those possible participants, 409 sets of data were suitable for analysis, meaning they fully completed the surveys. The average age of the participants was 28.69 years; 266 self-identified as males and 143 self-identified as female.

Each data set collected measured aspects of character, personality traits, motivation to lead, engagement in the classroom, subjective well-being and coping responses to challenging personal and professional situations. Controlling for personality as being distinct from character, gender and finally for psychological capital such as hope, optimism and efficacy, outcomes reveal character as an independent variable that explains beneficial outcomes for motivation to lead, subjective well-being, engagement to learn and positive coping strategies.

## Incorporating Character Strengths

For 2018 and 2019, the Ontario Major Case Management (OMCM) program incorporated training on character strengths as a leadership component. The classroom engagements were challenging; experienced police investigators, some of whom held formal leadership positions, were, for the first time, asked to consider the character strengths they value in their leaders as well as the character strengths they possess. The rationale for introducing character strength-based leadership training comes from the field of positive psychology and, in particular, the benefits of creating a psychologically safe workplace. OMCM investigators handle only the most serious offences and work as members of high-performance integrated teams. Understanding and utilizing their character strengths at the appropriate time is considered one process for supporting leadership development for officers in significant roles.

Initially, the training used the research of positive psychology leaders Chris Peterson and Martin Seligman. Their work identified six virtues and 24 character strengths. The virtues are

- Wisdom and knowledge
- Courage
- Humanity
- Justice
- Temperance
- Transcendence

Within the six virtues, the 24 character strengths are creativity, curiosity, judgment, love of learning, perspective, bravery, perseverance, honesty, zest, love, kindness, social intelligence, teamwork, fairness, leadership, forgiveness, humility, prudence, self-regulation, gratitude, hope, humour, spirituality, appreciation of beauty and excellence.

During training sessions on character strengths development, the experienced officers identified the character attributes they wanted to see in their leaders from their perspectives as followers. Some attributes they identified were honesty, integrity, consistency, patience, knowledge and dedication. Course

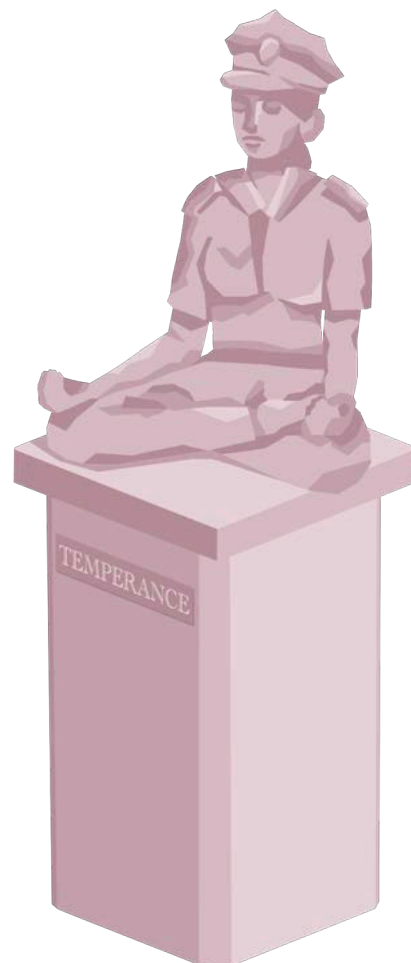
participants were provided with a list of character strengths and asked to identify what they thought were their character strengths. Then, these were compared to their actual character strengths based on the VIA Character Strengths Self-Assessment ([viacharacter.org](http://viacharacter.org)).

Finally, the participants were asked to identify their top five character strengths and explain how they can use each strength to benefit themselves and others.

The interactions and insights gained during these classroom sessions created the curiosity to pursue independent innovative research into the applications for character strength education and development, specifically within the context of policing. Research conducted by professors Mary Crossan, Gerard Seijts, Jeffrey Gandz and their post-doctoral research students at the Ivey Business School led to developing their Leader Character Framework. Their groundbreaking work at a Canadian university with an international reach made the collaboration opportunity with Professor Seijts a natural next step for the law enforcement community.

Professor Crossan has defined character as a habit of being, or a set of observable and measurable behaviors anchored in virtues, personality traits and values that facilitate human excellence and produce personal and social betterment. In a 2015 research article titled "Character matters: Character dimensions' impact on leader performance and outcomes," Seijts and his colleagues provided some initial insights into what might be possible if character is included in law enforcement leadership models. The identified implication for incorporating character strengths education were:

- Senior leaders should never assume that leaders, managers and employees in their organizations understand the meaning of character and its importance to individual and organizational success.
- The importance of character must be reflected and indeed embedded in organizational systems and processes, including but not limited to recruitment and selection,





performance management, developmental processes, promotion criteria, compensation, disciplinary and termination practices, and so forth.

- Leaders, managers and employees must be able to observe role models of character to whom they can relate.

The idea of bringing these benefits to the law enforcement community was the impetus for this research partnership. Positive outcomes from this research will be the first of many initiatives to support adding character strengths to training along with competencies and commitment.

### The Power of Character Strengths

When character strengths are understood, they can be activated at the right times and in the right amount to the betterment of the organization, the individual and the community. Aristotle referred to this balanced application of character strengths as “the golden mean,” where bravery, for example, in its absence becomes cowardice and, in the extreme, becomes foolhardiness. This research’s findings focus on how the motivation to lead, subjective well-being, level of engagement and coping strategies of the participants related to their character strengths.

From an elevated analysis, the 11 character strengths appeared in order from highest to lowest: integrity, accountability, humility, courage, collaboration, humanity, drive, justice, temperance, judgment and transcendence. Seijts’ reflection on this data was that there was little variance between the character strengths, and temperance was not the least frequently occurring, which it is in many organizations. Seijts and his colleagues defined temperance as being patient, calm, composed, self-controlled and prudent.

The significance of temperance actions to the effective delivery of police services in many challenging situations could be the reason for its positioning in the results.

The findings also reveal character, as reflected in the 11 identified, are positively related to the motivation to lead, subjective well-being, increased

engagement in the classroom and positive coping strategies. Individuals with a high motivation to lead are more inclined to take on additional responsibilities and accountability, including leadership development.

When subjective well-being is high, people not only have emotional well-being but also operationalize it through positive functioning. The significance of character strengths in relation to willingness to engage and effective coping strategies are related to both the motivation to lead and subjective well-being. Three coping strategies – avoidance, problem reappraisal and active problem-solving – were all considered. There is a positive effect for active problem-solving and problem reappraisal as well as a negative effect for avoidance. These findings suggest it is an efficient and effective use of educational resources to continue building, utilizing and operationalizing the significant benefits of character-based training.

Police organizations hire for competencies, commitment and character. Throughout an officer’s career, as they take on leadership roles at all levels (both formal and informal), and training and education related to the development of core operational competencies continue. Commitment to the organization is continually measured by an officer’s willingness to take on leadership roles requiring increasing responsibility and accountability.

What about character strengths? This research suggests character matters to the success of individuals during their law enforcement careers. Intuitively this has been part of operational functionality for law enforcement organizations since the inception of modern-day policing. Like the Ontario Police College, law enforcement organizations have values statements. Many of the identified character strengths are listed in those values statements, so working to make those values real for the organizations and the people that serve in them is a lifelong valuable process. This research serves as a starting point to identify why and how it can be enhanced and supported. 🚔

# 2023 IAWP Annual Award Recognition

**A** HIGHLIGHT OF ANY IAWP CONFERENCE is the presentation of the IAWP awards and the 2023 IAWP Recognition Program nominations opened 1 January 2023. Categories are:

- Officer of the year
- Civilian of the year
- Bravery
- Leadership
- Community service
- Excellence in performance
- Mentoring and coaching
- Male award in support of the UN 'HeForShe' campaign
- Prevention and detection of violence against women

More information about this programme can be viewed at <https://iawp.wildapricot.org/annual-recognition-program>



## Applications Being Accepted for 2023 IAWP International Scholarship

**E**ACH YEAR ONE PERSON IS CHOSEN AS the IAWP International Scholarship with all expenses paid by IAWP for the recipient to attend the IAWP conference. This scholarship is open to any sworn female police officer from any country including North America, who has not attended an IAWP conference previously. Applications opened 1 January 2023 and more information about this scholarship can be viewed at <https://iawp.wildapricot.org/international-recognition-scholarship>

# Heritage Award Nominations Sought

**T**HE HERITAGE AWARD IS A UNIQUE honor bestowed by the International Association of Women Police (IAWP) upon an individual member to recognize substantial and significant contributions to women police and the IAWP over a period of years and especially during milestones of the organization. The honor is meant to ensure the recording, recognition, and appreciation for outstanding and dedicated service to IAWP.

Heritage Award recipients represent the legacy of the IAWP. They are the historical memory of an organization that continues to grow. By virtue of participating in its history and having a resolve that the organization evolve, these leaders confront core goals and serve as tangible evidence to the rest of us of the honor it is to serve the IAWP.

### Objectives

- To recognize an individual's substantial and significant contributions to women police and the International Association of Women Police.
- To ensure the recording and recognition of, and appreciation for, outstanding and dedicated service to IAWP over a period of years and especially during milestones of the organization.

### Selection

The Board of Trustees serves as the committee to evaluate and recommend a candidate for this award. This recommendation is then presented to the Board of Directors for approval. There is no requirement that there be a Heritage Award recipient

annually. Candidates must have been a member of IAWP during the time of the contribution and the period being cited. Candidates must have fulfilled at least one of the organization's objectives.

Nominations opened January 1 and close at midnight EST on March 31.

At a minimum, the nomination documentation must include:

- Detailed narrative writing describing member's history, achievements, and contributions to the IAWP.
- Short biography of honoree.
- Supporting documentation, letters, and similar additional material available.

The chair of the Board of Trustees accepts the nomination for review by the Board of Trustees.



## International Women in Policing Conference

*Auckland, New Zealand*  
17-21 September 2023



Tāmaki Makaurau Auckland is a place like no other – where you can experience the natural beauty of harbours, ancient volcanic cones, islands, beaches and forested hills alongside a thriving arts and culinary scene, and a unique living Māori culture.

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