

the **gender** AGENDA

*women officers clearing
hurdles together*



The Gender Agenda has been developed by an executive group representing the British Association of Women Police, Action E, the Senior Women Officers' Conference, the Police Federation, the ACPO Women's Group, the Metropolitan Association of Senior Women Officers, and the European Network of Policewomen.

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EXECUTIVE SUMMARY

In the development of the gender agenda we have endeavoured to embrace the many groups which represent women officers' views. Our aim has been to develop a common agenda of the issues affecting all of us and our ability to achieve our potential within the Service; whether this is in our current rank (Constable to Chief Constable), our current role (uniformed patrol or specialist) or in a rank or role to which we aspire and have the ability to achieve. We also recognise the double jeopardy experienced by visible ethnic minority women and gay women.

The gender agenda clearly focuses on the specific needs of the 16% of women officers within the Service. It does, however, recognise that other women within civilian support roles, and men, experience similar challenges. We believe by focusing on the agenda the Police Service will ensure benefits for both women officers and the greater organisation.

This document clearly explains our vision, values, raison d'être and our five long term aims which are:

1. For the Service to demonstrate consistently that it values women officers;
2. To achieve a gender, ethnicity and sexual orientation balance across the rank structure and specialisms consistent with the proportion of women in the economically active population;
3. To have a woman's voice in influential policy fora focusing on both internal and external service delivery;
4. To develop an understanding of the competing demands in achieving a work/life balance and a successful police career; and
5. To have a working environment and equipment of the right quality and standards to enable women officers to do their job professionally.

It then clearly and succinctly outlines the case for the agenda, giving the Service five good reasons why it should pursue it with vigour.

Finally, each long term aim has been broken down to give the reality of what it means; we clearly identify the barriers to progress, what action needs to be undertaken to break down the barriers, examples of positive initiatives currently happening to improve the situation and finally highlight bad practice that needs to be stopped.

The gender agenda will be a living document with progress regularly updated on the British Association of Women Police website (www.bawp.org). Consequently, we invite all officers and organisations to contribute to the implementation of the agenda and to keep us informed of progress. We particularly welcome further positive initiatives which can be cited to assist others who are grappling with the issues.

The gender agenda seeks to awaken the Service to issues which must be tackled if it is to develop its potential as a deliverer of quality services to the public it serves in the 21st century.



THE GENDER AGENDA

VISION

To generate a thriving police organisation which supports women officers in achieving their full potential and making their full contribution to policing.

VALUES

We support a moral and ethical approach which ensures that all staff, regardless of their membership of any identifiable category, are neither advantaged nor disadvantaged in pursuing their duty or their career. We believe the Service must be inclusive.

The agenda seeks to:

- a) Maintain focus on the issues for women officers
- b) Challenge tradition, myth and discrimination
- c) Identify potential solutions for every identified issue/obstacle/problem
- d) Ensure all our arguments are evidence based
- e) Explain and create an understanding within and outside the service of the challenges facing women officers
- f) Endeavour to make sure beneficial changes happen

LONG TERM AIMS

1. For the Police Service to demonstrate consistently that it values women officers.
2. To achieve a gender, ethnicity and sexual orientation balance across the rank structure and specialisms consistent with the proportion of women in the economically active population.
3. To have a woman's voice in influential policy fora focusing on both internal and external service delivery.
4. To develop an understanding of the competing demands in achieving a work/life balance and a successful police career, and generate action to make this a reality.
5. To have a working environment and equipment of the right quality and standards to enable women officers to do their jobs professionally.

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THE CASE FOR THE GENDER AGENDA

The gender agenda seeks improvements for women officers through increased dialogue and the creation of greater understanding about the challenges and dilemmas they face. The agenda recognises and credits the organisation for the positive progress it has made over the last ten years. However, despite the progress, women officers remain a minority group and disproportionately under represented within both the ranks and specialisms.

Although the theoretical and legal arguments for equality of opportunity and promotion and selection on merit have been made these have not yet been fully reflected in reality. Why?:

- the perpetuation of dated stereotypes and myths;
- inflexible thinking on flexible working;
- policy development excluding the female perspective;
- a failure to recognise the impact and consequences of the predominant and dominating culture on minority groups.

Why embrace the gender agenda?

Albeit the focus of the agenda is on the position of women, tackling the issues it raises will have significant benefits for the rest of the Service.

1. Women are only 16% of police strength whilst being over 50% of the population, with 44% of the economically active population being female.

(i.e. 35% of full time employees and 83% of part time employees are female, and 55% of ethnic minority women are economically active)

- A modern responsive police service needs the range of viewpoints and experience that only a balanced workforce can supply.
- To meet future resource requirements the business imperative demands that the Service fully accesses the talent pool of both women and men.

2. To make the Service the employer of choice for both women and men, and the best deliverer of service to the public, its policies must be gender proofed.

- If strategies and policies for what happens are not shaped by men and women, the thinking and decision making processes will not benefit from all the brain power, insights and judgements available and the result will be a lopsided organisation delivering a lopsided service.



3. Untapped potential and loss of expertise is a waste of resources and must stop.

- For as long as they are in a minority, women officers need active support to achieve their potential. Networking (both mixed and single sex) is positive and needs to be encouraged. Men only and mixed networking occurs automatically; the same is not true for women only. Opportunities must therefore be created for women to get together without being made to feel uncomfortable in a culture which frequently seeks to question the benefits.
- The minimum replacement cost of an officer after five years investment in developing their skills is £150,000.

4. It is an opportunity to take action to prevent unnecessary employment tribunals - Reasonableness and negotiation are the keys to employer/employee harmony.

- Reducing employment tribunals will reduce the monetary costs, human costs and negative impacts on the organisation and individuals.
- The Human Rights Act brings an added dimension and will be brought to bear if organisations fail to treat staff properly.

5. To achieve a balance between the organisation and individuals' needs through a fresh and more flexible approach to working practices.

- Everybody is entitled to a work/life balance but not to the detriment of providing the service - reasonable boundaries need to be negotiated and lessons learned from other organisations.
- The challenge for managers is that flexible working is perceived as more difficult to manage but has the potential to be more responsive to service demands.
- Part time workers are not part able or part committed - but this is the way the organisation frequently makes them feel. Supportive, flexible managers make it work and improve productivity.
- All workers are part of an emergency service and must be able to respond to the unpredictability of the role.

The agenda recognises that many men support and endeavour to understand the dilemmas faced by minority groups, and women in particular, and not all women do.

LONG TERM AIMS THE REALITY



Long Term Aim 1

For the Service to demonstrate consistently that it values women officers.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>1. THE TRADITIONAL IMAGE OF THE POLICE OFFICER - relying on strength - 'brawn not brains'.</p>	<p>Challenge image - move to articulate, mentally tough image - 'brains not brawn'</p> <ol style="list-style-type: none"> 1. Ensure Home Office and local recruitment advertising is impactful on women. Policing must be a real career choice for women. a) Review the depiction of women b) Seek to impact on the national and force recruitment campaigns. Encourage them to consult with local women officers to ensure the advertising design and language used is women friendly. c) Support and assist specialist groups who want to attract women officers, e.g. National Crime Squad (NCS). d) Invite Home Office to consider a campaign similar to the Graduate Entry Scheme - to sell the Service as a career to appropriately qualified women. Part of the campaign should be to encourage women to return to the organisation in the rank in which they left. 	<p>Forces who have proactively recruited women to rejoin have had better success rates than those who do not. (Part Time Working Study 1992)</p> <p>Rejoiners, however long away, do not need to repeat their initial recruit training. Bespoke on-division training can be developed locally. Each individual should have a training needs analysis.</p> <p>National recruitment standards should be a positive step forward. Draft expected Sept 2001 unlikely to be implemented before 2002.</p> <ul style="list-style-type: none"> • Open days/taster days • NCS stand at the Senior Women Officers' Conference. 	<p>Making all returners go back to training centres to do the full recruit training programme.</p> <p>Not recognising transferable skills from managing domestic/home life (negotiation, conflict resolution, the ability to handle many competing issues at the same time).</p>

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
	<p>2. Challenge tests, courses and equipment that are devised around strength and male physical characteristics. Promote the notion of regular health screening rather than fitness testing. Service objective must be to have a healthy workforce.</p> <p>a) Question why tests are necessary: why speed swimming for underwater search unit?</p> <p>b) Ensure tests are not discriminatory in a subtle way.</p> <p>c) If necessary then seek positive action to enable female officers to achieve the required standard.</p> <p>d) Invite forces and ACPO Personnel Management Committee to consult women officers as a conduit for tests and to contribute to job descriptions and assessment centres.</p> <p>e) Improve safety equipment to cater for needs of people of non-standard stature. (The Disability Discrimination Act will apply to police officers in 2004.)</p> <p>f) Explore and challenge the traditional methods of delivering training, i.e. mandatory and lengthy residential courses.</p> <ul style="list-style-type: none"> • Better use of IT • More modular courses • More national courses run in the North and South or regionally • Use of distance learning/home study 	<p>Research needs to be based on observation to identify 'what normal duties are'. Asking for volunteers/using questionnaires could skew the results towards a perception of what officers do and not what they actually do.</p> <p>Fitness test review ongoing between Metropolitan Police and Loughborough, due to report early 2001.</p> <p>The use of force is not a major part of police officers' lives. Thames Valley Police force data - only in 5% of incidents is force used or threatened to be used by officers.</p> <ul style="list-style-type: none"> • New Accelerated Promotion Course. • Senior Women's Leadership and Management Course. Short modules offered in two locations, Bramshill and Lancashire. 	<p>Some recruitment and selection fitness tests - press ups speed slalom.</p> <p>PTIs who do not allow women to count press ups where their bust touches the floor yet they can get no lower because of their bust!</p> <p>Women are disproportionately failing these elements. What is the relevance to the job? If not re-tested why is the test needed?</p> <p>All Inspectors on a training course in one area had to cover custody issues from the baseline of the Inspector with least experience. One Inspector had extensive custody experience so could have been one of the training team.</p>

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>2. DEPICTION OF WOMEN OFFICERS BY THE MEDIA.</p>	<ul style="list-style-type: none"> • Improved review processes for training. Is it really training that is needed or is it another type of development? • Accredited prior learning so that staff can skip modules if they have already covered them. <p>g) Encourage competency based approach to job specification.</p> <p>h) Identification and maintenance by training establishments of child care facilities information. Proactively publishing information which shows understanding of the needs of staff with caring responsibilities on training courses</p> <p>i) Provision of breast milk facilities and privacy to express.</p> <p>Challenge the media depiction of police officers, particularly females.</p> <p>a) Challenge the exclusionary language used in police related articles at local and national level.</p> <p>b) Challenge the portrayal of police within the media at a local level. Move image from male and tough to diverse and able.</p> <p>c) ACPO Media Advisory Group must take a lead in challenging and identifying best practice.</p> <p>d) Use the work on the depiction of women officers carried out by academics to influence the media and senior officers.</p>	<p>GMP plan to establish competencies for sex offence training in 2002. Lancashire has a comprehensive competency based promotion framework for all ranks and has women officers in every rank.</p> <p>Correspondence to Daily Telegraph by ACC Spence and to The Economist by ACC Wood challenging their use of exclusive language which was acknowledged by the editor.</p> <p>GMP policy on appropriate language.</p> <p>Publication of research in Police Review.</p>	<p>Cultural issue for trainers - who see the team element of full time residential courses as being as important, if not more important, than the content or structure of the course for participants.</p>

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>3. WOMEN OFFICERS FAILING TO RECOGNISE THEIR ABILITY TO SUCCEED</p> <p>A lack of understanding by male officers of the issues facing women and an inability of women to articulate the issues confidently, exacerbates feelings of "us and them" and results in a backlash when positive action is taken or proposed.</p>	<ul style="list-style-type: none"> e) Try to influence those who control radio/tv storylines to present a professional image of female officers to their audience. f) Endeavour to put more women officers forward for TV/radio interviews; and to write articles and give interviews for national print media g) Use professional image consultants to support females in presenting the most professional image to the public. h) Produce guidance for female officers to prevent manipulation by the media and trivialisation of the female officer role. <p>Ensure women officers value themselves. Ensure all understand their responsibility to act professionally and reasonably.</p> <ul style="list-style-type: none"> a) Encourage networking - top down. Raise awareness that networking is not inappropriate. Women do not come together enough whereas men have traditional and existing opportunities to come together. b) Encourage local force networks of women officers. c) Each ACPO female member should be encouraged to raise their profile, e.g. an article for each in Grapevine (BAWP newsletter), being involved in, and attending, women officers' conferences. 	<p>The value of networking explained. A fact sheet (under development).</p>	

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>4. THE SERVICE FAILING TO GIVE WOMEN THE OPPORTUNITY TO DEVELOP BALANCED CURRICULUM VITAE.</p> <p>This can impact on later career development and promotion opportunities.</p>	<ul style="list-style-type: none"> d) During initial training all recruits should have the value of networking and issues for minority groups explained. e) Need to learn from employment tribunals. In recent ET cases the party who acted reasonably received the favourable finding, be they officer or force. Employer and employee must be reasonable. f) Support professional development and self realisation with positive action, e.g. i) promote Springboard type programmes (Women only personal development training); ii) Encourage local ACPO teams to enable similar courses at force and regional level; iii) Promote the Women's Leadership course; now in the National Police Training course directory. a) Supportive career development and career counselling. b) Fully funded mentoring schemes utilising mentors both internal and external to the organisation. 	<p>This is happening in some forces.</p> <p>Need an ACPO seminar on 'Learning from employment tribunals'. Need to develop a joint circular by the 3 Staff Associations on lessons from Employment Tribunals (ETs).</p> <p>Positive Action explained - a fact sheet (under development). Springboard programmes run by Avon & Somerset, the Metropolitan Police, and Thames Valley.</p> <p>Forces who fund individuals to have an external mentor if that is the most appropriate support mechanism for them.</p>	<p>ET cases where forces acted unreasonably, i.e. flatly refused to negotiate with an individual or come to a compromise solution.</p> <p>Managers not understanding positive action or the additional challenges of being a member of a minority group and who consequently create an atmosphere where women feel guilty for attending positive action programmes.</p>

Long Term Aim 2

To achieve a gender, ethnicity and sexual orientation balance across the rank structure and specialisms consistent with the proportion of women in the economically active population.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>1. LONG HOURS CULTURE AND WORK LIFE BALANCE.</p> <p>(See Long Term Aim 4 page 15)</p>	<ul style="list-style-type: none"> • ‘Macho’ culture to be acknowledged and tackled. • Imaginative and positive support for part time working and job sharing. • Review of role/rank responsibilities and relevant job descriptions. • Provision of adequate support infrastructures. • Inspectors’ Central Committee ‘overstretched campaign.’ 	<ul style="list-style-type: none"> • Formation of professional networking associations focused on positively promoting the interests of female officers. • ‘Banking’ of hours for part time workers, enabling long term planning. • Allowing term time working where appropriate. • Introduction of time management and flexible resource management as competencies in selection processes. 	<ul style="list-style-type: none"> • Specifying willingness to work long hours as a selection criterion. • Overloading some roles/ranks with disproportionate responsibilities . • Specifying, without clearly evidenced reasons, that some roles/posts are not suitable for part time working. • Planned meetings held at inappropriate times, i.e. breakfast meetings.
<p>2. CULTURAL PERCEPTION OF POLICING AS A PROFESSION.</p> <p>This is exacerbated because career progression rates for visible minority ethnic women is poor. Currently there are only 1 Superintendent, 1 Chief Inspector, 4 Inspectors and 29 Sergeants.</p>	<p>Marketing of policing as a dynamic, challenging profession among minority ethnic and female groups and specifically focused on the achievement of women within the service and the potential for others.</p> <p>Include the issue of status, which can be important to women from minority ethnic heritage trying to persuade parents that this is their chosen career.</p>	<ul style="list-style-type: none"> • Positive Action on gender and ethnicity issues. • Demonstrating, through the participation of suitable role models in recruiting campaigns, the possibilities available to females within the service. • Publicising the above in internal and external environments (e.g. articles in women’s magazines etc). • Holding seminars and workshops aimed at attracting females into so called ‘macho’ departments (e.g. Firearms). • Essex - under representation team with an ACPO sponsor. 	<ul style="list-style-type: none"> • Focusing too much in recruiting on the so called ‘macho’ aspects of policing. • Prioritising in internal and external selection competencies perceived as masculine. • Failing to challenge gender specific language at all levels. • Failing to recognise that some ethnic groups traditionally do not see policing as an acceptable profession for women and not seeking opportunities to inform and challenge. • Posts which are still perceived as a male only domain.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>3. LACK OF TRAINING AND DEVELOPMENT OPPORTUNITIES SPECIFICALLY DESIGNED TO SUPPORT OR ACCOMMODATE THE NEEDS OF FEMALE OFFICERS.</p> <p>e.g. the current format of the Strategic Command Course is a barrier to the top jobs for many women; and the format of the recruit training programme is an inhibitor to female recruitment.</p>	<ul style="list-style-type: none"> • Most training is conducted in a centralised, course-run manner, requiring a significant commitment in terms of time and extra-curricular activity. • Reviewing training available and redesigning the curriculum to decentralise and introduce modular learning would enable many women with caring responsibilities to undertake relevant training. • Female officers seeking promotion will find themselves in a minority. Training designed to provide insight into 'managing' in a male dominated culture would enhance their potential for success. 	<ul style="list-style-type: none"> • Recently introduced course designed for senior women officers development. • Formation of self help groups and networks. • Exploration of external training opportunities. • Bramshill providing accommodation for mothers, children and carers for the duration of a course, thus facilitating mothers' attendance - needs to consider how this can be extended. 	<ul style="list-style-type: none"> • Residential courses that are run over long periods of time, that also require extra-curricular activity (e.g. Strategic Command Course and the recruit training programme).
<p>4. ISOLATION OF FEMALE OFFICERS.</p> <p>Increased feelings of isolation in visible minority ethnic and gay women officers who feel a double jeopardy.</p>	<ul style="list-style-type: none"> • Formation of professional self help or lobby groups or associations focused on supporting and informing female colleagues. • Using IT to ensure networking and access by creating a website. • Using internal publications to advertise activities of such groups in addition to news and information. • Pro-actively supporting junior colleagues. • Research needs to be commissioned to identify the issues for black women. (Home Office are progressing this.) 	<ul style="list-style-type: none"> • Personal acknowledgement of success of junior colleagues by ACPO officers. • Creating a distribution map showing the location and rank of all ranks from PS upwards, and posting it onto the Internet. • Mentoring scheme focused on helping female officers to successfully apply for specialist departments. • Creation of a comprehensive skill directory posted on the intranet for the information of junior colleagues. 	<ul style="list-style-type: none"> • Failing to co-ordinate, on an area basis, the even distribution of female officers. • Not allowing female officers the opportunity to participate in self help groups on the grounds that they promote female interests. • Not having clear guidelines on part time working and job share opportunities, leaving it to individuals to negotiate with (mostly male) commanders. • Cultural stereotypes which portray African Caribbean women as aggressive and threatening and Asian women as compliant. Both stereotypes affect professional development.
<p>5. PREPONDERANCE OF MALE OFFICERS IN SENIOR RANK.</p>	<ul style="list-style-type: none"> • Review of promotion processes. • Benchmarking internal selection processes against external ones to ensure validity and integrity. • Development of female senior officers networks. • Challenging results where there may have been indirect or direct discrimination. 	<ul style="list-style-type: none"> • Involving senior male officers in female networks activity and publicly demonstrating co-operation and support. 	<ul style="list-style-type: none"> • Lack of women in senior rank and specialist departments to provide challenge to male officers. • Dismissive attitudes towards women with caring responsibilities. • Male only interview panels.

Long Term Aim 3

To have a woman's voice in influential policy fora focusing on both internal and external service delivery.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>1. FAILING TO PLACE GENDER ON THE AGENDA OF KEY POLICY MEETINGS.</p> <p>2. LACK OF WOMEN OFFICERS' PERSPECTIVES ON KEY POLICY BODIES AND TOKENISM IN DECISION MAKING FORA.</p>	<p>Include women officers on policy bodies.</p> <p>a) Identify where women currently hold positions on key policy bodies and identify the voids.</p> <p>b) Ask the Superintendents' Association to recognise and support a women's forum within their staff association.</p> <p>c) Actively encourage women officers to stand for positions in their local Federation and Superintendents' Association branches.</p> <p>d) Ask forces to specifically consult with women officers re: new policy. Must have women with a specific role on policy advisory groups.</p> <p>e) Female consultation on policy documents will enable the service to value the different interpretations on many issues internally and externally.</p> <p>f) Seek alliances to progress issues, e.g. Women's National Commission.</p>	<p>Initiatives taken over many years by women and men who have often been lone voices.</p> <p>Superintendents' Association are now reviewing the representation of women officers.</p> <p>Federation have asked HMIC to include interviews with Federation representatives during force visits</p> <p>Work with the Women's National Commission on how to engage with external women's groups to aid policy development and improve service delivery.</p>	<p>Very few female attendees at the Superintendents' Association Conference.</p> <p>Lack of proper briefing for women officers when representing women's views in decision making fora.</p>
<p>3. GENDER BIASED POLICIES AND PROCEDURES</p>	<p>Equality between women and men should be built into organisational goals, policies, procedures and programmes.</p>	<p>Cabinet Office Women's Unit. Gender Impact Assessment tool has been developed to help policy makers incorporate the gender equality perspective into the process of policy making.</p>	

Long Term Aim 4

To develop an understanding of the competing demands in achieving a work/life balance and a successful police career

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>1. LACK OF FLEXIBILITY IN STRUCTURES, WORKING PRACTICES AND MANAGEMENT THINKING Police regulations do not allow for example:</p> <ul style="list-style-type: none"> • Variable shifts for part time workers • Pro rata increments for part time workers • Part time working for ranks above Sergeant (job share only) • Real time pension accrual <p>N.B. All of these points have been agreed at the Police Negotiating Board but have yet to be incorporated into regulations. Part time working agreed for Inspector and Chief Inspectors.</p> <p>Career Break Schemes PNB agreed in October 2000 that resignation was not necessary. BUT conflicts are arising over what employment(s) can be pursued during a career break.</p>	<p>1. Address Police Regulations</p> <ul style="list-style-type: none"> • Long term: to review Police Regulations, with particular attention to any disproportionate impact. • Ask the PNB to reach an in principle agreement that if Regulations are potentially discriminatory forces should act in accordance with relevant employment law. • Include part time working for probationers (agreed at PAB). • ACPO and Superintendents' Association to address part time working issues for female Superintendents and ACPO ranks. <p>.</p> <p>2. Adopt a more proactive flexible approach to gender issues - learn from other organisations, e.g. Hewlett Packard.</p> <ul style="list-style-type: none"> • Forces should be advised not to penalise all officers in attempting to stop staff trying inappropriate jobs during their break - how can families support themselves without paid employment? 	<ul style="list-style-type: none"> • Forces who faced with the discriminatory impact of regulations follow good practice in employment law. • Some forces allow part time working for probationers after initial training; and at Inspector rank. Both of these decisions were taken after legal advice had been obtained. • Some forces already pay increments pro rata to their part time officers. • Forces who make it clear to everyone that women returning to work after maternity leave can return to operational duties; there is no right to work 9 - 5. The objective is to achieve a balance between operational and individual needs through compromise. 'Flexible working is a two way bargain.' <p>Risk management of part time/flexible working. Northumbria Police document which formally records the negotiation procedure for part time working.</p> <p>Forces who allow staff to do appropriate paid employment whilst on a career break.</p>	<p>All forces following Home Office advice are likely to be vulnerable to tribunal, particularly concerning probationers and ranks above Sergeant being unable to work part time.</p> <p>Poor drafting of new regulations by Home Office which is holding up their enactment.</p> <p>Managers taking easy option refusing part time/flexi work.</p>

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>Transferring from one force to another. Forces do not want to accept officers up to Inspector rank with more than 10 years service because of the pension/cost implications.</p> <p>Part time working seen as not suitable for supervisory roles. Mandatory return to shift work on promotion to Inspector.</p> <p>Team meetings at unsuitable times (implications for communication)</p> <p>Long hours culture. The need to take work home. Feelings of guilt. (See Long Term Aim 2 page 11).</p> <p>Variation between forces, for example in policies, procedures and management attitudes.</p>	<ul style="list-style-type: none"> • Find out what impact this is having for women. Anecdotal evidence suggests it might be differential. • Check with the Home Office whether this issue is being covered in the review of the pension regulations. • Flexible working practices research report (HO) and guidelines from ACPO Equality Sub Group might help here. • More creative use of job share • Chairs should check with all staff whether meetings are at a suitable time. • Supervisors, senior managers, lead by example - should guillotine meetings, go home on time. • Ensuring balanced workloads. • Knowing when to say no. • Overcoming issues of guilt. • Use Personal Development Plans to hold people to account. <p>Quality of work produced must be more important than time spent and presence at work.</p> <ul style="list-style-type: none"> • Positive action - should be highlighted by HMIC; and included in Performance Plans, along with targets. <p>3. Challenge traditional work models Recognise that all staff are not able to work shifts or to work with the same group of individuals all the time. This would encourage flexible thinking by supervisors.</p>	<p>Officers at Inspector and Chief Inspector level being allowed to work part time. Officers being promoted into part time roles.</p> <p>Job share planned for operational Inspectors - Surrey.</p> <p>Managers managing properly.</p> <p>Overstretch campaign being undertaken by the Inspectors Central Committee of the Police Federation.</p>	<p>Senior managers who allow officers at Inspector & Chief Inspector level to work part time and then add stress by making them feel it is a big favour and could be removed at a stroke.</p> <ul style="list-style-type: none"> • Part time staff doing full time jobs. • Less family free time and lack of often needed rest and recuperation.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>2. FAILURE TO UNDERSTAND AND TAKE ACCOUNT OF ISSUES IMPACTING ON WOMEN'S LIVES</p> <p>Failure to take into account lifestyle issues.</p> <p>Lack of real equality and anti discriminatory considerations in relation to women's disproportionate responsibilities for child rearing, care for elderly or sick relatives, domestic chores and being single parents.</p> <p>Health and stress issues: unnecessary work life pressures Lack of support for officers suffering domestic violence</p> <p>Women not taking the promotion examination because of the demands of family life</p> <p>3. THE IMPACT OF THE PREDOMINANT AND DOMINATING MALE CULTURE</p> <p>Some women officers may not apply for a job if they fit 'only' 5 out of 6 job criteria - believe they need to be perfect.</p> <p>Fear of failure exacerbated by isolation prevents some women putting themselves forward.</p>	<ul style="list-style-type: none"> • Move to a culture which takes account of women's and men's lives. • Providing relevant and necessary practical support mechanisms. • Gaining better understanding of women's responsibilities. • Extra consideration for workers with family commitments. • Self help groups. • Developing a culture that properly challenges inequalities and discrimination. • Organisation should learn from past mistakes. • Realisation that domestic violence can affect police staff. • Organisational support - practical advice to staff on how to focus on the promotion examination. • Positive action to empower women to 'go for it'. • Supportive supervisors. • Active support and encouragement. • Advice on how to deal with failure. 	<ul style="list-style-type: none"> • Forces who recognise that there is a lack of professional carers for pre-school and school age children outside 0800 - 1800 which makes shift work difficult for some mothers. • West Yorkshire child care network. • Busy Bee voucher scheme for all employees with children (Staffordshire Police) • Dundee sitter service providing out of hours child care in own houses. • Links with other organisations. • Major Incident Plans, including emergency babysitting. • When men challenge inappropriate practices that discriminate, disadvantage and demean the role of women. • Women's Health Days e.g. Lancashire. • Forces who keep in contact with staff while on maternity leave/career break. This ensures their return is a normal step and not a stressful ordeal. • Promotion classes to assist development. • Providing encouragement and support. • Springboard Programme - Avon & Somerset, Metropolitan Police and Thames Valley. 	<ul style="list-style-type: none"> • Lack of recognition of those with families and external caring responsibilities. • Failure to take account of past mistakes and lessons from Employment Tribunals (ETs) and grievances. • Failure of organisation to be flexible.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>Reduced opportunities for development because not able to go on long courses e.g. CID, traffic and senior management courses.</p> <p>Lack of role models, mentors</p> <p>Sponsors and backers are exclusive not inclusive</p> <p>4. FAILURE TO DEAL WITH MYTHS A belief that there are informal quotas e.g. the force has no more than one woman Chief Inspector or two women on Special Branch at any one time.</p> <p>A belief that minority ethnic staff and women officers will get promotion more easily puts unnecessary pressures on both groups and demeans any success.</p> <p>Promotion Boards still operate on hidden agendas and promote those whose 'face fits'</p>	<ul style="list-style-type: none"> • Short modular courses; if possible locally based (NB: if an MBA can be obtained by full-time, part-time or distance learning police training can be more flexible in its delivery). • Encourage women to put themselves forward to support others. • Senior Managers should be proactive and friendly in communicating with all staff rather than communicating only with staff who they work closely with, socialise with or who are confident and approach them. • Positive statements from Senior Managers. • Structured open feedback from boards. • A clear demonstration that progress is on merit through totally open promotion systems. • Ensure that Senior Managers and Chief Officers have the necessary recruitment and selection skills. 	<ul style="list-style-type: none"> • Leadership and Development Programme for Senior Women - short modules located in north and south of country (Included as part of NPT Short Courses 2001/02). • New accelerated promotion course. • Immediate marking systems with feedback from one of the board members explaining comments and marks. • Independent Adviser as part of the Board e.g. Lancashire considering independent member on APC boards. • Training given to Senior Managers and Chief Officers in 'Advanced Interview Skills'. • Northamptonshire have a positive action scheme for all staff who fail assessment boards - this could also help with networking. 	<ul style="list-style-type: none"> • Poor recruitment and progression policies. The number of women recruited and advancing is poor nationally.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>5. FAILURE TO DEAL WITH STEREOTYPES Attitudes of and to Specialist Departments</p> <p>Lack of representation of women in Specialist Departments</p>	<ul style="list-style-type: none"> • Prevent classification into sex stereotypical roles. • Change female conditioning. • Change image of what women can do. • Positive action measures. Demystifying suspicion and misunderstanding that exists with regard to positive action. • Focused targets - Gender, Performance Indicators (PIs). • Encouragement and coaching. 	<ul style="list-style-type: none"> • Positive action measures - register of interest for female staff interested in Specialist Departments (South Wales). • Mentoring programmes, attachment policies, shadowing opportunities, appropriate training. 	<ul style="list-style-type: none"> • Classification according to sex stereotypical roles.
<p>6. ISOLATION Lone positions due to geography or specialism</p> <p>Isolation at Inspector rank and above Note: Women are more likely to lose touch - e.g. due to wastage - with women they meet in early years of careers, whereas men retain their peer group.</p>	<ul style="list-style-type: none"> • Access to networking • Set up force networks to allow women officers and support staff to meet and support each other. • Access to Senior Women Officers' Conferences. • Senior women in the force to contact newly promoted Inspectors offering contact details for buddy or mentor programmes. 	<ul style="list-style-type: none"> • The Metropolitan Police Association of Senior Women Officers is to send a letter to each newly promoted Inspector providing contact details. • ACPO women's forum will contact all women Superintendents offering support and encouragement. 	<ul style="list-style-type: none"> • Letters to women officers concerning attachments, shadowing, mentoring programmes etc. with no explanation as to why they are being targeted for positive action - in consequence they reject the opportunity.

Long Term Aim 5

To have a working environment and equipment of the right quality and standards to enable women officers to do their jobs professionally.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>1. EQUIPMENT IS PURCHASED WITHOUT APPROPRIATE CONSIDERATION as to whether it is fit for purpose and fit for use by all personnel who may be eligible to use it.</p> <p>Women personnel are excluded from specialist roles because equipment is not of a suitable quality or dimension for them to perform their role professionally.</p> <p>The suitability of women for specialist roles is assessed on their ability to use this unsuitable equipment.</p>	<ul style="list-style-type: none"> • Develop best practice guidelines for equipment purchase. • Ensure all views, particularly those of minority groups, are included in purchasing decisions. • Set up user groups to identify women officers' equipment needs. • Better inform the National Operations Faculty, to enable them to give forces access to expertise re: equipment for female officers. This opportunity could be provided through networks of women in specialist roles - could set up user or test groups for specific items. • Problems need to be communicated to women Federation representatives who sit on equipment working groups or to the national Federation office if it is an issue with a national dimension. 	<ul style="list-style-type: none"> • Where specific issues are raised by women, a review is conducted of what measures have been taken to satisfy them before purchasing. • All women officers in Lancashire are equipped with body armour which is specifically tailored for individual and personal use. • Procurement of firearms with differing grip sizes, e.g. GMP and Essex Police. 	<ul style="list-style-type: none"> • Female personnel are considered 'the weaker sex' because the equipment provided is not suitable and has not been purchased taking the needs of all eligible personnel into consideration. • Body armour that is adapted to fit female officers rather than being specifically designed for their use. • Firearms being purchased that are too big to be held by officers with small hands. • Evaluation which does not include specific issues for women. • Flame retardant overalls purchased in male only designs and unsuitable for women's differing requirements when needing to avail themselves of the toilet! • Motor cycles that small officers cannot use safely. • Equipment belts and equipment is designed to be one size which fits all.

Real barriers to progress	Action to break down the barriers	Positive initiatives	Examples of bad practice
<p>2. DEVOLVED BUDGETS FOR PURCHASING EQUIPMENT CAN CIRCUMVENT CENTRALLY AGREED STANDARDS.</p> <p>The concept of Best Value and the lack of appropriate representation or consideration of women officers' perspectives in these reviews may result in women being excluded from having access to suitable equipment.</p>	<ul style="list-style-type: none"> • Where budgets are devolved standards need to be set to ensure that the needs of all personnel 'who may be eligible' are taken into account when purchasing. • Carry out audits to ensure procurement standards are complied with. • If appropriate, purchases for suitable equipment are made regionally to satisfy Best Value and ensure the best for our personnel. 		<ul style="list-style-type: none"> • The concept of Best Value provides managers with an opportunity to purchase a 'standard' product which could be exclusionary.
<p>3. THE EXCLUSION OF PART TIME WORKERS FROM TRAINING OPPORTUNITIES WHICH DISADVANTAGES THEM IN THEIR DAY TO DAY WORK AND FUTURE JOB PROGRESSION</p> <p>e.g. Part time officers do not always have access to the same opportunities for IT training to make themselves proficient, and therefore become isolated from the communication flow (up and down). This also applies to operational courses e.g. CID and Public Order training.</p>	<ul style="list-style-type: none"> • Consideration of the needs of part time personnel; ensuring equal opportunities are provided for them to receive appropriate specialist training • The development/ introduction of any new system, e.g. IT, Personnel, should include consideration of 'What are the consequences for part time work?' • Review the systems for communicating with personnel and consider how effective they are in providing the same standards/opportunities for part time personnel • Review how effectively part time personnel are involved in consultation processes • Consider whether there are differing needs, depending on where or how a person works • Liaise with other organisations; consider what can be learned and whether we can support each other in training personnel 		<ul style="list-style-type: none"> • Part time personnel are excluded from the use of IT systems because 'passwords' lapse after short periods of time. • Managers who consider it a 'waste of money' to train part time personnel in specialist areas. • Part time personnel are being excluded from the communication/ consultation process.
<p>4. LACK OF FEMALE SHOWERS AND TOILETS</p>	<ul style="list-style-type: none"> • Ensure all buildings and work environments have separate facilities for women and men. 		

NEXT STEPS

Achievement of the aims of the gender agenda will only happen if everyone embraces the agenda, understands the issues and constructively challenges current culture and working practices.

To make a difference and move from the status quo:

- **All forces** must audit what they are doing against the agenda and make thoughtful changes to their policies, attitudes and practices as appropriate.
- **Key opinion formers** e.g. Her Majesty's Inspectors of Constabulary, The Association of Police Authorities and Home Office must promote both the aims of the gender agenda and a dialogue around the issues.
- **ACPO, Superintendents' Association, the Federation and the Black Police Association** must play an active part in the promotion of the gender agenda **and** review their own structures, policies and attitudes towards the female perspective.
- **Individuals** must constructively challenge and start a dialogue where one is slow to start.
- **Women officers**, specifically, owe it to themselves and to the organisation to maximise and achieve their potential. This will be assisted by the support and encouragement of peers and supervisors.

Finally, all are encouraged to inform the British Association of Women Police (www.bawp.org) what is happening so the website can be updated and everyone informed of progress.

The success of the gender agenda lies with you, wherever you may be and whatever position you may hold. Together, by having a workforce that truly reflects society, we can make a positive difference to the quality of service we deliver to our communities.

