

# WomenPolice



## TRANSFORMING LIVES

In Ghana, education helps women overcome a bleak history to welcome a much brighter future.

## The Real-World Consequences of Online Harassment

Police struggle to keep up with the rapid evolution of cyber crime.

### PLUS

- ▶ A woman's role in Pakistan's peace and security
- ▶ One officer's experience with sexual harassment





Margaret Shorter is the IAWP President.  
Photo Courtesy of Margaret Shorter

## LETTER FROM THE PRESIDENT

# Looking Forward to a Fresh Start

**H**appy New Year, everyone! I like to think of entering a new year as a fresh start: looking forward once again to exploring new perspectives, new opportunities, new challenges, new learning and new friendships. I am also reminded that is a time for renewed gratitude for those precious things that we bring to the new year with us: good health, friends and family and purpose to our lives.

In practical terms, the new year is a time to reassess the challenges IAWP faces as an international organization. As a nonprofit, we rely on membership, grants, donors and a dedicated, cause-driven team to sustain us. It is difficult to secure these resources in many local areas; it is even more difficult when we are reaching out across time zones, locations and cultures to work with a worldwide community!

The Forbes Nonprofit Council ([www.forbes.com](http://www.forbes.com)) recently identified five key challenges faced by today's international nonprofits and suggested some best practices. For IAWP:

1. How do we address the difficulties in managing remote teams in different cultures and environments?  
*Idea:* Set up strong, real-time, cloud-based applications (such as Google Sheets) for quick access across time zones set up weekly meetings at a time that works for everyone (and alternate if not), and be cognizant of local cultural behaviours when traveling and visiting.
2. How do we find donors who share our goals and passion?  
*Idea:* Social media has helped other nonprofits, as has focusing on SEO rankings to improve our position in various countries. (Rankings in SEO refer to a website's position in the search engine results page).
3. When working globally, how do we accommodate challenging communication and cultural norms?  
*Idea:* A well-defined communication plan that establishes regular meetings across time zones is essential. It is also crucial to find trustworthy local representatives and partners who can guide our initiatives in a culturally appropriate way that also resonates with the communities and stakeholders we are serving.
4. How do we establish a universal language for the organization, a standard value system where people of different ethnicities, cultures and backgrounds can understand each other?  
*Idea:* While English is the first language of IAWP, and our formal guiding values seem universal, growing the diversity of our membership and Boards of Directors (IAWP and IAWP Foundation) is key to creating understanding. We must encourage members from around the world to work with their Regional Coordinators and other representatives, and to participate in IAWP/F project opportunities.
5. How do we stay abreast of geopolitical shifts and also flexible enough to change our direction or adjust our strategic plans accordingly?  
*Idea:* Be keenly observant of global compliance and changes in the regions. New rules and regulations can impact our international initiatives and our members' abilities to meet goals in their areas of the world. This can be both negative and positive. When a government shows signs of emerging gender equity, developing associations and reaching out for information and best practices, we must recognize and support them.

As always, communication is key — both human and technological. Questions 1 and 2 above identify challenges of distance and connectivity with suggested technology-based solutions. In this issue of *WomenPolice*, you will see timely articles addressing technological challenges and advancements in the coming year. I urge you to face whatever technological challenges you have by any means you have. As a wise person in daunting circumstances once said, "Eat the elephant one mouthful at a time."

Learn from each other, teach each other and we will take this fresh start and grow IAWP together!

# WomenPolice

The official publication of the International Association of Women Police



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Online harassment can quickly turn to real-world violence. Police need new skills, the latest technology and collaboration across borders to fight this worldwide problem.

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**Correction:** In the last issue we made an error in the article "Together We Stand" on pg. 4. We identified Denise Watson as the President of MAWLE, but the president is Diedre Noyes.

**On the Cover:** This issue's cover comes from our own Region 18 Coordinator, ACP Patience Quay. Pictured from left to right are Insp. Joyce Ansah, Assistant Commissioner of Police Debora Addison Campbell, ACP Patience Quay, Assistant Commissioner of Police Beatrice Z. Vib-Sanziri and PW/Sergeant Fatimatu Abdulai. These police women have been transformed through education and now serve other women, seeking to move their gender towards a brighter future in Ghana. See page 10.

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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Myra James is the WomenPolice magazine editor and IAWP Affiliate Liaison. Photo courtesy of Myra James

## NOTE FROM THE EDITOR

# Celebrating New Seasons and Old Friends

For some of our members, spring is just around the corner, when the sun shines, flowers start to blossom and temperatures increase. On the other side of the globe, some will be enjoying the transition to fall and relief from the hot summer temperatures. No matter where you call home or what season it is, I hope you take the time to enjoy the outdoors in some capacity. Exposure to nature, going for walks, jogging, cycling and maintaining a balanced quality of life is more important than ever. As I move very close to retirement this summer, I am immensely aware of the value of my fitness, nutrition and the importance of managing all the activities I will soon have time for.

Recently, a dear friend of more than 20 years, Staff Sergeant Cori Slaughter from the Ottawa Police Service (OPS) in Ontario, Canada retired, and she is an ideal example of a woman who is incredibly fit, values the opportunity to mentor others in personal security and continues to inspire others locally, nationally and internationally. I've had the pleasure of meeting her family who supported her throughout her career, and they surprised her during the briefing on her last day with the OPS. Congratulations, my friend! I'm pleased that Cori has agreed to continue on our WomenPolice Editorial Team. Recognizing the successes of others is one of my priorities, hence I'm pleased to share that our IAWP Region 18 Coordinator, Patience Quaye, was recently promoted to Assistant Commissioner of Ghana Police.

Finally, I had the pleasure of attending the Atlantic Women In Law Enforcement annual training conference in Cape Breton, Nova Scotia in November. They celebrated their 25th anniversary and had a record number of delegates from across Canada. Congratulations to our sisters in law from Atlantic Canada.

Please register for the annual training conference in Calgary early to take advantage of the early-bird rate. Be Safe!



A mentor and friend, Staff Sergeant Cori Slaughter of the Ottawa Police Service will be missed as she recently celebrated her retirement.

## CHAPLAIN'S CORNER

# One Question That Could Save a Life

By Tamia Dow, Chaplain

We ask the question. We ask it to everyone else. Why are we so uncomfortable asking it to the most important people in our lives: our partners, our loved ones, our friends?

This question could save a life.

We present one face, one facade to the world. The brave, the confident, the well-put-together officer, the leader. We are the people that others call when they have a problem and need help.

So who do we call? Who can we confide in? Who can we burden with our concerns/challenges/problems?

Financial problems, addictions, divorce and health challenges are examples of a few concerns that our fellow law enforcement officers have ended their lives over at their own hands.

No one wants to seem like they are weak by reaching out for help. No one wants to feel like they will be judged if they share their state of mind with others.

The worst-case scenario is when an officer actually tells a coworker that they want to kill themselves and are not taken seriously (this has happened in

numerous self-inflicted deaths of officers).

We are our sisters' (and brothers') keepers. We have been placed in the lives of our coworkers for a reason. When we are out on patrol we do our best to watch our partner's back and make sure they are safe and we all get home safe at the end of shift.

Our care and concern for our fellow officers should not end when the shift ends and we take off the uniform.

Check up on your partners. Have real conversations about the challenges they are facing and do not be afraid to ask one of the most important questions you may ever ask:

"Are you thinking about killing yourself?"

In the United States, we lose more officers to suicide (there I said it) than we lose to felonious assaults. I know from talking to officers from around the world that it is also frequent worldwide. Even one is too many.

Please keep an eye on your partner. Pick up the phone and call him or her. Grab a cup of coffee together. Find out how they are doing and provide them resources to get help if necessary.

A few resources available are:



Tamia Dow is the IAWP chaplain. Photo courtesy of Tamia Dow

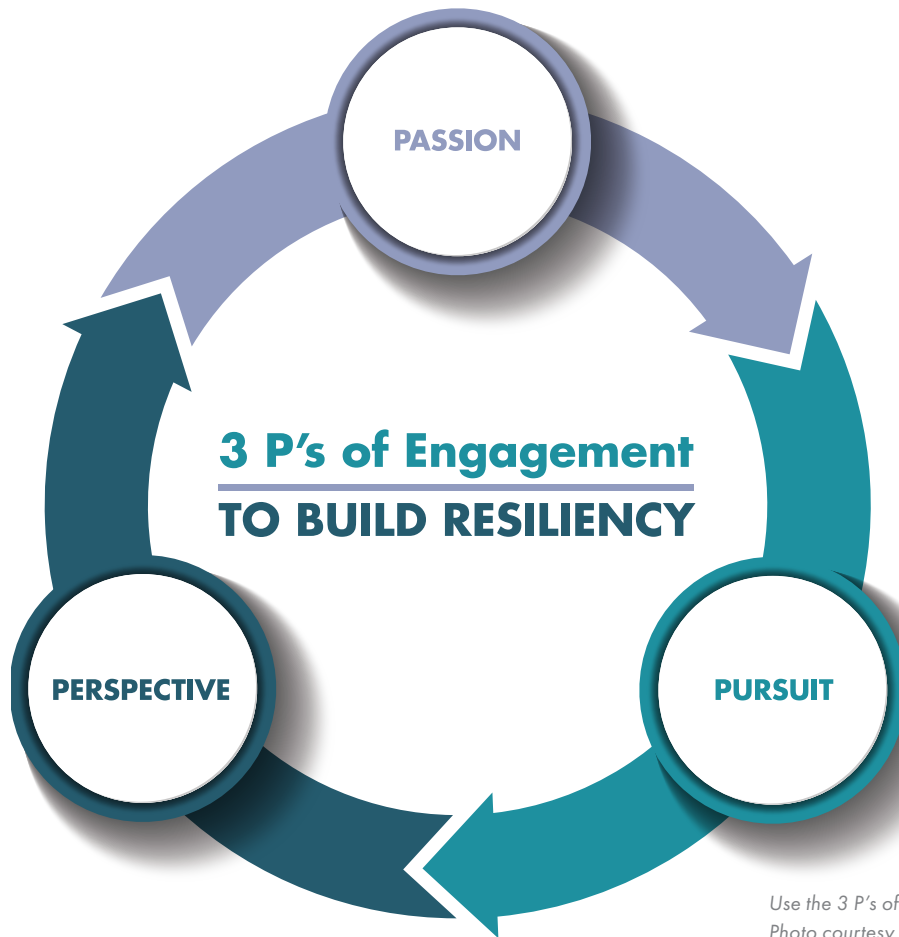
Safe Call — SafeCallNow.org; Badge Of Life — BadgeofLife.com; Blue Help — wearebluehelp.org

I am not asking you to be a psychologist. I am suggesting that you be a friend and help save a life. So often after we hear of an officer's death at their own hands, we start remembering the signs we saw but did not act on.

Let's not lose any more Law Enforcement Officers to suicide in 2018. Please pray for all those who have lost partners and loved ones to suicide.

Blessings for Safety,

Tamia Dow



Use the 3 P's of Engagement to build resiliency. Photo courtesy of Samantha Thomson-Daly

## HEALTHY POLICING

# Passion, Pursuit and Perspective in Policing

By Samantha Thomson-Daly, Founder of Coaching Blue

**W**e get into law enforcement because we have a servant's heart and a can-do attitude. But, without realizing it, our own self-care and self-improvement often take a back seat. Here's why:

We work hard as the police. It's exhausting emotionally, physically and mentally, and the types and volume of everyday calls we handle are draining. Over time, the impact is cumulative and can lead to us disengaging in a number of areas of our life. (To learn more about why we disengage, check out *Emotional Intelligence for Law Enforcement* by Kevin M. Gilmartin, Ph.D.)

So, what does disengagement mean? For me, I withdrew. I shut down emotionally from the people I cared about. I didn't realize this until well into my 20-year career. To cope with the stress of the job, I slowly turned off my emotions, my empathy and those things that help me connect. (Learn more about empathy and connection in *Daring Greatly* by Brené Brown, Ph.D., LSMW.)

The antidote to disengagement is to deliberately refocus on ourselves and build up our resiliency reserve. It starts with our life *outside of work*. It's the

practice of first rejuvenating ourselves, then being present with our family. Then and only then will we have the emotional reserve to focus on our work.

Once we have refocused on building resiliency within ourselves, we must continuously self-assess and re-engage in the way we approach our careers in law enforcement. Engagement is the bridge to mastery and advancement in our careers. If you are ready to reverse your burnout, here are the 3 P's of Engagement. It's a framework I use every day:

1. **Passion:** Find a piece of policing that you would do every day for the rest of your life and learn everything you can about it.
  - Mine is learning how to be the best leader I can through performance coaching.
2. **Pursuit:** Work a little every day to get better. First, apply it to your life outside of work. Second, apply it to an area of your work where you have influence. That means no matter your assignment, find a place to really make it useful.
  - I listen to podcasts. I read two books per month. I use the very best stuff with my team. If it doesn't work, I try something else. And I fail — a

lot. But I keep "showing up." And when it does work, my team gets stuff done and they feel happy to come to work. They feel valued, and purpose drives them. I feel a sense of pride to watch them grow and get to do cool stuff.

3. **Perspective:** Seek out people who have a unique perspective. Listen to them. It's essential for each of us to get out of our own way and learn through the perspective of another.
  - I have friends and family who have different views than me about policing, politics, faith and life. Some days it is really hard not to let my first reaction (a good old-fashioned LVNR) override my filter. But I listen. I've learned more from doing this than anything I've learned from people who already agree with me.

Think of the 3 P's of Engagement as a cycle of steps that feed into one another to continue to build. Using these to build on one another builds resiliency and focus within us. So, find your passion and go after it.

You've already made the decision to serve others. Now it's time to invest in you. Be better every single day. **WP**

The creation of a mentoring and coaching program has allowed Region 13 to strengthen the force from within.

## REGION UPDATE: REGION 13, UNITED KINGDOM

# Growing Our Own

By Annita Clarke MA, Bedfordshire Police, Region 13 Coordinator

With the intention and aim of improving the force from the inside out, utilising the excellent skills and experience of our current

workforce, I, together with a Police Superintendent (recently retired) have created a coaching and mentoring programme that enables the professional needs of the individuals within the force to be matched effectively with those available from officers and staff.

Financial constraints are an unfortunate constant at this time, not just within the UK but globally. However, *necessity is the mother of invention* and as the effects of cuts in public spending become ever more evident, we felt that the answer lies in effectively maximising the potential of our staff in a structured and supervised programme so that they are better prepared and able to deliver a more professional service.

Similarly to many police forces where the development of staff and officers is integral to the progression of the individuals within the organisation, Bedfordshire Police, UK, has made various attempts to introduce and promote a coaching framework, including the development of a Leadership Academy and the internal training of coaches. However, the inconsistencies of these approaches have resulted in them failing to be embedded. Regrettably, this has resulted in a situation where coaching has continued within the force in isolation and without any form of corporate support or supervision. Additionally, there were also accessibility issues regarding staff access to coaching due to the reliance on networking being the precursor to the provision being available.

The objective of this coaching programme development was to develop a force-wide framework for coaching and mentoring that would provide access to developmental support for all staff with the aim of maximising individual potential.

By investing in staff and delivering this work, I saw the achievable key benefits as:

- Better skilled staff
- Improved service delivery
- Enhanced force culture
- More satisfied staff

In order to achieve these key areas, my tasks were:

- Introduce governance and support mechanisms to allow the development of a coaching and mentoring framework.
- Identify coaches and mentors, assess their skills and match them with suitable staff in need of personal development.
- Maintain the quality of the programme by enhancing the skill levels of coaches and mentors.

In order for this programme to be successful, I had to challenge the existing structure, processes, culture and approach to coaching and mentoring. To enable me to do this, I compared the process and performance of Bedfordshire Police against other forces and external organisations where the approach to staff development is considered more effective.

I have a Master's Degree in Coaching and Mentoring, and to ensure the direction I was taking was effective and efficient, I identified and consulted with key stakeholders. A simple Gantt chart was completed to identify the estimated start and end dates of discrete work packages throughout.

The programme development was not without deadline pressures, including senior executive expectations for rollout as well as the day-to-day management of the databases, training and coaching relationships moving forward, but I now have:

- 37 people who have been matched with 37 coaches who have the skills and experience to assist them in their aspirations and development areas (this number is continually growing).
- A training programme that has been provided to all of my coaches and has enhanced their empathy, communication and leadership skills. This programme is written in PowerPoint format so it can be delivered by police trainers without external investment.
- A coaching toolkit provision within our force database, which will serve to enhance the knowledge and application of the skills imparted within the coaching sessions. Incorporated within this toolkit are:
  - o A library of reference material.
  - o Links to learning tests, which are a

great way to discover more about your coachee/mentee's learning style and your own to allow you to adapt your approach to best guide mentees. Once you've discovered your coachee/mentee's learning style, there's advice on how different personality types respond to feedback and how they are motivated to ensure they respond well to your coaching.

- o Coaching questions and terms of reference, which offer a great way for new coaches to prepare themselves and for experienced coaches to refresh their skills and look at new developments in familiar techniques.
- o Signposting support should there be identified issues requiring more informed guidance.
- o Contract agreements and any other paperwork that may be required.

- Monthly supervision provided to all of the coaching teams to ensure that the relationships are working to achieve the original aims of the individual involved.
- A coaching development committee, made up of myself along with coaches and coachees from the programme, that meets bimonthly to continually review progress, identify successes and any pitfalls with a view to learn lessons from both positive and negative experiences and move forward from them.

This has been a journey of discovery both individually and for the force. It is clear that the investment of time and experience provided to a member of staff is repaid tenfold in their dedication, motivation and confidence. Although this has been a demanding venture personally, the individual feedback I have received from both coaches and coachees has been incredible.

Should anyone be interested in developing this type of coaching programme for your force and require details of the Bedfordshire Police model, please get in touch. I would be happy to send details of the programme plan, the coaching contract, the included material within the toolkit, the training PowerPoint and the skills matrix. [WP](#)



The Invictus Games showed Cst. Lindsay Williamson that even through the darkest times, those who have served can unite and inspire each other to even more greatness.  
Photo courtesy of Cst. Lindsey Williamson

## POINT OF VIEW

# Invictus Games 2017: Down but Never Out

By Cst. Lindsay Williamson, H.B.A., M.A.

**A**s a new year begins, so does the time to reflect upon the one that has just passed. With so much turmoil in the world today, it is not often people have the opportunity to step back and celebrate how far they have come. For ill and injured military members, the Invictus Games held this past year in Toronto in Ontario, Canada, provided this very opportunity.

On September 23rd and 24th, I had the honour of volunteering at the Games as a Technical Official for the track and field competition. This role not only saw me ensuring the rules of the competition were adhered to, but also allowed for a front-row view of the benevolence, sportsmanship and determination that was exemplified by athletes from around the world.

Founded by Prince Harry, the Invictus Games began in London in 2014, prior to moving to Orlando, Florida, in 2016 and Toronto for the 2017 edition. Per the Invictus Foundation website, "The Invictus Games use the power of sport to inspire recovery, support rehabilitation and generate a wider understanding and respect for wounded, injured and sick Servicemen and women" ([invictusgamesfoundation.org](http://invictusgamesfoundation.org)). Having the opportunity to experience the games firsthand, this

almost feels like an understatement.

With athletes coming together from the countries of Afghanistan, Australia, Canada, Denmark, Estonia, France, Georgia, Germany, Iraq, Italy, Jordan, New Zealand, Netherlands, Romania, Ukraine, United Kingdom and the United States, it did not appear to matter the flag that was carried as participants came together to support one another as members of the Invictus Family. From picking each other up off the track to helping one another cross the finish line, the examples of sportsmanship and camaraderie were plentiful. Off the track, the personal stories shared were extremely moving. One female athlete commented that the Games helped to give her life a sense of purpose again since finishing her time with the military. In her time of need, she found fulfilment and encouragement through the Invictus movement.

Although this program endeavours to bring together wounded, ill and injured military men and women, after witnessing the powerful positive impact the games had on the lives of the participants as well as their families (who were also invited to cheer on their loved ones), it is my hope that one day we may see something similar

amongst the realm of policing and first responders. The deep sense of respect and camaraderie that was instantly exchanged amongst participants was unlike anything I had witnessed before. Regardless of the language spoken or visibility of injury, there seemed to be a great comfort and understanding amongst the athletes as they bonded through their experiences in the sporting environment.

All in all, this opportunity demonstrated the importance of never giving up. Even when life as you're used to it completely changes, you never know what path it may lead you to or where you may find a regained sense of hope and purpose. As I continue to proudly serve my country, I have now found a new source of inspiration. As police officers, although the potential to make the ultimate sacrifice is real, it is not a reality anyone wishes for. Having experienced the Invictus Games brings me peace in knowing that even through the worst of times you do not have to suffer alone in silence. It is such a relief that a light has been shone on this dark place, and the world has been able to turn tragedy into an opportunity to unite and inspire the recovery of our heroes through sport. **WP**

Sexual harassment has traveled with Andrea Jacobson throughout her entire career.

POINT OF VIEW

# We Have to Go There

By Andrea Jacobson, President, Women Police of Alaska

**A**h, you probably thought this would be a travel log. You might be disappointed. The title means we have to go there...to that topic with which we have been inundated in the U.S. and I'm sure in other countries as well. It's the sexual harassment issue, which by any other name smells the same. You may be sick of hearing daily exposés and nonstop news stories of yet another famous or powerful person who has fallen from grace. We are nearing our maximum level of disgust and disappointment before the topic is relegated to normalcy and is once again swept into the corner to be disregarded. We can't let that happen. We need to pour a fresh batch of sunlight on unacceptable behavior and our tolerance of it.

We all have an understanding of what rape is. It is an act of violence manifested in a sexual act. Sexual harassment grows from the seeds of power, dominance and subjugation. It is about using position and societal pressures to take control of the marrow of those who possess certain body parts by those who don't. Groping, squeezing and rubbing against are some actions involving a physical imposition. There are also the behaviors of exhibitionism (pictorial or the real thing), or forcing the victim to touch body parts they don't want to.

There are verbal insults, lewd suggestions, outright sexual propositions or some combination of these that can be intimidating, demeaning and raunchy. Those are a whole lot of bad behaviors to classify in just two words: sexual harassment.

I have been sexually harassed more times than I care to think about. Only once did I do something about it. That makes me part of the problem. We couldn't talk about something like this back then. I couldn't even identify what it was, and though less egregious than what some women have suffered, it was disturbing all the same. In fact, I'd venture a guess that most women, at some point, have been sexually harassed.

The first time I can recall was when I was 16 years old and got a job working at a fish and chips restaurant. My boss, the restaurant manager, was 19 and already had two kids. Sometimes it was pretty slow and, as a high school student, I tried to squeeze in a little homework when it wasn't busy. My boss had a different idea and said the only book I could read at work was the one he provided — which happened to be *The Joy of Sex*. Did you know there is a whole chapter on horseback riding? But I digress. I just thought he was weird. I didn't come to understand what his behavior really meant until much later.

After I finished college, I moved to Seattle and discovered the only job I could get with a fine arts degree was as a muffler installer. I was provided men's uniforms that made me look like a little kid, which accurately reflected my skill level for working with cars. We all shared the same single-stall bathroom that didn't lock, and the seat was always up. Come on, guys. After a few weeks, I learned the job and was pulling my own weight. Then six months later, they fired me. The reason? The men didn't like working with a woman. I was shocked and hurt. That didn't seem like a reason to fire a person. I needed the money. I was unsure of what to do and looked in the phone book (this was 1980 and computers weren't in anyone's vocabulary). I spoke with a lawyer who guided me to the city's human rights department. The nice folks there pointed out many things I hadn't recognized as discriminatory and also pointed out the sexual harassment. I had felt harassed, but I couldn't articulate it. It had been the "boys being boys," or so I was told. The human rights people explained to me that I didn't have to put up with the obscene rhetoric, jokes, taunting and touching as well as other things I had compartmentalized as the price of having a job. I was offered my job back, which I declined. The shop was ordered to advertise that





*Men in leadership losing their power due to accusations of sexual harassment has opened the door to real change for women in the workforce.*

women and minorities were encouraged to apply. I'm not sure I would have encouraged them to do so at that moment.

In 1981, I moved to a small town in Alaska and applied for a position with the police department. The lieutenant who interviewed me made a point of telling me that the guys in the department were going to hit on me (that is, sexually harass me). I was pretty confused. He made it sound like that was just the way it was going to be, and he didn't intend to do anything about it. In the afternoon of my first day on the job, I walked to the doorway of the squad room which was blocked by my Sergeant. I stepped to the side, thinking he would move, but instead, he reached down and grabbed my crotch. I was stunned. He laughed and walked away. There was no sexual gratification for him in that act. It was purely to show what power he had over me. I was new in town, I needed this job, and it was my first day. If I said anything, I would have been let go. I wondered if this was what the lieutenant meant. I chose to say nothing and keep my job.

I wish I could say that was the only thing that happened during my 21-year career in that department, but it wasn't. There were the cartoons left on my desk, like the one showing a woman's

body naked from the waist down except for high heels and on top of the waist was a pair of breasts. No head, no arms — just a caption that said "the perfect woman." When I went to the academy in another city, one of the instructors was supposed to drive me somewhere, but we ended up on a deserted part of the airport. He asked if I'd rather go to his house because his wife would be gone for awhile. I was naïve to think an academy instructor wouldn't put me in this situation. He had the power to pass or fail me from the academy. I used the old "that time of the month" excuse and was relieved that he actually drove me back without objection. I needed a strategy to get through the rest of the academy, and I found that by seeking out the decent guys and making friends, they could protect me. How odd to be in a profession where I'm supposed to be the protector and yet, I was feeling vulnerable.

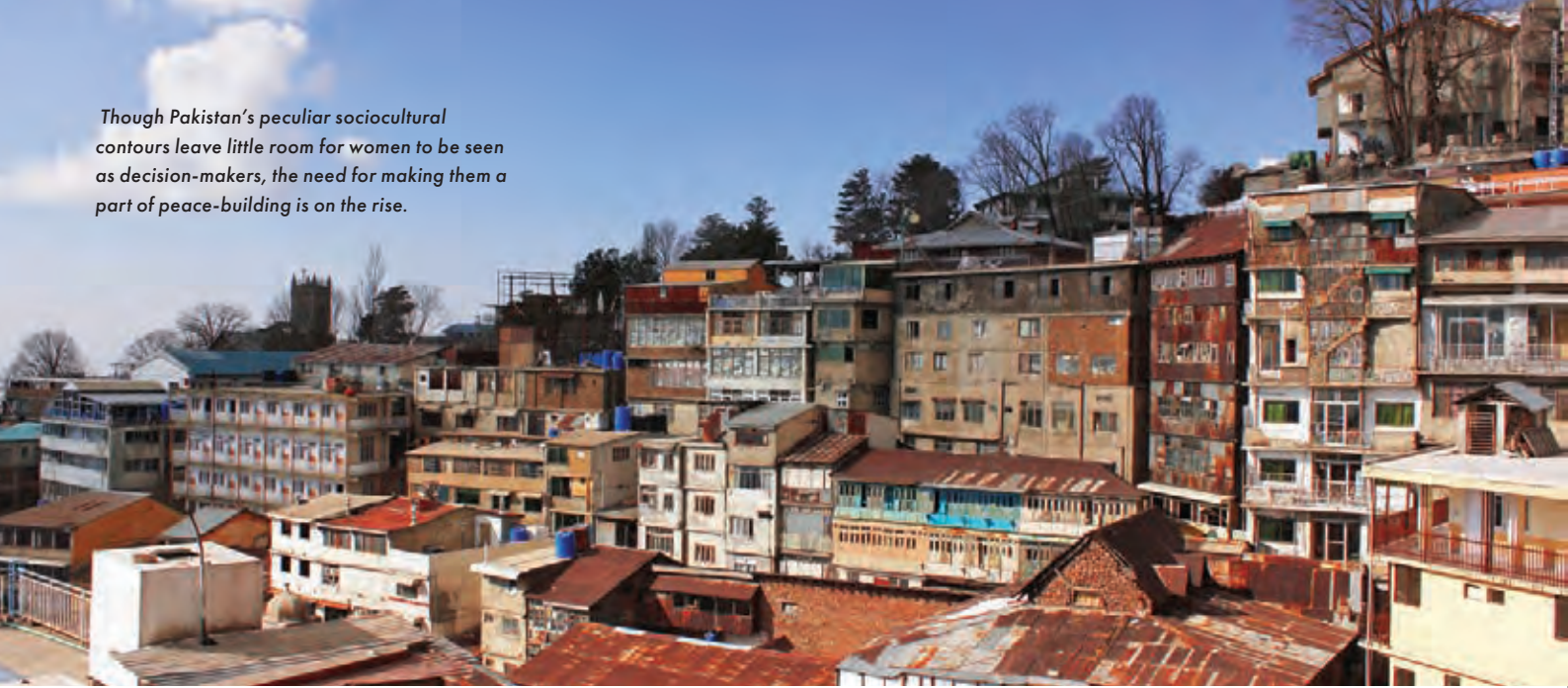
I think things should be different. First, women should not be sexually harassed. But understanding that won't happen any time soon, we have an opportunity now that didn't exist before. The public outcry and powerful men losing their power has opened a door for serious change. Women should not have to do a cost-benefit analysis before calling someone out about sexual harassment. I

don't blame any women for making a choice that is in their best interests. I wonder how I could have changed things if I had been empowered to rebuff those behaviors with no consequences for me. What if people didn't question our motives for reporting such abuse? What would have to change in our society in order for us to feel that we had the force of public wrath behind us when we take our stand?

And as long as I'm just thinking out loud, what if my granddaughters ask me someday what it was like in that historical period of the early 21st century when men disrespected women? To get to that point in our lives, we have to go there. We have to talk about sexual harassment. We have to drag the issues into the light of day. We have to name those actions that are repugnant and name the ones who are acting. We have to speak with one voice that will leave no room for misunderstanding the lines that shouldn't be crossed. We won't accept excuses of relabeling offenses as humor or flirtation. We need to engage the public to hold accountable those who perpetrate sexual harassment. And we can't stop until it stops.

Socrates said, "The secret of change is to focus all of your energy, not on fighting the old, but on building the new." Dignity and respect aren't really new, but I'd love to see them make a comeback. **WP**

Though Pakistan's peculiar sociocultural contours leave little room for women to be seen as decision-makers, the need for making them a part of peace-building is on the rise.



## REGION UPDATE: REGION 22, PAKISTAN

# A Woman's Role in Peace and Security

By Maria Taimur Mahmood, Superintendent of Police, Pakistan

**W**e inhabit a world where war is on the rise, violent extremists terrorise millions and refugee numbers are at an all-time high.

As the modern world grapples with the challenges of the 21st century, including extremism and terrorism, intellectuals and think tanks make efforts to suggest possible solutions. The advent of the 20th century saw us build fireproof cities; in the 21st century, we will probably build terrorism-proof cities.

This may sound far-fetched, however, the way this century is unfolding before us compels us to think along these lines. Every single day brings news of intolerance, violence, conflict and war from all over the globe. Some of these conflicts are resolved while others go on. Either way, damage control becomes inevitable. Areas where peace prevails after conflict need help with sustaining that peace and restructuring their societies; whereas in less fortunate, conflict-ridden areas, help is required to attain peace.

One idea that may be gaining ground, albeit slowly, is the inclusion of women in peace-building as mediators, negotiators and resolvers of conflict. The idea has, unsurprisingly, invited much scepticism and criticism since women themselves have largely been seen only as victims of violence or as passive recipients of support, apart from the deafening silence on their role in patriarchal societies. However, as the idea takes on a more concrete form, it appears to offer related scenarios where women hailing from diverse cultures can assume these positions based largely on instinctive qualities and traits.

It has been evident in many cases that women's in-

volvement in peace processes not only helps to gauge the undercurrents of a conflict, but also enables the community concerned to define achievable targets for peace. Women, by and large, have more ingress into communities, and if provided with an opportunity, have the potential to come up with solutions involving little or no violence. As homemakers and home managers, women are generally more alive to any threats, internal or external, that can cause problems for an otherwise happy, thriving family.

Research has shown that women recognise warning signs of violence long before men. For instance, women in Afghan communities have detected Taliban threats that have been overlooked by local security forces on the basis of attempts made to recruit or radicalise their sons. Also related are the real-life examples of Liberian women who bridged ethnic and religious divides in the last decade by mobilising women in their communities.

In Syria, women took advantage of the fact that they are not seen as threats and are easily welcomed as neutral interlocutors in local-level armed conflicts. Rwanda has seen women healing the scars of genocide, with their commitment to reconstructing society in all possible ways during the last two decades. Similarly, women in the Pakistani police and law-enforcement agencies have exhibited their strength to make search operations more thorough and gender-based crimes more perceptible.

Even though Pakistan's peculiar sociocultural contours leave little room for women to be seen as inclusive members of any decision-making, the need for making them a part of peace-building is

on the rise. As we bear the irredeemable loss of life to terrorism over the last many years, we think more and more about coming up with fresh, more effective strategies to counter terrorism and extremism.

Just as our instinct is to trust women educators and doctors when it comes to our children, why should it not be possible to think of women as peace builders, mediators and negotiators? As among the most vulnerable victims of conflict and patriarchy, would they not be more sensitive to the necessity of building and sustaining peace? Indeed, would they not be crucial to such a process if governments actually decided to give peace a chance?

As our society takes baby steps toward the inclusion of more women in all walks of life, there is still a lot that needs to be done to bring those who are homemakers into the mainstream. Being the building blocks of society in general and of families in particular, women can play an effective role in communities they live in and with regard to communities they are in conflict with. Studies have shown that when women are included in negotiations, the agreement has a greater chance of being sustained for several years.

Hence, concrete efforts have to be made to enable women to make it to policymaking levels and improve their skills as leaders. It is equally important to connect women in parliament to other women in leadership roles including those who are the voiceless representatives of their communities. An all-inclusive approach toward half our population is bound to bear fruit when we involve women in peace and security. **WP**



Isabelle Suave has completed two 250-kilometer desert races, including the one shown here, in the Atacama Desert (Chile).

Photo courtesy of Thiago Diz

## HEALTHY POLICING

# For Those in Uniform, Physical Fitness Is Essential

By Isabelle Sauve, Ontario Provincial Police, Canada

Many individuals who are highly dedicated to a physical training regime are often questioned about their “sanity.” They are quizzed on the rationale behind leaving their comfortable sofas in exchange for demanding physical activity.

However, one thing is certain: Endurance and strength-based sports are on the rise.

Communities of devoted sports enthusiasts are growing throughout the world. For those beset with the travel or adventure bug, a race or a sporting endeavour can be found on any given weekend. There are varying reasons more people are flocking to an active lifestyle. Adopting an active lifestyle is a personal decision driven by one’s own reasons and motivations.

The physical benefits of endurance, strength training and overall physical training are numerous. Leading an active lifestyle has not only been linked to the prevention of health problems and illness but has also been proven to help reverse some existing health issues. The body’s efficiency and organs such as the heart are strengthened.

Leading an active lifestyle may be even more important as we age. A solid training regimen facilitates looking and feeling younger. As we get older, our metabolic processes decrease. This makes gaining weight much easier as our bodies naturally burn fewer calories. However, as a means of counterbalancing, being active burns calories and improves muscle health and efficiency. Lean muscle prompts the body to burn more calories. It is suggested that for every pound of muscle gain, approximately 50 to 70 more calories are burned daily. Burning more

calories helps extinguish body fat.

Physical activity has numerous health benefits including anti-aging functions. Experts suggest it is never too late to benefit from physical activity. Strength gain and health benefits are possible at any age.

The common view that a weight- or strength-training routine will make women look bulky cannot be further from reality. Indeed, researchers have found that women do not gain size from strength training to the same extent as men. A moderate and healthy amount of weight training will not prompt significant muscle growth but instead improves muscle tone, definition and strength. It will most likely have a pleasing aesthetic result. In addition, research has revealed weight training can increase women’s overall strength by 30 to 50 percent.

As we grow older, bone and joint care is particularly important because bone density decreases and the risk of osteoporosis increases. It is estimated that 80 percent of people afflicted with osteoporosis are female. Women have thinner bones, and after menopause, they lose estrogen, which serves as a protective hormone.

Consequently, in our later years, a simple slip or fall can turn into a serious and potentially long-term injury. Training allows the body to release growth hormones into the bloodstream, which support better bone density and reduce the risk of bone fractures or breaks.

Bones are constantly rebuilding. The body is always adding and taking away calcium from the bones. Additionally, endurance training enhances the immune system by creating extra proteins

necessary for the production of white blood cells and antibodies. There is also an anti-inflammatory causal effect that can reduce the risk of arthritis.

Even diabetes can be controlled and prevented through physical training. Sensitivity to the glucose our bodies store is improved with increased muscle mass. Hence an active lifestyle can serve to keep glucose levels better balanced.

The stress hormone cortisol is reduced as a result of physical activity, thereby allowing the body to release stress. Cardiovascular training strengthens the heart and helps to lower LDL (the “bad” cholesterol) while increasing HDL (the “good” cholesterol). The benefits are maximized when strength training is added.

For those working in uniform, physical fitness is essential. The wide gamut of safety- and job-related benefits of physical fitness in law enforcement are well known. However, it is often forgotten that the physical burden of the uniform itself can create issues with back/joint/muscle health. Core and leg strength are important to prevent injury and promote joint support and health.

Training the body to sustain long periods of physical activity allows it to become more efficient and, in time, improves overall energy levels. Adding some degree of strength training to one’s active lifestyle results in the biggest gains. Undeniably, regular physical activity improves quality and longevity of life while reducing disease.

With all the benefits of a physical training routine and an active lifestyle, isn’t it “crazier” to remain sunken into the sofa rather than to challenge the body for better health? **WP**



Police officers like (pictured left to right) Insp. Joyce Ansah, ACP Debora Addison Campbell, ACP Patience Quay, ACP Beatrice Z. Vib-Sanziri and PW/Sergeant Fatimatu Abdulai are working to expand access to educational resources for women.  
Photo courtesy of Patience Quay

**REGION UPDATE: REGION 18, GHANA**

# The Time to Transform Is Now

BY ACP Patience Ashorkor Quaye, Region 18 Coordinator

**O**ur past looks dark, bleak, disappointing and full of regrets. As such, the call to embrace a bright, secure and hopeful future resounds in all human societies across the globe. However, it is not very comforting for those who desire such a positive change to realize how great a gap there is between the bleak past and the better future. All around the world, history records show efforts that have been made to bridge this gap through education, training and development. To make this better, the emergence

of the Technological Age which began from the 20th century has also fast-forwarded the agenda to achieve this goal.

Despite the fact that quality education and technological advancement remain as the most reliable vehicles for bridging this gap, we can boldly say that the 21st century is yet to see all her children securely crossing over to the other side of the divide. Although a lot of efforts have been made by our male counterparts to address this social challenge, we cannot deny the contributions that women have also added over

the years. You may have heard the famous quote from Dr. Kwegyir Aggrey, that “If you educate a man, you simply educate an individual; but if you educate a woman, you educate a nation.”

**Education of Women**

Education can best be understood as the process of facilitating learning. In this process, knowledge, skills, values, beliefs and habits of a group of people are transferred to other people through storytelling, discussion, teaching, training or research, usually under the guidance

“We do err when we forget that the real purpose of education is to enlighten those who are in the dark, those who are confused, and need guidance in many aspects of their lives.”

of an educator or a teacher.

It is believed that education is one of the keys to the economic empowerment of women. However, education must be relevant, quality and holistic to ensure the desired results. Nevertheless, educating a person can be a very difficult task, and it's even more challenging for the woman who is already riddled with many arduous responsibilities in and outside the home. As such, it will be in our best interest to employ a holistic approach to educate women. We lose the beauty of education if we assume that the goal is just to have a certificate and to land a good job to be rich.

Age and maturity tell us that education is not just about the ability to memorize facts and figures to obtain a certificate, but it is rather an enlightening experience which should start from the inside out, or from the home to the highest international platform; for indeed, “charity begins at home.” We do err when we forget that the real purpose of education is to enlighten those who are in the dark, those who are confused, and need guidance in many aspects of their lives. Hence, it is very necessary to know that women should be empowered first from the inside.

We are calling on every leader, every institution and all responsible parents to actively seek and further the education, training and development of all girls and women in our societies as a means to securing a better future for our societies, our countries and the world at large. Pre-eminently, we need to let them know that they are a valuable asset of the society and can do so much to impact a lasting positive change. It is obvious that this approach goes beyond formal schooling. It is good to know that this can also take the form of a community health campaign, where women are instructed on how to manage their homes and the health of their dear families.

However, education of women and girls who have had difficult experiences demands a more charitable approach, coupled with some great amount of patience. One should know that patiently taking a step at a time will gradually boost their confidence in life and grant them the open mind needed to change their perspective of life.

## Transformation Through Education

We should bear in mind that “Education is a human right with immense power to transform. On

Assistant Commissioner of Police Patience Quay has been a fierce advocate for women during her career. Photo courtesy of Patience Quay



Congratulations to Chief Superintendent Patience A. Quaye, Region 18 coordinator, who has been promoted to the rank of Assistant Commissioner of Police (ACP) due to hard work, commitment, passion and excellence.

its foundation rests the cornerstones of freedom, democracy and sustainable human development” as His Excellency, Mr. Kofi Annan rightly said.

The advent of the internet and today's computer age has made it so easy to educate ourselves even from the comfort of our homes. Through the internet, we can disseminate high-quality educational materials from one person to another at almost no cost, with few or no barriers. We find ourselves on a level playing field with both the rich and the poor as we access the internet for knowledge and personal development and can easily share or exchange useful ideas across borders and continents at just a click of a button.

Through education, we have women around the world who have greatly contributed to development. For instance, Daphne Koller, the MacArthur “Genius” grant winner and co-founder of Coursera, which is one of the first massive open online course platforms, where various courses ranging from physics, architecture, economics and home science are free for all. The likes of Angela Merkel, Chancellor of Germany; Theresa May, Prime Minister of the United Kingdom; Melinda Gates, Co-Founder of the Bill and Melinda Gates Foundation; Sheryl Sandberg, COO of Facebook; and Susan Wojcicki, CEO of YouTube, can also be mentioned.

In Ghana, Mrs. Lucia Quachey, who is an indus-

trialist, a consultant and a researcher who inspires, engages and equips women and youth through entrepreneurship that transforms their lives to serve as agents of change in their families and society. She also happens to be the Founder & President of Ghana Association of Women Entrepreneurs (G.A.W.E). Also Georgina Theodora Wood, Former Chief Justice of Ghana, who was the first woman to occupy that position, also a formal police officer. Furthermore, Ama Emefa Edjeami-Afemu, who recently was posted to the role of Brigadier General of the Ghana Army as the first ever female Brigadier General and Deputy Military Advisor to Ghana's Permanent Mission in New York.

It will be in our best interest to assist and to connect all women and girls to the various means of accessing this quality education to enable them to make strong contributions toward the development of themselves, their families, the society and the entire world.

Let us not allow the gloomy past of women to impede the brighter future within their reach. Let us open the many doors of opportunity that all women are well able to access. And let us be apt to defend, to educate and to empower all women, especially where we identify a weakness which limits their access to achieving their hopes and aspirations. I strongly believe that together, you and I can make this a possibility. **WP**

Global fraud cost \$38 billion in 2015 alone, as crime groups take advantage of modern communication technology.



## REGION UPDATE: REGION 23, TAIWAN

# Taiwan's Response to Transnational Telecommunication Fraud Crime

By Leo S.F. Lin Taiwan Police Liaison Officer (Attaché, Lt. Col.), Taipei Economic and Cultural Representative Office in the U. S.

**T**ransnational telecommunication fraud is big business.

Globalization of trade and advancement in telecommunications technology have created unprecedented opportunities for customers and businesses across the world, but they have also posed new problems. According to a survey from the Communications Fraud Control Association (CFCA), the estimate of global fraud loss in 2015 is \$38.1 billion dollars.[1] Given that telecom fraud crime is borderless and often involves multiple jurisdictions across the globe, there is clear evidence that the crime groups are taking advantage of modern technology to conduct their illicit businesses globally.

This crime also affects Taiwan. Since 2004, telecom fraud continues to be rampant in East and

Southeast Asia, accounting for more and more fraud complaints each year. To deal with it, the Taiwan government has vigorously implemented a series of measures to prevent and combat this type of crime. Taiwan has a responsibility to share its experience with those countries affected and to contribute to the international society.

### The Footprints

Telecom fraud crime emerged and has been evolving in Taiwan since 2000. Prior to 2004, the majority of fraud committed involved direct human contact. Fraud was prevalent within Taiwan between 2004 and 2008.

Following the implementation of rigorous antifraud operations by the Taiwan authorities, criminal

organizations shifted their operations to mainland China. In 2009, Taiwan and mainland China signed the Cross-Strait Joint Crime-Fighting and Judicial Mutual Assistance Agreement, strengthening cross-strait cooperation in the fight against fraud. By 2011, criminal organizations had begun to shift operations to Southeast Asia due to the geographic conveniences associated with operating from that region, as well as the absence of comprehensive anti-fraud management systems there.

In 2014, a number of organizations shifted toward Kenya, Egypt and other far-flung countries in a bid to evade investigation. Since 2016, Taiwanese suspects of fraud in West Asian countries have been at risk of deportation to mainland China, and thus, have relocated operations to European and Central American

countries, taking advantage of anti-human trafficking measures to set up operation in these localities.

## Modus Operandi

**The teams and management** — Criminal organizations engaging in transnational telecom fraud have adopted hierarchical management operations and a clear division of labor. These divisions, whose members have no knowledge about organization and management structure, comprise an organizational core, a management team, a financial team, a telecommunications team, an internet team, etc.

**The tools** — Fraud syndicates operate via email, text messages and the latest developments in technology combined with current technologies such as telecommunications, internet, telephone, financial accounts, internet telephony and shopping sites and also by changing incoming call numbers from abroad, for example, using VoIP (voice over Internet protocol) Gateway as a transit route to forward incoming calls.[2]

**The schemes** — Various schemes are used by fraud organizations. The perpetrators may pretend to be a law enforcement officer, government employee, prosecutor or other fake identity. The criminals interact with the victims, switching between the different roles, for example, making the victims believe that they are involved in a criminal case that is under investigation. The victims are then under the full control of the criminals and ultimately wire transfer money or hand cash to the criminal groups.

**The sites** — The telecom fraud groups often establish sites of operation in different countries. The sites of operation that serve as a base for fraudulent activities are very well concealed. Suspects remain indoors for their entire tenure, and the management of personnel is centralized so that there is no contact with the outside world. The use of soundproofing insulation, personal computers, iPads and other consumer electronic products is common; windows and doors remain closed, and drapes remain shut, so that no one outside is able to detect the activities within.

**The payment** — There has been a similar evolution toward the use of virtual channels of payment, such as virtual currencies like bitcoin, or online payment methods, as well as other schemes that lure victims into making payments. This has added to the difficulties faced by the police and hampered investigations.

## Features of the Transnational Telecom Fraud Crime

A number of features of transnational telecom fraud crime can be identified:

1. **The utilization of internet and communication technology (ICT)** — Fraud organizations have evolved in such a way that they now commit high-tech crimes involving ICT, with the internet's capacity for interflow and exchange having unburdened their criminal behavior of temporal, spatial and regional restrictions. In particular, the integration of ICT systems allows fraudsters to reroute communications from one system to another across the internet and to conceal account identities and IP addresses.

2. **Control over long distances** — Fraud organizations employ remote controls to commit transnational crimes. Nowadays, the control techniques have extended to the use of illegal sites of operation or remote controls, such as Internet telephony, Type II telecoms or various other forms of ICT, in directing money mules to withdraw illegally gotten funds from Taiwanese ATMs.
3. **Corporate-style management** — Fraud organizations are continuously recruiting new members. They have also adopted performance management, bonus and dividends systems, thus systematizing, organizing and incorporating corporate patterns of behavior into their criminal undertakings.
4. **The high replicability** — Analysis has shown that their senior members are easily able to reproduce fraudulent activities and transplant their experience to other fraud organizations with a high degree of replicability. Downstream members of these organizations, when apprehended by the police, are also easily replaced by new members. This lends a high degree of regenerative capacity to these criminal organizations.

## Taiwan's Responses

Transnational fraud crime is not a simple crime type with straightforward solutions. It requires a joint effort, both from different governmental branches at home and from counterparts in other countries.

Since 2004, the Taiwanese government has integrated various resources and established interagency platform meetings with the cooperation of the competent authorities of policing, legal, telecommunications, financial services, the internet and the industry itself.[3]

Various recent strategies and measures are worthy of highlighting:

1. **Strengthening inter-agency coordination** — To remove obstructions in the handling of such cases, cooperation and communication take place between the Ministry of Foreign Affairs (MOFA), the Executive Yuan's Mainland Affairs Council (MAC), the Ministry of Justice (MOJ), the Taiwan High Prosecutors Office (THPO), the Ministry of Justice Investigation Bureau (MJIB), the Ministry of the Interior's Criminal Investigation Bureau (CIB), the National Immigration Agency (NIA) and other related agencies.
2. **Establishing telecom fraud databases** — A database of suspects with relevant criminal backgrounds has been created. This allows Taiwan authorities to conduct big data analysis of information such as the length of time between arrivals and departures, destinations and passenger manifests, to determine if suspects may be re-engaging in criminal activity. Taiwan's overseas missions then work with local police to conduct on-site visits — facilitating the investigation of the sites of operation and premises set up by suspected criminal organizations.
3. **Setting up an anti-fraud command center** — To enhance the fight against telecom fraud crime, the CIB established the Anti-Fraud Command Center on August 24, 2016.[4] The center integrates information and employs big data

analysis from the information collected on high-risk suspects engaging in transnational fraud. Using big data analytics to track the movements of transnational telecom fraud organizations allows the center to monitor core members of targeted organizations.

4. **International cooperation with foreign counterparts** — Taiwan's Ministry of Foreign Affairs and law enforcement agencies have directed their offices abroad to work with foreign counterparts. Since there are an increasing number of countries that have been affected, more international cooperation is needed. Many connections and joint efforts have been done following the spreading out of the fraud organizations to different regions of the world.

## A Successful Case

One of the recent examples is the Taiwan government's endeavor to investigate a Taiwanese-funded cross-border telecom fraud ring operating both in the Dominican Republic and Taiwan, which scam Chinese and Taiwanese people and has pocketed as much as 149 million New Taiwan Dollars (around 5 million USD).[5]

The scammers took advantage of the Chinese campaign against drugs and recent executions to scare the victims, who said their personal data had been stolen and used to install water supplies for drug factories. Fearing conviction as accomplices to severely punished crimes, the victims of fraud sent money to escape danger.

To investigate the fraud cases, the Taiwan government sent a delegation comprised of a prosecutor and a number of investigators from the Ministry of Justice's Investigation Bureau and the National Police Agency's Criminal Investigation Bureau to work with their counterparts in the Dominican Republic from June to September, 2017. Taiwan and the Dominican police worked and collaborated intensely in the investigation to collect evidence.

Taiwan also worked with the U.S. law enforcement agencies in transporting the prisoners back to Taiwan. This is the first case in which the Taiwan government worked with a diplomatic ally in America to crack down on transnational telecom fraud crime.

## Conclusion

Transnational telecommunication fraud cannot be solved by one country alone. Facing the issues of globalization, governments and police forces around the world should work hand-in-hand and share each others' experience and best practices to combat transnational fraud crime through a joint effort. **WP**

[1] **The Communications Fraud Control Association (CFCA): 2015 Global Fraud Loss Survey.**

[2] See Lin, Te-Hua (2012) *Experience sharing in combating cross-border telecommunications and internet fraud crime in Taiwan*. Police Chief Magazine.

[3] See Lin, Te-Hua (2012) *Experience sharing in combating cross-border telecommunications and internet fraud crime in Taiwan*. Police Chief Magazine.

[4] <https://www.cib.gov.tw/english/Module/Doc/Index/136>

[5] See [www.tcc.moj.gov.tw/HitCounter.asp?x-Item=495690](http://www.tcc.moj.gov.tw/HitCounter.asp?x-Item=495690)



*Lt. Colonel Chang, Wei-Jung received the 2017 IAWP International Recognition Award from IAWP President Margaret Shorter at the most recent IAWP training conference.  
Photo courtesy of Lt. Colonel Chang, Wei-Jung*

# The Role of Women Police in Taiwan

The number of women serving in police forces in Taiwan has been steadily growing, but there's plenty of room for improvement.

By Lt. Colonel Vivien Chang, Wei-Jung, National Police Agency, Ministry of the Interior, Republic of China (Taiwan)

**T**aiwan, officially the Republic of China (R.O.C.), is located off the southeastern coast of China between Japan and the Philippines. With 23 million people living on an island that covers more than 36,000 square kilometers, Taiwan ranks among the 20 most densely populated places in the world. Due to its plentiful geographical resources, Taiwan boasts spectacular terrains and unusual topographical landscapes.

Taiwan was named the best expat destination in the world in 2016, according to a survey conducted by the InterNations website. The capital of Taiwan, Taipei City, was also ranked as the third-safest city in the world according to the 2017 Crime Index, compiled by Numbeo.com.

I believe these achievements have resulted from the efforts of 64,000 police officers and other governmental agencies within Taiwan. Thanks to their contributions and commitment, both countrymen and foreigners enjoy a free and safe life in Taiwan.

## Overview of Taiwan Police

The Taiwan police force is separated into national and local police forces. The National Police Agency (NPA) under the Ministry of the Interior (MOI) commands and supervises the missions of police units across the country.

The NPA also has 20 subordinate agencies responsible for various specialized police tasks. In addition, there are 22 city and county police departments (local PD). These, in turn, oversee various precincts and police stations, which are very closely involved in the community and provide a variety of services for the citizens.

## Organization of Taiwan Police Force

Taiwan Police's education can be divided into three types.

- Cadet education
- Continuing education
- Advanced education

Cadet education is divided into entry-level officer training and police cadre training. The former entails

a two-year training course at the Taiwan Police College, while the latter involves a four-year training course at the Central Police University. Cadets who have successfully completed either of these training courses are required to pass a national examination before being assigned to police agencies.

Police duties are carried out in three tiers; the basic unit, the executing organization, and the planning and supervisory organization. A police beat — which, in principle, covers the area of a village or neighborhood and is managed by a police officer — constitutes the basic unit. Police duties are carried out 24 hours a day, 365 days a year.

Ensuring community security has always been the main goal of police in Taiwan. Patrolling and household visits are the backbone of police duties. Household visits are carried out by visiting the household residents and members of the housing management committees to acquire information and ensure a safe neighborhood.

## Police Women in Taiwan

With the progress of civilization, social changes and





The Taiwanese police structure was organized to ensure community security and includes patrolling and home visits. Chart courtesy of Lt. Colonel Chang, Wei-Jung.

the impact of Western culture, awareness of women's rights has been recognized over several decades in Taiwan. Encouraged by the numerous nongovernmental organizations (NGOs), Taiwan's government has been committed to achieving gender equality through enacting concrete measures. Among them, the 2004 "Female Police Policy" and the acts aimed to protect gender safety are mostly related to Taiwan's police force.

The Female Police Policy (renamed Police Gender Policy in 2008) was not only aimed at increasing the number of female police officers among police agencies, but also ensuring that their rights were taken into account in gender equality: recruiting requirements, job assignments and promotions, education and training, work environment and equipment provided by the agencies.

Based on the policy, the ratio of female officers in all police agencies nationally has been raised from 3.4% to 9.74% (approximately 6,224 at the end of 2017). However, most of these women are represented in basic and middle levels of policing, with only 0.11% (approximately seven police officers) represented in higher police ranks.

In order to ensure human rights, personal safety and gender equality, Taiwan's government created many acts in the period between 1995 and 2011 and amended these several times after their creation. These include the:

- 1995 Child and Youth Sexual Exploitation Prevention Act
- 1997 Sexual Assault Crime Prevention Act
- 1998 Domestic Violence Prevention Act
- 2002 Act of Gender Equality in Employment
- 2004 Gender Equity Education Act
- 2005 Sexual Harassment Prevention Act
- 2009 Human Trafficking Prevention Act
- 2011 Enforcement Act of Convention on the Elimination of All Forms of Discrimination Against Women, etc.
- The creation of an Anti-Stalking Act is also in process.

Among those acts, Taiwan police force has taken on the responsibility of personal safety. In central and local police levels, we set up specialized units called the Women and Children's Protection Division (WCPD) to plan and carry out related protection and detection measures ruled in those acts. Most staff in the WCPDs are female officers.

In addition, the police force cooperates with other

parallel governmental departments (social welfare, education and justice agencies, etc.) to provide comprehensive and necessary assistance to victims.

With the limited number of female police officers within police agencies, Taiwan police women not only do as much as they can to actualize the spirit of the aforementioned acts, but also to ensure that each citizen's safety is well protected.

Moreover, Taiwan police women play an essential role in bridging the gap between police agencies and communities. They endeavor to establish a positive image for the public through taking part in many crime-prevention activities and executing their duties on the streets.

Not limited to the traditional roles within society, Taiwan police women show their talents in multiple areas, including leadership and international police exchange. Liao, Mei-Ling, for example, is the only female Police Chief within the 22 local PDs in Taiwan. She leads the Hualien County Police Department. Lt. Colonel Chang, Wei-Jung had the honor of being the only recipient of 2017 IAWP International Recognition and Scholarship Award.

Taiwan has been going all out to promote women's rights, and its achievements have been recognized internationally. According to the 2016 MasterCard Index of Women's Advancement (MIWA), Taiwan is one of the seven markets where women achieved parity or surpassed their male counterparts in "Capability."

Also, the 2016 Directorate General of Budget, Accounting and Statistics (DGBAS) showed that Taiwan was ranked 38th in the world in terms of gender equality — higher than neighboring Singapore, China, Japan and South Korea. Because of the efforts of many predecessors, women in Taiwan may not face as many gender-related obstacles as they once did and as those in other developing countries still do. Still, we definitely can't be satisfied with the current situation. We need to continue to do as much we can to realize gender equality in many areas. There are still problems. For example, the number of female officers in police organizations currently doesn't reflect the female population, and the ratio of female leaders in police organizations is much lower than that in other governmental and private sectors.

I do believe organizations with diversity and inclusion can cultivate more innovation and productivity. Only with diversity and ethics at the decision-making level can the interests of all groups be well considered and protected. **WP**



Lt. Colonel Chang, Wei-Jung has served in the National Police Agency of the Republic of China (Taiwan) for more than 20 years.

Photo courtesy of Lt. Colonel Chang, Wei-Jung



Lt. Colonel Vivien Chang, Wei-Jung has served in the National Police Agency of the Republic of China (Taiwan) for more than 20 years.

Photo courtesy of 2017 IWLEC



Liao, Mei-Ling, Police chief of Hualien County Police Department, has served Taiwan as the only female police chief.

Photo courtesy of the Hualien County Police Department, R.O.C.



Director General of Taiwan's National Police Agency, Chen, Ja-Chi (left), has aided in the efforts to protect Taiwanese women as well as bring them into policing.

Photo courtesy of Kaohsiung City Police Department



Canadian women police officers (pictured at the 117th Annual Conference of the Canadian Association of Chiefs of Police) agreed that addressing gender issues in policing is critical to providing effective policing services in Canada.  
Photo courtesy of Joe Passaseo

# A Force to Be Recognized

Is everyone in Canadian policing really equal? Three leading women police explore gender equity in policing.

By Leanne Fitch, Chief of Fredericton Police Force; Nina Vaughan, Superintendent of Calgary Police Service; and Ruth Montgomery, retired Superintendent of Edmonton Police Service

**W**e live in an era where policing around the world is facing a crisis of confidence and trust. We are being called to hold ourselves to a high standard of ethics and integrity within our communities.

But we must ask ourselves: have we met that standard internally for our employees, and in particular, have we met that standard with respect to gender equity?

Sadly, the answer is often no. Many women in Canadian policing have encountered significant challenges. Over the past several years, a number of high-profile cases raised by women police officers have resulted in Court and Human Rights Commission findings of harassment, discriminatory practices and systemic bias in Canadian policing.

That's the bad news. The good news is that these complaints have prompted police organizations to

examine the gender responsiveness of their policies and practices and implement reform.

Internationally, the percentage of women in policing varies greatly, but the majority of European countries are at or below 20% representation. However, a small number of countries exceeded that percentage:

- Estonia 33.9%
- Sweden 8.6%
- Latvia at 28.5%
- Netherlands 28.9%
- Lithuania 28.5%
- Northern Ireland 28%

None of these countries reported having identified gender targets, and it is unclear from the research what efforts have been made to achieve this representation.

The number of women police officers in Canada has increased significantly over the past four

decades. Across the country, women now make up an average of 20% of all police officers. But — it has taken more than 100 years to get to this point. Many agencies are struggling to move beyond that 20% barrier. Another issue is that the ratio of women in senior leadership is not increasing at an appreciable rate. At present, there are only six women police chiefs in Canada. Why?

## Women in Policing in Canada

Women have participated in various roles in policing in North America for more than 100 years. Why this is still not being widely recognized remains a mystery — though we expect that, at some level, it results from the “willful blindness” of the decision-makers who have held and currently hold positions of power.

The fact is that women participated in matron, vice and youth roles in police organizations in the early 1900s, before women even had the right to vote in



The majority of European police organizations are at or below a 20% representation of women.

Canada as “persons.” These early police women often held higher education levels and social class standing than the male officers who were traditionally assigned to the front lines of policing.

In North America, it was not until the 1960s — when women started to appear alongside male officers on the beat and in patrol cars — that “women in policing” started to become a “force” to be recognized. Still, their roles often remained stifled and marginalized on many levels.

Women have continued to face challenges and prejudices, even as they have worked their way further into the subculture and the profession of policing and continued their efforts to ascend the ranks. One of the finest sources of literature to date on women in policing in Canada is undoubtedly the 2015 doctoral dissertation by Staff Sergeant Jo-Ann Helen Savoie of the Hamilton Police Service, former president of Ontario Women in Law Enforcement and longtime supporter of IAWP.

Unapologetically, much of the following data is drawn from her research and the work of others who have studied this topic over the past five decades.

For context, Savoie (2015) notes that in 2013, 50.4% of the Canadian population (more than 35 million people) were female (as cited from Statistics Canada). Despite this percentage, the proportion of female police officers in the rank and file — and particularly in high executive ranks — remains low.

In fact, there are still small police organizations across Canada and RCMP detachments that have one female constable or none at all. “During the 1980s, the Canadian public pressured the government and public sector agencies, including policing, to develop hiring strategies to ensure they were reflective of the communities served.” (Police Services Act, 1990, c. P.15, sec. 1 as cited in Savoie 2015).

The results from that pressure saw Canadian Police Services by the end of the 1980s reach 1,092 female officers or 2.2% of the combined ranks. By 2013, in

In their book, *Is Everyone Really Equal? An Introduction to Key Concepts in Social Justice Education*, Özlem Sensoy and Robin DiAngelo use the example of fish moving through water to describe privilege. Some fish are swimming with the current. Other fish are swimming against the current. Both groups of fish will get to where they are going, but those travelling with the current are doing so almost effortlessly. Those travelling against the current must exert enormous effort to move forward and are much more likely to be aware of the current. Privilege is like having this powerful current propelling you forward throughout your life.

Canada, 14,004 or 20.2% of the combined police ranks were female.

The increase in the number of female officers achieving higher ranks, including the number who ascend to Chief, has been markedly slower. In 1990, only 0.3% of Canada’s senior police command staff were females. By 2014, the percentage increased to 10.4% (Hutchins, 2014 as cited in Savoie, 2015). The percentage of female rank and file officers in Canadian police organizations continues to hover around 20% nationally. The percentage of females found in senior ranks is significantly lower.

Savoie noted that, by 2015, only 13 women in Canadian history had achieved the rank of Chief. At last count, in 2017, six female chiefs were on active duty in Canada, representing less than 3% of all Police Chiefs in the country.

What we know is that women who aspire to higher ranks of leadership continue to struggle. Yet, women in leadership positions provide balance to a male gendered, weighted perspective. Savoie (2015) noted that, as women, our “voices are often marginalized in community dialogue.” From personal

experience, we know that this marginalization still occurs, negatively impacting every woman from the rookie Constable to the Chief of Police.

This marginalization rears its ugly head again and again with each transfer opportunity, special assignment and promotion through the ranks. It is evident to the astute observer of gender studies and, of course, to any intuitive and mindful person.

It is observed when a woman speaks up in a meeting or a briefing room and her words are not “latched onto” as a significant contribution to dialogue, but are rather dismissed like mist in the air. When those same words are repeated or presented by a male counterpart, the room is alive with praise for a good idea and a job well done.

When subtle or not-so-subtle comments, whether intended or not, undermine a woman’s legitimacy as an officer and her tactical abilities, assumptions are made about her operational competence. Those comments sting when someone expresses “he will understand — he has the tactical edge.” By default, the implied assumption is that the woman or women in the room do not.

As the vast majority of senior leadership positions are held by males, there is a continued bias that reflects the paramilitary, patriarchal-led organizational structure and culture of policing. The absence of women in leadership positions and the lack of intentionally defined support for developmental opportunities for women is, by many observations, stunting the evolutionary potential of the policing profession.

In her research, Savoie (2015) highlights three recurring characteristics that women in Police Chief positions considered vital to their success. These women tend to have higher education levels, established political/business acumen and effective interpersonal skills. She further notes that “transformative-style leadership” is needed to be successful in policing and public safety in the 21st



Director Helen Dion, Service de Ville de Repentigny; Acting Chief Sylvie Hauth, Thunder Bay Police; Chief Leanne Fitch, Fredericton Police Force; and Chief Jennifer Evans, Peel Regional Police (left to right) enjoyed their time with other women police officers at the 117th Annual Conference of the Canadian Association of Chiefs of Police. Photo courtesy of Ruth Montgomery

century. While this realization has been slow, it has been demonstrated that women in leadership positions are instrumental to this transformation. She also notes that women who hold leadership positions in policing positively influence hiring practices, succession planning, promotional fairness and work-life balance.

Strategic recruiting of women, professional development for women and the opportunity for meaningful dialogue across genders can translate into action and change that matters to all, from the front-line Constable to the Chief of Police. The sad fact is that despite 100 years in policing and their advancement into senior positions since the 1980s, women are not expected to achieve parity within the profession for another 70 years, according to a 2001 projection from the National Centre for Women & Policing (cited in Savoie 2015, p. 18).

Even more discouraging is that women who break down barriers and punch through the “brass ceiling” within their own paramilitary organizations will inevitably face male-centric biases about their professional legitimacy all over again when being introduced into senior circles of government and to external stakeholders. The constant effort of “swimming upstream” can exhaust the mind, body and spirit of even the most tenacious of women.

### Taking Action

In speaking with police officers across Canada, we found that diversity, inclusion and gender equity issues are being raised within and about police agencies across the country. However, efforts to identify and remove barriers to diversity, inclusion and gender equity are being undertaken on an ad hoc and disparate basis.

There is no national, strategic or coordinated effort to promote gender equity, and despite the challenges spanning the country, there are no mechanisms for police agencies to discuss, address or mutually support each other in achieving equity and inclusion goals. We decided to do something about that!

“As the vast majority of senior leadership positions are held by males, there is a continued bias that reflects the paramilitary, patriarchal-led organizational structure and culture of policing.”

We started by bringing together a small group of women and men from police organizations across the country. Our goals were to discuss gender equity issues in policing, to get a sense of the work Canadian police agencies are already doing to improve gender equity within their organizations and to examine how agencies can mutually assist and support each other in achieving and sustaining equality and inclusion objectives.

Meeting participants voiced concern that there was very limited information available on gender-equity strategies and mechanisms to address gender equity issues, and the information that does exist has not been widely shared in many cases. The exchange of information and ability to discuss issues with other police agencies were deemed critical for creating the needed change.

Presentations made at the meeting by three Canadian police agencies about their efforts to address gender equity issues reinforced:

The importance of asking questions rather than making assumptions

The importance of executive police leadership in establishing accountability for gender equity

The value of collecting and analyzing relevant data for making evidence-based gender-equity decisions and implementing strategies

The need to go beyond strategy and policy to the cultural level to meet gender-equity aims.

Meeting participants raised many gender-related issues and questions, including the following:

#### 1. Recruiting

Is the selection criteria inclusive and are criteria consistently applied? Are we hiring the right people for the tasks and challenges that we want police to address? Are our recruiting efforts targeting the right groups and are we conveying the right messages? Do they accurately reflect diversity or the full spectrum of policing roles that exist? Are we marketing flexible benefits to potential recruits? After we hire recruits, what are we doing to support them and make them feel valued and included? How are we ensuring that all recruits have access to informal networks?

#### 2. Placement, transfer and advancement

Do our placement, transfer and advancement opportunities, policies and practices impact women and men differently? Are transfers to positions viewed as traditional male domains available to women? Are women being supported in their efforts to achieve those placements? What criteria are used to ensure equity in selection? How are decision makers held accountable for ensuring that all qualified candidates enjoy equal consideration? If women are not applying for certain positions, why is that the case? If women self-select out of a promotion process, why?

#### 3. Development

What barriers, visible or invisible, are there to the development of women into leadership positions? How are women who show promise supported? What strategies does the organization use to ensure that women are considered in succession planning, role modeling, mentorship and sponsorship efforts?

What are the current representations of women in leadership roles in policing nationally and locally?

#### 4. Retention, support and accommodation

Many organizations say that their people are their most important asset — how are they demonstrating that? What are police organizations doing to demonstrate flexibility to meet member needs for child care, elder care and leaves of absence? For example, are women who are predominantly responsible for family care disproportionately impacted by shift work when combined with family responsibilities? What efforts are being made to reintegrate women and men who have been absent for lengthy periods of time back into the organization? What flexible work options are available to members?

#### 5. Culture

How do messages from the organization and individuals or groups within the organization impact women? What are you doing to ensure the cultural and organizational practices are equitable for the diverse groups in your agency? What are you doing to eradicate bias, discrimination and harassment? What are you doing to identify and address systemic and implicit bias? Do you have a respectful workplace policy? If so, how are you ensuring that it is having the intended effect on your staff? How do you ensure those who may be afraid to speak up can be heard? How do you preserve complainant/victim privacy and confidentiality?

#### 6. Organizational structures, policies and practices

Have you reviewed your organizational structures, policies and practices to determine whether they impact diverse groups differently? Are there systemic barriers in place that may impact women? Are there groups that enjoy rights, benefits and advantages that others do not? What are you doing about it?

#### 7. Data collection

Does your organization collect and analyze the data needed to define and identify emerging gender-equity issues and determine the magnitude of the problem? Is sufficient data being collected and analyzed to help you make decisions? What is being done with the findings? How are you assessing the impact of changes made?

#### 8. Leadership

Does your leader lead on gender-equity issues? Is he or she believable? What is she or he doing about it? What has happened as a result of that action?

#### 9. Language, imaging and branding

Is building trust within policing discussed? What language is used to attract and retain a diverse workforce? Is your agency attracting the right people? Are you looking for warriors, guardians and/or problem solvers? How does your agency demonstrate that it needs and values a diverse workforce? Are the women in your police organization visible? If not, how likely is it that women in the community will consider policing as a career?

We could assume that we now have a better sense of the gender-related issues and questions that our

“Even more discouraging is that women who break down barriers and punch through the ‘brass ceiling’ within their own paramilitary organizations will inevitably face male-centric biases about their professional legitimacy all over again when being introduced into senior circles of government and to external stakeholders.”

police organizations are dealing with. But we would be wrong — we know only what a very small group of women and men have told us. We do not know whether the views of this group are representative of others in the profession; we do not know if comments and questions are based on assumptions or facts; and we do not know about all of the barriers that are realities for women.

In-depth research is required to prove or disprove these assumptions and beliefs. Only then can we be confident that we are addressing these and other critical gender-equity issues. Continued consultation across the country is essential to the development, implementation and evaluation of effective gender responsive strategies.

Identifying and sharing good practices that incorporate gender-equity principles is crucial. We are also advocating for further research that will assist in gaining a better understanding of the current state of gender-equity in Canadian policing.

#### Moving Forward

The issues and concerns identified were raised with the Canadian Association of Chiefs of Police (CACPP) Board of Directors, who agreed that addressing gender issues in policing is critical to providing effective policing services in Canada.

We are working on a proposal to establish a CACPP Diversity and Inclusion Committee. The CACPP has provided us with a gender equity in policing open community group on RF Connect, an online portal that provides us with opportunities for discussion forums, a repository for information and a collaborative workspace (similar to Sharepoint).

We have started collecting literature and reports. Whenever possible, we want to share resource materials with IAWP members who are interested in this topic. Let us know if you have a particular area of interest. Do you have some good gender-equity practices in your organization? Please share them



Jo-Ann Savoie notes in her dissertation, “Skills Women Bring to the Position of Chief of Police,” that women who hold leadership positions in policing positively influence hiring practices, succession planning, promotional fairness and work-life balance.

Photo courtesy of JoAnn Savoie

with us so that we can share them with others.

We invite IAWP members to email us directly with questions or input.

There is much work to be done. We are grateful for the enthusiasm, commitment and support we have been provided, and we look forward to working to ensure that both women and men in policing can swim with the current to deliver superior policing services. **WP**

#### Resources

Below are some documents you might find interesting. Please enter these titles into Google or your favorite search engine:

1. Cultural Change: Gender Diversity and Inclusion in the Australian Federal Police (2016) — From [afp.gov.au](http://afp.gov.au)
2. President’s Task Force on 21st Century Policing (2016) — From [cops.usdoj.gov](http://cops.usdoj.gov)
3. Women in Police Services in the EU: Facts and Figures (2012) — From Institute for Public Security Catalonia
4. Gender Audits in Policing (2012) — From Status of Women Canada, [publicsafety.gc.ca](http://publicsafety.gc.ca)
5. Patten Report (1999) — From [cain.ulst.ac.uk](http://cain.ulst.ac.uk)

Do you have some good gender equity practices in your organization? Please share them with us so that we can share them with others!

You can email your practices and ideas to the following:

Ruth Montgomery -  
[ruth.montgomery@telus.net](mailto:ruth.montgomery@telus.net)

Nina Vaughan -  
[nvaughan@calgarypolice.ca](mailto:nvaughan@calgarypolice.ca)

Research has shown that people act more aggressively online than they would in real life.

# The Rise of Online Harassment

Online harassment can quickly turn to real-world violence. Police need new skills, the latest technology and collaboration across borders to fight this worldwide problem.

By Kimberly Olson

Imagine hundreds of people hurling slurs at you, or threatening to rape or kill you. That's the reality that more and more people are facing in today's cyber-connected world.

As the problem grows worldwide, so must our efforts to fight it. Unfortunately, there is no simple solution. Nations around the world are working to develop policies to curb the issue, but police forces are struggling to keep up with cyber crimes and the changing world of digital forensics.

## Real-World Consequences

Research has found that online environments can lead people to dehumanize others — something experts call the "online disinhibition effect" — and act more aggressively than they would if they were interacting face-to-face.

At the same time, social media has become a powerful tool for rapidly conveying information and viewpoints to scores of people well beyond the user's social circle. As just one example of how quickly information can spread online, we look to an anti-Muslim video titled *The Innocence of Muslims*. It was uploaded to YouTube in the summer of 2012. By February 2014, it had been viewed 1 million times and had generated thousands of hateful comments.

These online conflicts and threats can quickly amplify and spill over into the real world in the form of violence.

Research has found that social media posts by the group *Alternative for Germany*, for example, have correlated with spikes in hate crimes in that country. And research from the University of Warwick found that anti-refugee messages on Facebook and Twitter in the UK can predict violent crimes against refugees.

These provocative, potentially harmful social media messages spread so quickly and are so dangerous, the World Economic Forum refers to them as "digital wildfires" and deems them a global risk.

## The Modern Megaphone

Online trolling — the practice of deliberately trying to upset people online — began in the 1990s. A group of Harvard Students called the *Meowers*, who were some of the earliest trolls, set out to derail online bulletin boards with personal insults, Monty Python quotes and comments about a cat named *Fluffy*.

The early trolls eventually migrated to a new type of user-driven site on which the most-shared stories

— usually the most outrageous — would ascend up the rankings. These rebellious early users abhorred censorship and largely set the tone for today's online culture.

Today, children are bullied and threatened online by their peers. Women are sexually harassed and threatened online. Hate groups use online chat rooms to encourage interracial violence in the real world. Drug cartels and street gangs use social media to recruit and to incite violence. Gangs engage in "Internet banging," during which members promote their gang affiliation, make threats and boast about participation in violence. And terrorist groups use social media to demonstrate force — via videos of torture and assassinations, for example — and recruit prospective members into violent extremism.

Online harassment is prevalent around the world. In 2017, Microsoft conducted a Digital Civility Index study in 14 countries to gauge people's perceptions of online risks. Two in three people reported that they had experienced effects such as stress, depression and lack of sleep from online interactions.

Some regions are affected more than others. Research by Norton by Symantec found, for example, that India has the highest reported levels of online harassment in the Asian-Pacific region, with 45% reporting threats of physical violence. Norton also found that online harassment recently escalated in Australia. Half of Australians experienced incidents in 2016 — from character assassination to threats of violence — with that number shooting to 70% in 2017.

## Tackling Online Harassment

Many countries have enacted legislation to specifically address online harassment. New Zealand, for example, passed the *Harmful Digital Communications Act* in 2015 to fight cyberbullying and other online harassment. The country uses a three-step test to determine whether an offense, such as communication that causes harm or serious emotional distress, has been committed.

"Police take any reports of cyberbullying seriously," says a New Zealand Police spokesperson. "We have all heard tragic stories where people who were targeted by cyberbullies took drastic action and the consequences have been devastating, for the victim and their loved ones."

Some countries, like Pakistan, have enacted legislation with a clear definition of online harassment.

Others, like the United Kingdom, have enacted online laws while more loosely defining the crime. In still other nations, including some sub-Saharan African countries, the rapid spread of online communication is currently outpacing legal efforts to regulate it.

Experts say that collaboration between researchers, schools, police and legislators is important. And because online harassment crosses borders, cooperation between countries is key. The Council of Europe, which actively works to counter online harassment, is taking specific measures to ensure international cooperation. It is, for example, pushing to induct more countries into the *Budapest Convention*, the first international treaty on crimes committed via the Internet.

Some social media companies are also taking steps to reduce online harassment. For example, in December 2017, Facebook announced several new measures to combat cyber harassment. For example, in the past, when a Facebook user blocked a harasser, the perpetrator would often create a new account to continue the harassment. The company will now use clues such as a user's IP address (a numerical address assigned to an Internet-connected device) to identify the harasser and prevent this.

## Keeping Up With the Challenge

The field of digital forensics — which involves examining digital evidence on personal devices like smartphones and laptops, as well as social networking sites — is becoming essential to police investigations of online harassment and the violence that it can lead to.

But digital forensics is challenging. It requires a high level of skill, knowledge and experience. Digital forensic examiners are also being given increasingly complex tasks and larger and larger volumes of data. Each year, for example, the London Metropolitan Police Service receives more than 38,000 digital devices for examination, a situation characterized as "resource overload." Yet another challenge is that social media companies like Facebook and Twitter sometimes resist data requests from law enforcement.

Fighting online harassment and the violence that can result presents a complex problem. The solution requires us to embrace new skills, use ever-evolving technology and collaborate within and across borders. **WP**

# Atlantic Women in Law Enforcement Celebrates Its Silver Anniversary

By Carolyn Nichols, Atlantic Women in Law Enforcement (AWLE) President

Atlantic Women in Law Enforcement (AWLE) celebrated its silver anniversary with its 25th Annual Training Conference. The conference was held 7–10 November, 2017, at the Membertou Trade and Convention Centre, located on beautiful Unama'ki (Cape Breton Island, Nova Scotia) in the Mi'kmaq community of Membertou. The conference had close to 200 delegates, including IAWP President Margaret Shorter and many of our past executive and founding members.

The theme of the conference was “Believe in the Possibilities,” the personal motto of featured keynote

speaker Heather Moyse, a three-time Olympian and two-time Olympic gold medalist. This year’s theme was also perfect for our silver anniversary, as we were happy to announce that we have formed a corporate partnership with the Ontario Women in Law Enforcement (OWLE) and Axon Public Safety Canada.

The conference agenda featured Supt. Kari Dart, who spoke on leadership, as well as information sessions on computer technology, forensics, child neglect, domestic violence initiatives and law enforcement technologies. We had a uniform dress parade through downtown Sydney, followed by our Annual

Awards Banquet, where we named our 2017 Award Winners. (Please see our website for those details.)

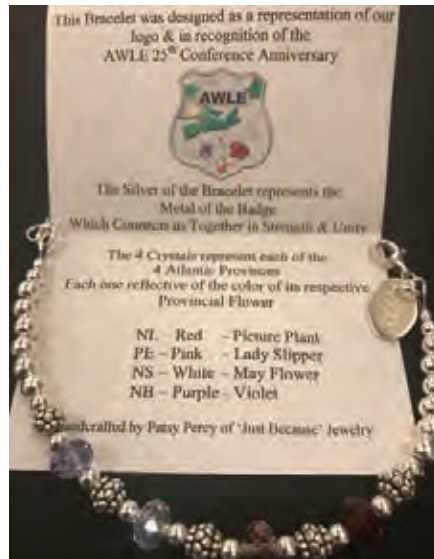
AWLE looks forward to 2018 and is happy to announce that our 26th Annual Training Conference will be hosted by the J Division RCMP in Moncton, New Brunswick, 6–9 November, 2018, with the theme of “Lead-Header-Ship From Within: Explore Your Influence.” The keynote speakers for this year’s event will be RCMP Commissioner Bev Busson (Ret) and Brigadier-General Jennie Carignan.

Follow us on Twitter for exciting updates @AWLE2018Moncton. See you in Moncton, New Brunswick Canada! [WP](#)



Heather Moyse shared her experiences as a two-time Olympic gold medalist at the most recent AWLE conference.

Photo courtesy of Carolyn Nichols, AWLE President



As a special gift to commemorate the occasion, each attendee received a silver bracelet representing the “metal of the badge which connects us together in strength and unity.”

Photo courtesy of Carolyn Nichols, AWLE President



AWLE members celebrated their silver anniversary and 25th annual training conference in November.

Photo courtesy of Carolyn Nichols, AWLE President



The theme of AWLE’s 25th Anniversary training conference was “Believe in the Possibilities,” the personal motto of Olympic champion Heather Moyse.

Photo courtesy of Carolyn Nichols, AWLE President



The 2018 IAWP Conference will be held in beautiful Calgary, Alberta, Canada.

## IAWP CONFERENCE

# Leading Change in Alberta, Canada

## Calgary Welcomes the IAWP 2018 Conference

By Sueanne Ford, Calgary Police Department & Co-Director of IAWP 2018

Organizers are busy preparing for the 56th Annual International Association of Women Police Conference, which is being held in Calgary in Alberta, Canada, 26–30 August, 2018. Calgary is a world-class city situated in the foothills of the Rocky Mountains and is known for its big-city energy, western hospitality and natural beauty. Get the early bird registration rate by registering at [www.iawp2018.org](http://www.iawp2018.org) before 30 April, 2018!

The communities that we serve have seen significant changes over the last several years, and as police agencies, it's important that we recognize those changes and are able to adapt to them. As such, this year's conference will explore change in all aspects of your job as a police officer, as well as change in your everyday life. Speakers will discuss the importance of being a leader in an organization and strategies for police recruitment, hiring and retention of employees from diverse backgrounds,

whether that be race, culture, gender, religion, sexuality or family status.

Conference sessions will include information on creating an integrated response to crime, building relationships with external agencies and fostering stronger community partnerships. Speakers have been chosen for their extensive experience in areas such as crime prevention, investigative techniques and offender management, and all are highly qualified in their fields. Throughout the conference, they will discuss different approaches to address crime while managing resources and ensuring that communities remain engaged with their police agencies.

The speaker list is close to being finalized, and organizers are asking that anyone else who may be interested in being a presenter at this IAWP 2018 Conference to submit an abstract at [www.iawp2018.org](http://www.iawp2018.org). Information about speaker topics and requirements are also available on the website.

### Keynote Speakers

The IAWP 2018 Committee is also extremely excited about the four keynote speakers who have been confirmed for this year's conference. Each speaker has faced a unique set of life circumstances and has been able to overcome adversity to become a successful leader in his or her field. These speakers will be among the major highlights of the conference and their presentations are not to be missed!

Keynote speakers will include:

- Amanda Lindhout is a kidnapping survivor, best-selling author and journalist. In 2008, Amanda traveled to Somalia to advance her career as a television reporter. After only four days in the country, she was kidnapped and held captive for 460 days. She has since written a book about her experience.
- Sheldon Kennedy is a sexual abuse survivor and retired National Hockey League (NHL) player. After coming forward to expose his





Amanda was kidnapped in Somalia and will share her powerful story at the conference. Image courtesy of Sueanne Ford



Sheldon is a sexual abuse survivor and former member of the NHL. He will speak about his work with other survivors. Image courtesy of Sueanne Ford



Caroline, a Canadian National Hockey team member, will discuss her inspirational work with female athletes. Image courtesy of Sueanne Ford



(L-R) Sueanne Ford (IAWP 2018 co-director), photographer, Jennifer LeBlanc (IAWP 2018 co-chair) and Monty Sparrow (IAWP 2018 sponsor) from Canada represent the 2018 IAWP conference while attending the 2017 IAWP conference in Cairns, Australia. Photo courtesy of Sueanne Ford

hockey coach for the sexual abuse he experienced as a teenager, Sheldon has become an inspiration to sexual abuse survivors around the world. Sheldon helped to create the Sheldon Kennedy Child Advocacy Centre, one-of-a-kind organization that offers wrap-around services from multiple agencies for victims of child abuse.

- Caroline Ouellette is a Canadian National Hockey Team member. As a result of Caroline's passion for hockey, hundreds of girls have been able to experience the sport for the first time. She has been committed to the advancement of female hockey, both on and off the ice, and co-founded a website that helps student athletes get recruited at the collegiate level.
- Police Chief Jennifer Evans is Police Chief of Peel Regional Police in Ontario, one of the largest municipal police agencies in Canada. Chief Evans has been a leader in policing in Canada. Throughout her career, she has had the opportunity to work in many different roles. She has been involved in reviewing a number of high-profile murder investigations including the investigations into serial

rapist and murderer Paul Bernardo and serial murderer Robert Pickton.

- Read the full keynote speaker biographies online at [www.iawp2018.org](http://www.iawp2018.org).

### Register Early and Join the Fun!

A number of exciting events have been planned to take place around the IAWP 2018 Conference. In addition to the opening and closing ceremonies, events include a Welcome Reception at YouthLink Calgary Police Interpretive Centre, a Western Hospitality Gala at a traditional rodeo venue and a cultural day at the conference.

The Welcome Reception, which takes place on the first night at YouthLink Calgary Police Interpretive Centre, is only available to the first 300 conference delegates who register for the event.

YouthLink is a leader in youth education and crime prevention. The organization helps teach families about the most pressing issues of their time and empowers them to make the right decisions to avoid crime and victimization. YouthLink features Alberta's largest collection of policing artifacts ever placed on public display. For more information about YouthLink, visit [www.youthlinkcalgary.com](http://www.youthlinkcalgary.com).

## Connect With the Calgary Conference

Facebook: [www.facebook.com/IAWP2018/](http://www.facebook.com/IAWP2018/)

Twitter: [twitter.com/IAWP2018?lang=en](https://twitter.com/IAWP2018?lang=en)

Find out more about Calgary: [choosecalgary.ca/iawp2018](http://choosecalgary.ca/iawp2018)

Find out more about the Western Hospitality Gala: [www.girltztrodeoranch.com](http://www.girltztrodeoranch.com)

Find our website: [www.iawp2018.org](http://www.iawp2018.org) or [www.iawp.org](http://www.iawp.org)

The Western Hospitality Gala, hosted at Girltzt Ranch, is sure to be one of the highlights of your trip! This is an opportunity to see what an Alberta ranch is all about. Some of the activities you will enjoy include a traditional western barbecue, a trick horse demonstration, line dancing with two live bands and live bull riding. To get a glimpse of what the Girltzt Ranch is all about, visit [www.girltztrodeoranch.com](http://www.girltztrodeoranch.com).

Events have also been organized for any children or companions who plan to joining you on this trip. Companions can choose from a range of excursions, including trips to Heritage Park, the Calgary Zoo, Fort Calgary and many others. Day trips have also been organized to the badlands of Drumheller, the icefields in Jasper National Park and Banff National Park. Companion tickets can also be purchased for the awards luncheon, the opening ceremony, the YouthLink Welcome Reception and the Western Hospitality Gala.

**To register for the conference or get more information about Calgary, the speakers or conference topics and events, please visit [www.iawp2018.org](http://www.iawp2018.org). While you're there, check out our blog and get the WestJet promo code for special deals on flights to Calgary. *WP***



Cori Slaughter with her husband and two of her children who have given her endless support throughout her career. Photo courtesy of Michelle Deloughery



Cori Slaughter began her career as other women police do, wanting to help those around her. Photo courtesy of Michelle Deloughery

## HEALTHY POLICING

# The Four P's I Learned Policing

By Cori Slaughter, Ottawa Police Service, Ontario, Canada

- 1. Purpose:** We need to find meaning in what we do every day.
- 2. Power:** We need to understand power — the ability to take away freedoms, command situations and recognize predators, both on the road and within policing itself.
- 3. Partnerships:** We have a need to belong and to create partnerships on the job, in our communities and in our relationships. There is also value in being recognized and appreciated as individuals.
- 4. Play:** Play is an important part of countering the negative effects of law enforcement with levity, humour and laughter.

### Purpose

Every recruit I've ever met began this career with these words: I want to help/give back/make a difference. It is a human need to want to know that our lives have meaning, that we contribute somehow.

We are the thin blue line between good and evil, protecting society from chaos. We are modern-day warriors, or more aptly perhaps, guardians. At first, suiting up in uniform brings a sense of unity and a feeling of euphoria. An adrenaline rush. The need for heightened awareness and observation is tantamount to survival. Intuition is enhanced. The best job in the world, however, comes with a cost.

Shift work means flexibility. Our families somehow adjust their daytime/school/work routines to embrace the cyclical but skewed circadian rhythm of endless 5 a.m. days, late afternoons and night shifts. The work-life balance is compromised, and often, purpose becomes forgotten.

### Power

We have the ability to take away personal freedoms. To victims, we are heroes. To others, we are authority figures — sometimes hated. Power has often brought about corruption. The slope to corruption is swift and increasing numbers of oversight bodies are being created and revised to address it. Yet, 90% of police calls for service deal with 10% of the population, some of whom are predatory. Certain personality types motivated by power are drawn to careers involving control, including law enforcement. Those

motivated by power have an uncanny ability to detect vulnerability in others. Compassionate and caring people are targets for these social predators.

There are sharks who prey on those they perceive as either vulnerable or those who are threatening to them. When challenged, they will often disengage. Call them out. The more dangerous predators are the snakes — charming, insidious and treacherous. And it is critical that we learn to recognize and avoid them before they strike.

There are two kinds of power, according to Mahatma Gandhi. One is obtained by the fear of punishment, and the other is obtained by acts of love. Power based on love is 1,000 times more effective — and more permanent — than power based in fear.

### Partnerships

We all have the need to belong. I am fortunate. For those who know him, it will come as no surprise that Ami (my Traffic Officer spouse) is the nurturer and caregiver in our family. He is my greatest teacher and one of my greatest gifts.

In addition to caring for our parents, he has looked after our children, Ashley, Josh and Amber. He attended every school activity, went to parent-teacher interviews, made their lunches, coordinated their dental appointments, coached their soccer games and cheered them on through countless competitions.

He did all of this while I was vaguely aware that there were people living in the house who were shorter than me.

As an example, Ami called me at work one day, asking "Did you register Josh for Take Your Kid to Work Day"?

"No," I said, exasperated, "That's only for kids in Grade 9."

There was a long pause on the end of the phone.

"He IS in Grade 9."

Mother of the Year Award — cinched.

Policing has a cost on our partners. Weeks, months and years of adrenaline wear on the body. Call after call from people in crisis — trauma, injury, death and unfathomable acts of violence. The natural response is withdrawal. It's so hard — maybe impossible — to share this stuff. We don't want to inflict it on the people we care about. At the end of shift, we head

home to recover. The roller coaster ride begins. The result — addiction, suspicion, mistrust and a need to control eventually become a way of life.

We know we have an inordinately high rate of PTSD and divorce. The adrenaline factor plays in. Being "on" includes a faster heart rate, heightened sense of reality, awareness and hypervigilance. These factors mirror two completely opposite human states — fear and being in love. Or lust.

When you want to induce an emotional bond with someone, do something scary. The bond created through an adrenaline high is powerful. And those calls involving high tension, the ones that increase heart rate and adrenal response, are strong connectors. Police relationships deepen. Sexual attraction happens.

The antidote is to invest in your relationships with your significant other and loved ones. Complacency kills cops... and marriages/partnerships. Ingrained ethics and a survival mindset are required to win. We all face adversity in life. It's how we choose to move through it that matters.

### Play

The effects of negative energy from trauma, crisis and human suffering are absorbed every day at a cellular level. Over years, the result is cynicism, depression and sometimes OSI, PTSD, both now recognized in legislation. There is a counter, a remedy.

It is play.

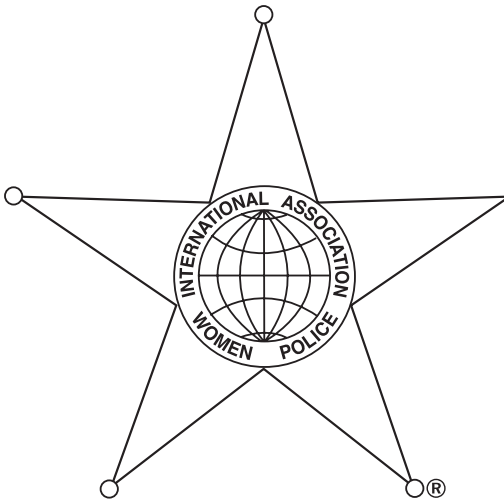
And my purpose was to try to lift that energy in whatever way possible.

If you ever wondered, this was the reason we played all those silly games on parade — charades, Jeopardy, goofy photos — they were meant to bring positivity. Humour, smiles and laughter are all effective ways to make small changes in the daily energetic landscape. Sharing your successes, commendations and kudos is hugely important. It's about recognizing, and appreciating, the efforts that each of you have made.

Kindness causes ripples that echo endlessly.

Remember your purpose. Remember why you joined.

Thank you for letting me be a part of your journey. **WP**



## MEDIA RELEASE

# Corporate Partnership With Axon

By Jane Townsley, former IAWP President

**W**e are delighted to announce that Axon has again agreed to continue its corporate partnership with the International Association of Women Police (IAWP) in 2018. Continuing this partnership with Axon ensures that IAWP can continue to influence, at the highest level, the development of personal protective equipment and support technology designed to take into account women's specific needs as well as cultural considerations. The support now provided by Axon will also allow IAWP to continue with its other projects and help ensure the organization is sustainable.

### Statement From Natalia Villett

Natalia Villett, Director, International Marketing Manager for Axon stated,

*"Axon first got involved with IAWP through its Taser brand at the IAWP conference in Cardiff in August of 2015, where we were surrounded by hundreds of brave and strong women from all over the world.*

*After hearing many stories of success and bravery from around the globe, we knew we needed to be aligned with such an organization — an organization that celebrates women and recognizes the commitment they make to make our communities safer. A statement Axon recognizes and lives by.*

*We were pleased to become corporate partners and members of IAWP in 2016 and that partnership continued in 2017 under the Axon brand. We look forward to developing this partnership further, for the second year in succession, we will also be sponsoring the IAWP Officer of the Year award and will have a presence at the 2018 IAWP conference in Calgary in Alberta, Canada.*

*At Axon, we make innovative public safety technologies that, combined with the brave work of law*

*enforcement officers, help to protect life. From our TASER smart weapons, to body-worn cameras, to our industry-leading cloud-based evidence management software, we are the world's premiere public safety company and are committed to delivering safe, secure solutions for law enforcement, militaries and citizens alike. As a proud sponsor of this year's 56th Annual IAWP Training Conference in Calgary, we strive to protect and support the courageous women in policing by equipping them with products that best serve them as they serve others. We appreciate the incredibly inspiring female officers who risk their lives every day, and we look forward to meeting you at this year's conference to discuss how we can combine our efforts in making communities around the world safer."*

### Statement From IAWP President Margaret Shorter

In response to AXON's continued commitment, IAWP President Margaret Shorter said,

*"This partnership is of great importance for IAWP. It allows us to take an active role in the future development of equipment and technology designed to protect and support those working in law enforcement. When law enforcement officers are protected, they are better equipped to protect their communities and keep them safe. Supportive technology will aid officers' investigations and supports IAWP's resolution on combating violence*

*against women as well as increasing the prospect of successful prosecutions at court. Our partnership with Axon continues to grow as we find new ways of collaborating for the benefit of our members and victims of violence."*

### About the Axon Network

The Axon network includes more than 100,000 licensed users from around the world and is changing the future of public safety.

Axon protects life by connecting devices, apps and people onto one centralized network. Our technologies impact every aspect of an officer's day-to-day experience:

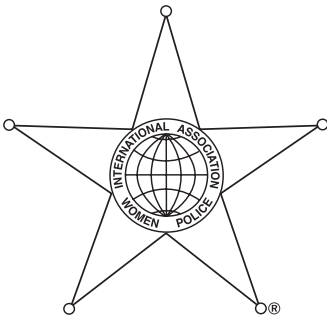
- In the field — Our Smart Weapons offer a less-lethal alternative to firearms and have helped saved more than 180,000 lives; our body-worn and in-car cameras collect video evidence to capture the truth of an incident; and our mobile applications enable simple evidence collection.
- At the station — Our secure, Canadian cloud-based digital evidence management solution allows officers and command staff to manage, review, share and process digital evidence using forensic, redaction, transcription and other tools.
- In the courtroom — Our solutions for prosecutors make collaborating across jurisdictions and agencies easy so that cases can be resolved quickly. **WP**

## Follow the Axon brand here:

Axon online: <https://www.axon.com>

Axon on Twitter: [https://twitter.com/Axon\\_EMEA](https://twitter.com/Axon_EMEA)

Axon on Facebook: <https://www.facebook.com/pages/Axon/117780381886687>



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Vacant

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### 57th IAWP Conference

2019: Anchorage  
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Make sure to nominate an impressive member of your police organization by 31 March 2018.



## IAWP ANNOUNCEMENTS

# Nominations Are Open for the 2018 IAWP Awards

**G**et ready to nominate someone who has inspired you for a 2018 IAWP Award as part of the IAWP Annual Recognition Program.

Is there an officer in your life who has shown outstanding bravery? Perhaps you know a civilian member of a law enforcement agency who has made an exceptional effort to assist law enforcement? Review the categories below to see if someone you know lives up to these honors.

This year, we are pleased to announce the introduction of a new award, "Prevention and Detection of Violence Against Women." This award will go to a female officer who has used her exceptional policing skills to prevent violence against women, including human trafficking. If you know someone who meets this standard, make sure to nominate them for this award.

Nominations began on 1 January 2018 and will close on 31 March 2018 (midnight EST). There are no extensions. Entries can be submitted by the candidate's supervisor, employer, the President of an IAWP Affiliate or an IAWP Board member, but not by the candidates themselves. Candidates can only be entered for one category.

The committee will review all nominations and the recipients will be notified by the end of April. Recipients will receive their awards at the annual awards luncheon during the 2018 IAWP Training Conference in Calgary, Alberta, Canada.

If you have questions, please contact Mylan Masson, Awards Recognition Chairperson, at [masson.mylan@gmail.com](mailto:masson.mylan@gmail.com) or 952-426-8898.

Download a nomination form at <http://www.iawp.org/awardform>.

### Categories and Citations

#### Officer of the Year

To be awarded to a female officer who distinguishes herself by her exemplary conduct and achievements in more than one area of policing and over a period of time that has a significant impact on her agency and/or area of responsibility.

#### Civilian of the Year

To be awarded to a female civilian staff member of a law enforcement agency who by her exemplary conduct has made an outstanding achievement to support, promote, improve and enhance policing, law enforcement and/or the criminal justice profession.

#### Bravery

To be awarded to a female officer who distinguishes herself by an exemplary act of bravery or heroism, on or off duty, and at risk of her own personal safety or in the face of danger and in the execution of her duty.

#### Leadership

To be awarded to a female officer who distinguishes herself by demonstrating a continuing long-term commitment to leadership using exceptional personal skills, leading teams and team building, developing others, organizational skills and administration that has an outstanding positive impact within her agency or area of responsibility.

#### Community Service

To be awarded to a female officer who distinguishes herself by her exemplary actions to improve public safety, reduce crime and criminal behavior, reduce

anti-social behavior or foster better relationships between police and the local community.

#### Excellence in Performance

To be awarded to a female officer who distinguishes herself by her exceptional policing skills that have a significant impact in her agency or area of responsibility. Such as the arrest of a prolific criminal, detection of multiples offences, improved road safety or improved policing performance.

#### Mentoring and Coaching

To be awarded to a female officer who distinguishes herself by her support, assistance and development of women in law enforcement by focusing on their career aspirations, their ongoing personal development and/or producing training programs or policies which enhance the role of women in policing.

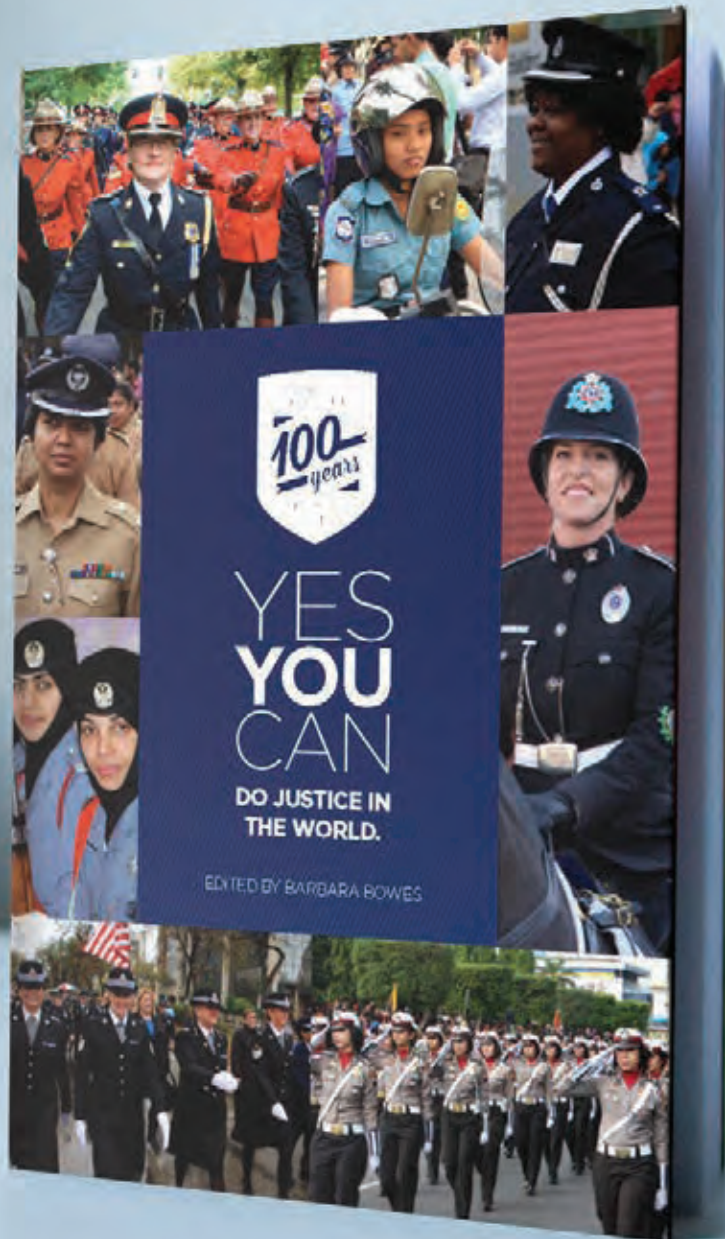
#### Male Award in Support of the "HEforSHE" Campaign

Award to recognize a male officer or male civilian employed by a law enforcement agency or police force, who has made a significant contribution and commitment to the advancement of women in policing.

#### New in 2018

##### Prevention and Detection of Violence Against Women

To be awarded to a female officer who distinguishes herself by her exceptional policing skills to prevent and/or detect offenses of violence against women, including human trafficking. **WP**



# Order IAWP's Book: Yes You Can, Do Justice in the World

Read stories from policewomen across the globe

*Yes You Can, Do Justice in the World* is a compilation of short stories collected from policewomen across the world in celebration of 100 years of women in policing. These stories are inspirational and highlight the passion, dedication, persistence and pride that women police officers bring to job.



#### The book includes:

- Stories from courageous women all over the world
- Women who ventured into unique roles to protect other women
- Officers who traveled to war-torn countries to engage in humanitarian service
- Women who have led the way into senior leadership and have opened doors for you

#### To get your copy:

- Go to [iawp.org](http://iawp.org)
- Select "Publications" on the left side of the screen
- Choose "Book: Yes You Can Do Justice in the World"
- Follow the link at the bottom of the page

