

Recognizing and Appreciating Diversity

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Goal

Create a workplace that is welcoming to both sexes.

Why?

To reap the full benefits of both gender's complementary perspectives.

Diversity = difference in how people see, categorize, understand, and go about improving things...
"cognitively diverse groups" are smarter than homogeneous groups.

Diversity trumps collective ability of all male or female teams... mixed is good but individual ability + collective diversity is best. The business sector is starting to get this concept; they see that women are 51% of the population and have noted the connection between cognitive difference (what's in our heads) and identity difference (who we are on the outside) involving more team focus than a homogenous male hierarchical focus.

This is different than treating men and women as equal and therefore treating them the same. When you do this, you lose the benefits of difference.

When you treat developing women as a "women's issue" or "women are the problem," you limit your organizational change to teaching women to fit into the male system model which may not be the best model to work off of.

An Organizational Model of Valuing Difference

Valuing difference is not treating everybody the same. Instead leaders need to change the lens to see value in gender difference and create a culture that values and appreciates the differences.

What does your organization culture say about what it values?

Language: titles of “patrolman” on badges, in policies and in your written materials.

Applications: “wife” instead of spouse

Gender “neutral” is not proper english nor inclusive... s/he, his/her, her/himself are inclusive... they, them, is plural.

Lack of cognitive diversity in message development

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It is important to adapt the working environment to benefit both genders. Thumbing through a professional trade journal last month and decided to count the advertising/ pictures in the magazine. There were 21 pics that had what could be people in them. Of those 21 there was 1 visible woman police officer pictured.

**GAIN THE MANAGEMENT SKILLS
REQUIRED TO MOVE UP THE RANKS**

Norwich University, MJA Alumni 2006

VESTS SAVE LIVES

Isn't it time you protected yourself so you can protect those that are important to you?

Police officers are often the target of violence and although they are aware that vest, body armor can provide a degree of protection, many officers still refuse to wear it. Research has shown that between 1980 and 2000 approximately 1,200 officers have been killed in the line of duty. More than 30 percent could have been saved by body armor.

To highlight the advantages of wearing soft body armor, the IACP has created the VESTS SAVE LIVES campaign. This annual campaign is geared at reminding officers of the dangers they face every day and the importance of wearing soft body armor. Police departments are requested to publicize the significance of wearing vests and to encourage their officers to protect themselves so that they can protect others.

To request a poster and obtain additional information about the VESTS SAVE LIVES campaign, please contact Beth Carter, SACOP - Manager at (800) THE-ACP extension 366 or acp@icp.org

Why deprive the agency of half the world's intellectual potential?

Diversity As A Business Function To Attract and Retain Smart Talented People

- ▶ Move Beyond Focus on Race
- ▶ Gender
- ▶ Age
- ▶ Experience
- ▶ Cognitive

LMT

2/3rd's of agencies serving populations of less than 50,000 have an average skill level of less than 5 yrs on the job!

When you think about these characteristics and apply them to your hiring strategy, you are beginning to arrive at diversifying your agency and making it smarter, more efficient, all while reducing liability in key high liability areas. An example... Next slide

What do you see?



LMT

Generally, what you see depends on your maturity and gender experiences. Young people, in particular men see the young woman, older (women) tend to see the old woman. These are different perspectives brought about by identity group affiliation... age and gender.

So what we are getting at here is seeing how different perspectives make your team smarter because one way of obtaining cognitive diversity (What's in our heads) is by broadening the identity difference (Who we are on the outside).

An Organizational Model of Valuing Difference

- ▶ Do Need to Have the Same Core Values
- ▶ Everybody Should Not be Treated the Same
- ▶ Differences are Valued and Appreciated
- ▶ What Does Your Department Culture say About What it Values?

DO/LMT

Speak to this core value point along with not about lowering standards of hires

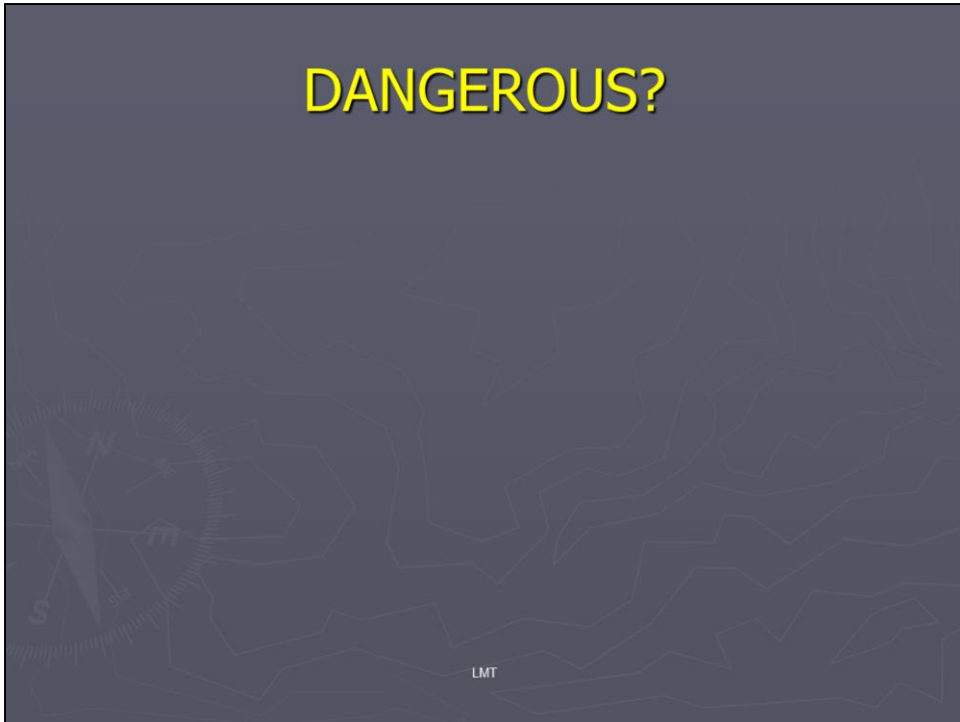
Language matters: the days of using one pronoun (He for everything) and it being understood to be inclusive are over. Titles of “patrolman” on badges, in policies and in your written materials.

- Applications: “wife” instead of spouse

Gender “neutral” is not proper English nor inclusive... s/he, his/her, her/himself are inclusive... they, them, is plural. Let's see another example of cognitive difference in a word.

The word is dangerous

DANGEROUS?



Our perspective creates our language and response to things that we observe. Take the following pictures and the word “Dangerous”. What is “dangerous” to me may be thrilling or non-evocative to someone else.

Dangerous

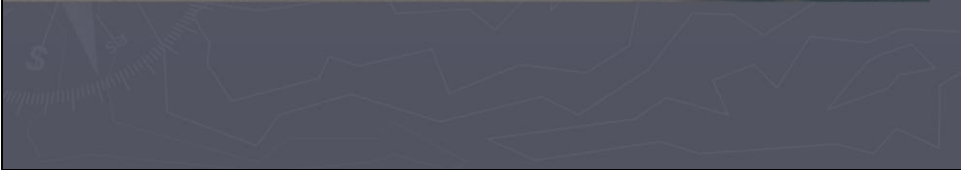


Dangerous?

Dangerous



Dangerous



Dangerous



It's all about perspective and that perspective comes from living in the world with many different identities.

Our Greatest Strength is Our Collective Difference

We need the lens of others to see what we
can't see. The more diverse the lens the
broader the view we receive to increase
personal and professional effectiveness

Rev. Jamie L. Washington, PhD.

LMT

A learning org's assumptions (Senge – "The Fifth Discipline") must include broad and divergent perspectives. This wide view equals cognitive diversity. Different identity groups, by the nature of *their experience*, bring just that. Women, who make up the majority of the human population, bring just that and in policing we only have on average < 10% in our ranks and < 2% in leadership. Yet that 51% of the human pop. is responsible for 80% of the spending decisions. Women today account for 56% of the college graduates- that is 12% higher than men in graduate level education... Remember, individual ability and organizational diversity makes our agencies smarter.

Diversity > Ability or Sameness

- ▶ Increases Overall Productivity
- ▶ Better Decisions In A Team Setting
- ▶ More and Better Solutions to Problems
- ▶ Reduces Liability in LE Environment

LMT

Teams are more focused on task... (Why Women Mean Business; Wittenberg-Cox & Maitland) “women on BODs or decision making bodies get down to business, get things done. Understand the constraints of time and task.

Increases solutions, intelligence and effectiveness along with efficiency...

Multiple perspectives = Cognitive diversity makes the group smarter. “Smart Mobs” Howard Reingold and J. Surowieckis “Wisdom of Crowds.”

Group of same = groupthink limiting in every aspect. Fortune 500 companies that had highest average women in top mgt teams significantly outperformed those with the lowest average women represented. 2007 study found that companies with 30% or more women in their senior leadership positions achieved higher average scores for “organizational excellence” which considers things like leadership, accountability, innovation, work environment, and external orientation. (Wittenberg-Cox & Maitland; Pgs 32-33)

You can't see quickly what you don't recognize... multiple perspectives bring divergent problem solving... hammer and screwdriver analogy

Departments with more gender balance, 10-15 %, see significant reductions in excessive force complaints, complaints about officers in general, reduction in sexual harassment reports.

Female Recruitment

- ▶ Most Under Represented Protected Class
- ▶ 51% of Workforce
- ▶ 11.8% of Sworn Positions
- ▶ 18.3% of Sworn Positions in Largest Cities
- ▶ 1995 –2000 # of Female Correctional State/Fed. Staff Increased 41%
- ▶ Occupy 33% of All Correctional Staff
- ▶ Private Correctional Facilities 48%

DO

Occupy 13.7 first line supervisor positions and 23.2% of criminal investigative positions.

Women in the Workforce

- ▶ Same Needs as Men with Different Priority
- ▶ Equal Opportunity
- ▶ Supportive Work Environment
- ▶ Job Enrichment Opportunities
- ▶ Balanced Work Life
- ▶ Express More Concern for Safety

LMT

-Men and women get to the same destination by different maps. The LE map is one developed by men to achieve 2 goals... Win wars, mass produce widgets. The demands of policing have changed dramatically in the past 30 years... we have moved from a para-military philosophy of telling communities what they need to be partners in problem solving and community integration of crime prevention and reduction strategies within the communities we serve. The old system doesn't support the current philosophy. Women bring collaboration and are more inclined to seek mutual benefit at the expense of "winning" though women can be equally fierce competitors (research shows women use force when situationally appropriate equal to men).

-Equal Opportunity means more than treating everybody the same. As leaders we need to recognize women need equal access to mentors, job assignments, etc... Treating men and women as equal and same is a mistake. The goal of being an employee of choice is to create a work environment that is welcoming to all – gender, race, ethnicity This is the only way to reap the benefits of the diversity's complementary perspectives.

Visual Representation of Your Organization

Have women look at your:

- ✓ Applications
- ✓ Marketing Brochures
- ✓ Web-site
- ✓ Policies, SOPs, General Orders
- ✓ Uniform and EQ standards

LMT

While working on this presentation the presenter thumbed through the recent copy of Police Chief mag; in particular advertisements. A count of 21 advertisements with people in them... 1 depicted a women police officer.

- If you don't have women in your organization ask for outside perspectives...

Writing for all

Tips and suggestions for inclusive writing

The commentary on gender bias-free language offered by the *Chicago Manual of Style*, 15th ed. (2003), can be summarized as follows:

- ▶ Many readers find it unacceptably biased to use masculine pronouns to refer to no one in particular
- ▶ Many readers also find it stylistically unacceptable, stilted, or even jarring to use such constructions as *he or she*, *he/she* or *s/he* (as stated by one authority – The use of passive constructions to avoid the generic he can lead to dull writing; he and she or his and hers, alternated in the same document can boggle readers and ultimately lose them)
- ▶ Most authorities insist that it is incorrect to use *they or their* as a singular hypothetical individual (for example, *every chief must provide leadership to their agency* is grammatically wrong)
- ▶ *Chicago Manual of Style* states “What is wanted, in short, is a kind of invisible gender neutrality” (para. 5.204, p. 233)
- ▶ Writers can usually change the structure of a questionable sentence to eliminate the need for using a hypothetical:

A boy or girl left her lunch box on the bus.

A child left a lunch box on the bus.

Avoid default assumptions about the gender (or the sexual orientation) of any member of a group, even when you have reason to believe that the group consists mostly of married men:

Original: *Conference organizers have created an entertaining program for attendees and their wives.*

Edited: *Conference organizers have created an entertaining program for attendees and their guests.*

Police Chief Style Guidelines:

The *Chicago Manual of Style* and other authorities provide the guidance that the *Police Chief* editorial staff bears in mind when editing manuscripts for publication.

Change sentence structure to eliminate the need for using a hypothetical:

Example A

- ▶ Original: *Some men and women in law enforcement*
- ▶ Edited: *Law enforcement officers*

In situations where eliminating the hypothetical pronoun is not possible or not practical, rewrite the sentence in the plural:

Example B

Original: *A patient who develops the described rash on his hands should inform his doctor.*

Edited: *Patients who develop the described rash on their hands should inform their doctors.*

Example C

Original: *A chief who selects an architect for his police facility should also consider the architect's experience in sustainability design.*

Edited: *Chiefs who select an architect for their police facilities should also consider the architect's experience in sustainability design.*

Example D

Original: *An experienced investigator will couch his questions in neutral terms.*

Edited: *Experienced investigators will couch their questions in neutral terms.*

Replace the pronoun "he" with an indefinite pronoun (someone, anyone, one) and / or replace the pronoun "his" with a definite or indefinite article (the, a, an):

▶ Example E

▶ Original: *In an open door environment, he is able to give his opinion of a policy without fear of reprisal.*

▶ Edited: *In an open door environment, anyone is able to give an opinion of a policy without fear of reprisal.*



▶ Example F

▶ Original: *When a driver approaches a red light, he must prepare to stop.*

▶ Edited: *When approaching a red light, a driver must be prepared to stop.*

Avoid sports metaphors, which can make some women (and some men) feel that they are not part of the intended audience:

Example G

Original: *Law enforcement leaders cannot be afraid to go for it on the fourth down every once in a while.*

Edited: *Law enforcement leaders cannot be afraid to take risks every once in a while.*

Avoid identifying someone's gender unless it is relevant to the story:

Example H

Original: *At 11:30, the suspect's car passed two officers as they sat in a parked cruiser; they didn't notice it. Ten minutes later, a female officer on foot spotted the car turning onto Independence Avenue SW and called a dispatcher. Officers apprehended the suspect at noon.*

Edited: *At 11:30, the suspect's car passed two officers as they sat in a parked cruiser; they didn't notice it. Ten minutes later, another officer spotted the car turning onto Independence Avenue SW and called a dispatcher. Officers apprehended the suspect at noon.*

Avoid constructions that assign gender to inanimate objects or abstract ideas:

Original: *Some police officers think that Justice isn't blind, and she isn't hard of hearing, either.*

Edited: *Some police officers think that the courts give preferential treatment to some defendants.*

Language Matters

Male Dominated Language

- ▶ policeman/mailman
- ▶ Guys
- ▶ Manpower
- ▶ Man-made
- ▶ Fraternal
- ▶ Brotherhood
- ▶ Mankind
- ▶ He/his/him

Inclusive Language

- ▶ Police Officer
- ▶ Folks, People
- ▶ Personnel, HR, Staff
- ▶ Human-made
- ▶ Associates
- ▶ Co-worker
- ▶ Humankind
- ▶ Consider re-writing the sentence to use titles.

LMT

The language of policing, as in corporate work, is rife with messages and metaphors of military conquest or sports analogies e.g. Win/lose, “war on drugs”, step up to the plate, etc... Our vocabulary needs to evolve. The police mission today is less about waging war and more about keeping the peace. How are you going to succeed in that mission? This isn't about being politically correct... it's about being a smart, successful agency.

Exclusive	Inclusive
▶ Chairman	▶ Chair
▶ Policeman/patrolman	▶ Police/patrol officer
▶ Man (Verb)	▶ Staff, operate, work
▶ Workman	▶ Staff, employee, worker
▶ spokesman	▶ Representative,

Instead of Use

businessman	businessperson, business owner, retailer
chairman	presiding officer, chair, chairperson
founding fathers (figurative)	founders
fireman	firefighter
forefather	founder, founders, ancestor
layman	layperson, civilian
man (verb)	work, staff, operate
manpower	workforce, workers, staff, personnel, human resource
policeman	police officer, law enforcement officer
spokesman	spokesperson, representative, PIO
workman	worker, employee, staff
workmanlike	skillful, efficient, steady

Re-writing for inclusion

Original:

During those hectic days prior to Hurricane Isabel, the chief drew on his 24 years of law enforcement experience to prepare. He and his staff activated the VSU emergency operations command center and stocked it with food and water. They developed a contingency plan for rescue operations and a schedule to ensure that necessary personnel...

Re-Write: During those hectic days prior to the arrival of Hurricane Isabel, the VSU police force prepared by activating the VSU emergency operations command center and stocking it with food and water. The department developed a contingency plan for rescue operations and a schedule to ensure that necessary personnel...