

Florida's Female Commanders: Mapping their Road to Success

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Abstract

This research project surveyed certified sworn, female police officers in command positions to determine, "What contributes to the promotion of women police officers to the command level?" A survey was mailed to 69 Florida police departments and sheriffs' offices employing one hundred or more sworn officers. Indicators for success were identified and reported to establish a recommended career path for female police officers aspiring to command positions. The literature review examined the impact of management practices, organizational cultures, and promotional opportunities in the private and public sectors. Appendices contain a cover letter, the survey instrument, a chart with respondents' comments and recommendations, and supplemental graphs.

Introduction

During the twelve years I have served as a sworn law enforcement officer, there have been many opportunities for me to meet and interact with female police officers from a variety of local, state and federal agencies. Very few of these female police officers held command positions within their organizations; the majority were first line supervisors. Few were promoted beyond the rank of sergeant.

In my organization, I became one of the first two females to rise above the rank of sergeant since the City of Jacksonville Police Department and the Duval County Sheriff's Office merged in 1968. It wasn't until 1974 that female officers were allowed to fill uniformed positions in the Patrol Division. Nathaniel Glover appointed me Assistant Chief in Zone 6 when he was elected sheriff in 1995. This occurred almost seventy years after the first few women were hired by the City of Jacksonville in 1927 to serve as Juvenile and Missing Person detectives. Prior to my appointment, no sworn female officer had entered the ranks of upper management. This disparity was rectified because Sheriff Glover recognized and valued diversity on his management team and within his workforce.

As of July 31, 1997, the Jacksonville Sheriff's Office (JSO) employed a total of 1421 sworn police officers. Of this number, 131 were female (9%). When the numbers were broken down by rank, the percentages were: of the 150 sergeants positions filled, 6 were female (4%); of 44 lieutenants positions filled, zero were female (0%); of 5 captains positions filled, zero were female (0%) (Jacksonville Sheriff's Office, 1997). These figures represent promotions attained through the Civil Service Testing Process. Additionally, of the 23 sworn, elected and appointed positions within JSO, 2 were women. These statistics coupled with my personal observations and experience with promotional exams prompted me to conduct research about how women can successfully compete for promotions.

Background

Existing literature describing upward mobility for women was reviewed to gain perspective on promotional opportunities. Information describing organizational cultures within the public and private sectors was examined. A review of the relevant literature in the criminal justice field revealed a lack of empirical research in this area. A body of research and study has been done concerning women in police work, but little has focused on the promotion of women to middle and upper management positions.

Almost a century after Alice Stebbins Wells joined the Los Angeles Police Department in 1910 as the first woman in the United States to be called "policewoman," women are still predominately in entry level positions (Schulz, 1994, p. 8). Grennan & Munoz state, "As police departments enter into the twenty-first century, they must realize that the growing female population is just as competent as anyone in the ever present male contingent. The time has come for women supervisors to be promoted above the ranks of civil service testing into politically appointed positions". (p. 340) "It is anticipated as women continue to enter law enforcement that their total percentage in policing will reach the 30-35% bracket by the year 2010" (Grennan & Munoz, 1996).

In Managing Workforce 2000 Jamieson & O'Mara said, "More women are entering the workforce than ever before. Women will approach 50 percent of the workforce by the year 2000 ['Human Capital,' 1988], when six out of seven working-age women will be at work" (Jamieson & O'Mara, 1991, p.19). The number of women entering the workforce has a direct impact on the increasing availability of female applicants qualified to fill law enforcement positions. Overall representation of female officers in police organizations continues to increase; however, the percentage of women attaining middle and upper management positions is not keeping pace.

Currently, most of the available literature on this subject focuses on women working in the private sector. Much of the discussion centers on their struggle to break the "glass ceiling." Recently, Publix Grocery Store settled a class-action suit filed on behalf of 15,000 women for 81 million dollars. Within the company, women claimed they were placed in dead-end jobs with no chance for promotion. These women dubbed the company, "The good 'old boy' company." (CBS Nightly News, Dan Rather, 1997, January 27)

As Scandura (1994) noted:

Women make up half of the U.S. workforce today, yet only three percent in the largest service and industrial companies have managed to break through what has been labeled "the glass ceiling" in corporate America. In their 1987 book, Breaking the Glass Ceiling, Ann Morrison and colleagues at the Center for Creative Leadership defined it as "a transparent barrier" that keeps women from rising above a certain level in corporations and note that it "applies to women as a group who are kept from advancing higher because they are women." The glass ceiling may exist at different levels in different corporations, but most place it just below general management positions. The importance of this artificial barrier has been underscored by the U.S. Department of Labor in "A Report on the

Glass Ceiling Initiative,” which describes the results of an investigation of nine large U.S. corporations ranked in Fortune magazine’s listing of the 500 top American Companies. Lynn Martin, former Secretary of Labor, concludes in the report that the glass ceiling is comprised of “those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions.” The Department of Labor’s investigation found that the glass ceiling not only exists in the corporations studied, but at lower levels as well.” (p. 68)

There appear to be some commonalities between women in *Corporate America* and those employed by governmental agencies. The common issue is the promotional status of women in middle and upper management positions. Allowing equal access to employment is a first step toward full utilization of human resources. Permitting internal barriers to management positions to exist within organizations limits the potential growth of the effected individuals. Biased organizational cultures cannot be tolerated because they are counter-productive to sound management practices.

Purpose and rationale

This research focuses on female officers holding command level positions. A survey was designed to identify keys to their success and describe strategies for other women in law enforcement. The study focuses on sworn female officers in the State of Florida who met the following criteria. The respondents must be employed by a police department or sheriffs’ office with at least 100 sworn officers, be certified as a law enforcement officer, and currently serve in the capacity of a commanding officer. For the purpose of this study, a commanding officer was defined as an individual who supervises at least one other sworn supervisor.

The main research question is: “What contributes to the promotion of women police officers to the command level?” Three sub-questions were also developed for this study.

- What skills or personal characteristics do female commanding officers possess, are there any common denominators among them, and which are perceived as contributing to promotional success?
- What are the various promotional practices being utilized by police agencies in Florida and how many times did these women participate before achieving command rank?
- What type of training or education prepares female officers for middle and upper management positions?

Upon completion of the research, a content analysis of the surveys was conducted to determine if any similarities exist among women who have achieved command level positions. Significant indicators for success were identified and reported in this paper to establish a recommended career path for female officers who aspire to attain command.

Methods

The data for this project were collected using electronic searches (Internet), literature reviews, inquiries to governmental agencies, requests to organizations of law enforcement professionals, news media reports, telephone interviews, and a mail survey. The National Institute of Justice's National Criminal Justice Reference Service (NCJRS) was asked to conduct a topical search of all literature pertaining to "Women in law enforcement." A total of 30 articles were identified and abstracts provided for review. Nine of these articles were selected and the complete text delivered through the Inter-Library Loan User System.

The Internet was searched for information relating to the employment and promotion of women. Other sources included management and leadership books, criminal justice newsletters and magazines, journals, newspaper articles, exam testing material for promotions, and various independent study projects.

Original data was collected via a mail survey eliciting information from female police officers in the State of Florida. Survey questions were designed to gather information to address the research questions. The questions were a combination of forced choices, short answers, and a limited number of open-ended questions. Asking open-ended questions also provided the forum for these commanders to give additional information and opinions to the researcher (See Appendix C). A deliberate effort was made to make the instrument user friendly, with a projected completion time of 20 minutes.

The survey criteria limited respondents to sworn female commanders who supervise at least one other supervisor. Both civil service and appointed positions were included. Civilian employees and correctional officers were not included in this survey. The population was limited to agencies in Florida who had 100 or more sworn police officers.

The agencies were selected from a list provided by the Florida Department of Law Enforcement. Sixty-nine agencies were chosen according to the established criteria. A 38-question survey was mailed to the head of each agency (See Appendix A). The chief executives were asked to forward copies of the survey to all female commanders in their organizations that met the criteria (See Appendix B). A return self-addressed stamped envelope was enclosed with the survey packet.

Three in-depth telephone interviews were conducted with policewomen in upper management positions from Tulsa, Oklahoma; Phoenix, Arizona; and Boston, Massachusetts. The interview questions were the same as those on the mail out survey in Florida.

Four primary strengths in collecting data and identifying sources were beneficial to the researcher.

- The researcher's networking with other law enforcement professionals and organizations provided information relating to management and leadership training designed for women. The most helpful sources were the International Association of Woman Police (IAWP) and the National Association of Women Law Enforcement Executives (NAWLEE).

- The Florida Department of Law Enforcement (FDLE) was the primary source of data about agencies in the State of Florida. The information provided was crucial in selecting and contacting the agencies that received the survey.
- Electronic communications on the inter-net facilitated the research process. Through email contacts with members of the IAWP, recommendations were made for telephone interviews with well-respected female commanders. These interviews provided a broader perspective concerning the promotional status of women in law enforcement.
- The Personnel Department of the City of Jacksonville and the Sheriff's Office Human Resources Division made historical data on the promotional process available. The lists of assessment center performance dimensions from the 1993 and 1996 lieutenants' exams were reviewed. The dimensions were used to define the skills on the Likert Scale.

There were some limitations involved in gathering data and locating sources for this research project. Some challenges were encountered during the collection of information for this research project.

- At the beginning of the research process, a frequently heard response concerning classification by rank was, "No agency compiles statistical information by rank." According to FDLE and NCJRS, the reason for not tracking this information is that it changes frequently and is not manageable. The current available data includes an employee's race, gender and status (sworn law enforcement, sworn corrections and civilian).
- There was an inability to identify the target group by name and rank in the 69 agencies that were mailed the survey instrument. FDLE provided a list of individual certified law enforcement officers by agency; however, it was unable to identify them by rank. In addition, there was no check and balance system in place to verify if the chief executives distributed the survey appropriately. The identity of the respondents is unknown except for those who enclosed their business cards with the completed survey.
- There appeared to be some reluctance from the respondents in answering the narrative questions. Only 27 out of 62 respondents (43%) chose to write a response to the last question on the survey which asked, "Is there any additional information that you would like to contribute which will benefit women in law enforcement that was not specifically addressed in this survey?" There may have been hesitation on the part of these women because of uncertainty about their departmental confidentiality.
- A typographical error was discovered in the instruction section of the Likert Scale. The #5 choice was labeled "strongly agree," when it should have been "strongly disagree." Upon reviewing each survey, it was discovered that only 3 out of 62 respondents might have failed to detect the error in the instructions. Totals on the Likert Scale were calculated with and without these three surveys. Eliminating them did not change the ranking of the skills and characteristics rated by the

respondents. The majority of the remaining 59 respondents circled their choices and wrote a notation making the correction to “strongly disagree.” Several individuals telephoned my office for clarification on this question prior to completing their survey.

- The lack of available data prevented this study from determining percentages by rank of female supervisors in the State of Florida. This data was going to be used to make a comparison of the five regions (Northwest, Northeast, Central, Southwest, and Southeast Region) in Florida to see if there were any regional differences pertaining to the representation of women in command positions.
- Identified weaknesses in the survey instrument include wording that allowed for interpretation, the limited number of questions addressing organizational culture, the two-sided page layout that allowed incomplete copies to be produced and distributed.

Individual survey sources and interviews will remain confidential for reporting purposes in this paper. The data will be reported in the aggregate so individuals and agencies can not be identified.

Results

Surveys were mailed to the Chief of Police or Sheriff of 69 agencies within the State of Florida. The agency heads were requested to forward the survey to the female commanders in their agencies who met the criteria for the survey. Of the total number of surveys mailed, 39 were to police departments and 30 were to sheriffs’ offices. Thirteen police departments and 6 sheriffs’ offices did not respond to the survey. Twenty-six police departments responded to the survey, a return rate of 66%. Of the 26 responding departments, 16 had qualified respondents. Ten surveys were returned advising, “No women in their agency met the criteria for the survey.” Of these, all were from police departments. Twenty-four sheriffs’ offices responded to the survey, a return rate of 80%.

The data collected from the survey instruments is reported in four subject areas. The first reported area includes information pertaining to: ethnicity, education, and marital status. The second section presents data concerning the respondent’s work history and promotional experience. The third section reports the respondent’s knowledge and experience with management training courses and the perceived value relating to preparation for command. Section four reports the overall ratings given in the Likert Scale for personal skills and characteristics that the respondents’ identified as contributing to their overall promotional success. These categories were selected because they provided useful information in answering the research questions.

Information concerning the respondent’s ethnicity, education, and marital status is reported by police departments and sheriffs’ offices and compared by region. The 67 counties in Florida are assigned to five regions by FDLE (Table 1).

Table 1
Regional Groupings of Florida Counties

Region	Counties in the Region
Northwest	Bay, Calhoun, Escambia, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Okaloosa, Santa Rosa, Wakulla, Walton and Washington
Northeast	Alachua, Baker, Bradford, Clay, Columbia, Dixie, Duval, Flagler, Gilchrist, Hamilton, Lafayette, Levy, Madison, Nassau, Putnam, St. Johns, Suwannee, Taylor, Union and Volusia
Central	Brevard, Citrus, Hernando, Lake, Marion, Orange, Osceola, Seminole and Sumter
Southwest	Charlotte, Collier, Desoto, Glades, Hardee, Hendry, Highlands, Hillsborough, Lee, Manatee, Pasco, Pinellas, Polk and Sarasota
Southeast	Broward, Dade, Indian River, Martin, Monroe, Okeechobee, Palm Beach & St. Lucie

The Florida Department of Law Enforcement's Criminal Justice Agency Profile: 1996 was used to identify sworn law enforcement officers by county. The counties were assigned to regions according to Table 1.

The representation of female officers by region was calculated so that it could be compared to the agencies responding to the survey. The researcher wanted to insure that the sample was compatible with the number of females in each region. According to FDLE's 1996 Criminal Justice Agency Profile Women were 11.8% of all full-time law enforcement officers in Florida. Among the agencies that responded to the survey, women made up 11.5% of the sworn work force. The survey sample is within .3% of the statewide population according to gender (See Table 2 in Appendix D).

As noted in the introduction, there were a total of 50 law enforcement agencies that responded to the survey. Two did not report the demographic information or identify their agency. These respondents could not be linked to a region and were not included in Table 2.

A total of 39 police departments in Florida and 30 sheriffs' offices that employed at least 100 sworn officers were mailed survey instruments. Twenty-six police departments out of 39 that received the survey returned them, a rate of 66%. Twenty-four sheriffs' offices out of 30 that received the survey returned them, a rate of 80%.

A total of 62 surveys were returned; of these, police departments completed 35 surveys and 27 were from sheriffs' offices. Some agencies sent multiple responses, some had only one, and others had no eligible candidates. Data was reported by individual and no effort was made to aggregate a departmental response. These surveys, grouped by region, are shown in Table 3.

Table 3
Regional Representation by Type of Agency

Region	Type of Agency	Abbreviation	Number
Southeast	Police Departments	PDSE	13
	Sheriffs' Offices	SESO	6
Northeast	Police Departments	NEPD	2
	Sheriffs' Offices	NESO	1
Central	Police Departments	PDC	5
	Sheriffs' Offices	CSO	7
Southwest	Police Departments	PDSW	15
	Sheriffs' Offices	SWSO	9
Northwest	Police Departments	PDNW	0
	Sheriffs' Offices	NWSO	4

Seven additional survey instruments were completed and returned, however, they were not counted in the results because they did not meet the criteria. Those removed were from sheriffs' offices: two were from Southwest; one was from Northwest; two from Central; and two from the Northeast. Their employment status was listed as correctional officer, civilian, or police sergeant, thereby, disqualifying them under the parameters of the study

Ethnicity, Education, and Marital Status

Ten questions in the survey related to the target groups' ethnicity, educational level, and marital status. This information was analyzed to profile the shared qualities of female commanding officers.

The ethnic representation of the 62 female commanders that qualified for this research project is as follows; 57 Caucasian, 3 African American, 1 Hispanic (Latin), and 1 Asian. The police departments located in the Southeast, Central and Southwest Regions were the only departments that had female commanders who were of African-American, Asian or Hispanic descent. The police departments and sheriffs' offices located in the Northeast and Northwest Regions had no minority representation among their female commanders (See Figure 1).

**ETHNICITY OF FEMALE COMMANDING OFFICERS
BY REGION AND TYPE OF LAW ENFORCEMENT AGENCY**

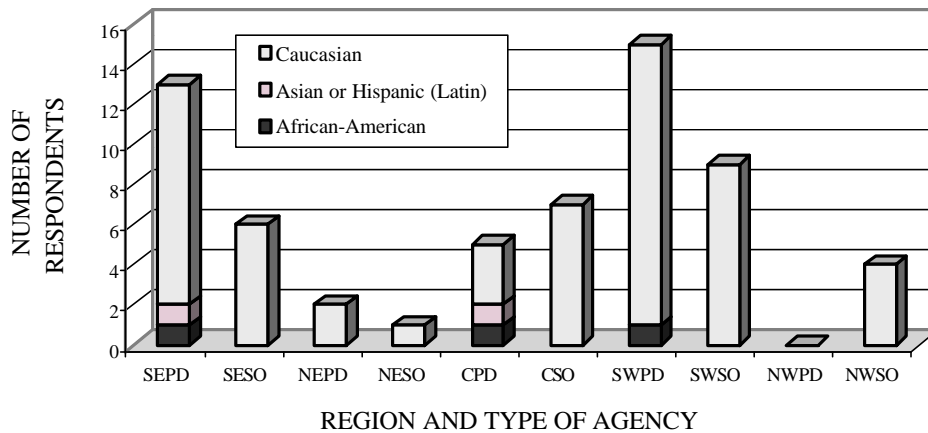


Figure 1. Ethnicity of female commanders by region and type of law enforcement

The educational level of all 62 respondents was analyzed and the overall results for the group were divided into five categories. Those who held a masters degree or higher, a bachelors degree, an associates degree, some college courses, or a high school diploma. The results were 11 with a Master’s degree or higher, 27 with a Bachelor’s degree, 9 with an Associate’s degree, 13 with some college courses, and 2 with high school diplomas (See Figure 2).

The number of female commanders that have a Master’s degree or higher was calculated in percentages and reflected by region with the following results: Southeast Police Departments 69.2 %; Southeast Sheriffs’ Offices 66.7 %; Northeast Police Departments 100 %; Northeast Sheriffs’ Offices 0 %; Central Police Departments 80 %; Central Sheriffs’ Offices 28.6 %; Southwest Police Departments 73.3 %; Southwest Sheriffs’ Offices 50 %. These results indicate that the commanders employed by police departments have a higher level of education than those with sheriffs’ offices.

The marital status of the survey participants was also analyzed and divided into three categories. The groups are single, separated or divorced, and married. The figures reflected 12 who are single, 14 who are separated or divorced, and 36 who are married. The profile of the 62 female commanding officers revealed they are caucasian, possess a bachelor’s degree and are married.

Work History and Promotional Experience

Upon reviewing the 62 survey responses by rank, there were 56 that reported their current work assignment. Over two-thirds (69.6 %) of the current work assignments were in Operations. For the purpose of this study, operational assignments include patrol, traffic, investigations, community affairs, and organized crime. Almost one-third (30.4 %) were assigned to Support Services. These assignments include administration, human resources, courts, and communications.

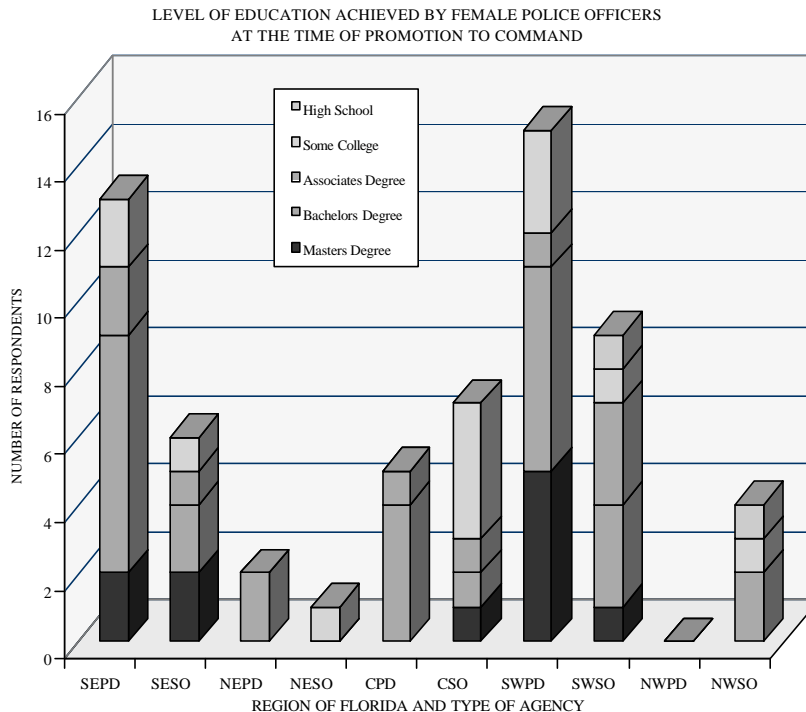


Figure 2. Level of education achieved by 62 female officers at the time of promotion to command.

Figure 3 shows the rank distribution of the sample is 1 Deputy Chief, 5 Majors, 10 Captains, and 40 Lieutenants. Six of the respondents did not identify their current rank.

The respondents were requested to identify the type of promotional process their agency utilized when they were promoted to a command position. Of the 10 Captains positions, 4 (40 %) were promoted by appointment and 6 (60 %) were promoted through an assessment process. The 4 appointed Captains are employed by sheriffs' offices; the other 6 Captains are employed by police departments. All 5 Majors (100 %) and the Deputy Chief (100 %) were appointed to their positions. Of these six high ranking commanders, 5 (83.3 %) are employed by police departments and 1 (16.7 %) by a sheriffs' office. Of the 40 lieutenants, 11 were appointed to their position (27.5 %); 21 were promoted through an assessment process. The remaining 8 (20 %) lieutenants checked only the "written exam" line in the promotional process section of the survey. Of the 40 lieutenants, 17 (42.5 %) are employed by sheriffs' offices and 23 (57.5 %) are employed by police departments.

The sample was asked to report how many times they participated in the promotional process before being promoted to a command position. Twenty-six (46.4 %) respondents reported they participated in the promotional process once before attaining a command position. Eleven (19.6 %) respondents reported participating in the promotional process two times prior to promotion. Eight of these study participants (14.3 %) participated three or more times; one reported that she made six attempts before advancing to her current rank.

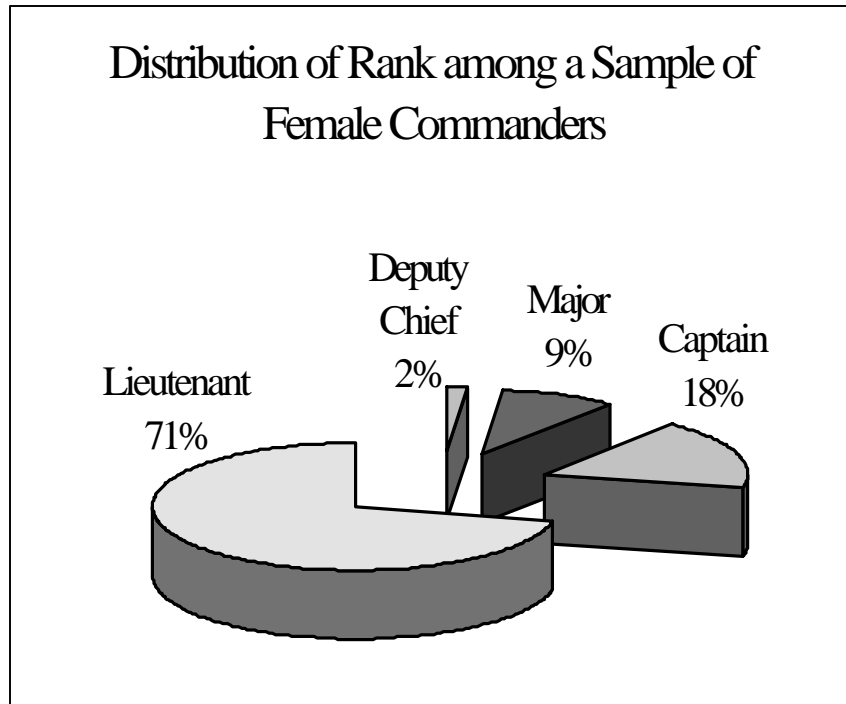


Figure 3. Distribution of rank among a sample of 56 female Commanders in Florida.

Management training and experience

Five questions relating to management training and experience were asked in the survey. The respondents were instructed to list any management, leadership, or supervision training they had taken during their career. The second part of this question concerned the timing of the training relating to their promotion to a command level position. They were asked if they had been selected to attend the FBI National Academy or the Florida Criminal Justice Institute's Senior Leadership program and if so, the year they graduated. They were asked to recommend training classes in leadership and supervision that they believed would benefit other female officers preparing for promotion to middle and upper management positions. A review of the responses revealed that 60 out of 62 commanders have taken some management, leadership, and supervision courses in their career. Of these figures, 9 had taken classes prior to their promotion, 45 had classes both prior to and after their promotion, and 6 took classes after their promotion. Two of the respondent's reported no training classes taken in their career (see Figure 4). Sixty of the 62 respondent's felt that participating in management and training classes prepared them to handle the responsibilities as a commanding officer.

Eight respondents out of 62 graduated from the FBI National Academy in Quantico, Virginia. One additional commander was chosen to go, but elected to attend the Southern Police Institute (SPI). Another commander has been selected to attend and is currently on a waiting list with her agency. The total percentage of commanders in this study that attended the FBI National Academy is 12.9%. Of this figure, 75% (6) were from Police Departments and 25% (2) were from Sheriffs' Offices. This statistic compares to 56.45% (35) surveys that were completed by commanders from police departments and 43.54% (27) surveys that were completed by sheriffs' offices. The commander on the

waiting list is from a police department and the commander who chose not to attend is with a sheriff's office. Two of the 62 respondents have graduated from the Florida Criminal Justice Institute's Senior Leadership Program. This figure represents only 3 % of the total study group.

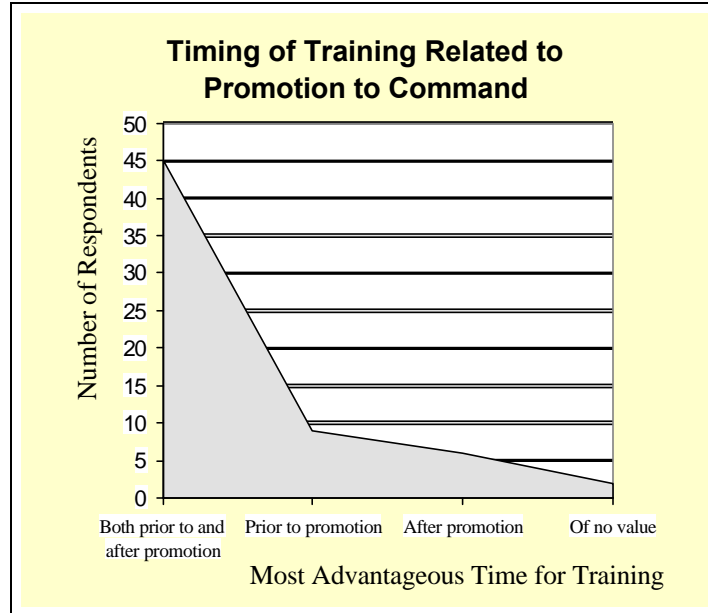


Figure 4. The time training was taken relative to command promotions.

Forty-two of the 62 respondents cited leadership and training classes they had taken in their career. This group also recommended management courses for other female officers to assist in preparing for promotion to middle and upper management positions. Due to the number and length of the responses to this question, each class can not be listed. The researcher chose courses and classes that were mentioned by three or more of the respondents to give an overview of the training that was highly recommended.

The Institute of Police Technology and Management (IPTM) course that has been recommended is "police executive development." The FBI National Academy has also been identified as a beneficial course of study for promotional candidates to take. Several respondents mentioned the need for upcoming commanders to take business classes. They cited the need to learn about managing budgets as they moved up the ranks within their organization. Business administration and public administration courses were also highly recommended to teach administrators in law enforcement agencies how to manage the daily operations like a business. According to the respondents, being promoted through the ranks requires a good working knowledge of business and budgets. Eight of the commanders advised they have taken courses through the Southern Police Institute (SPI) which related to the development of a commanding officer. Specific courses were not given; however, the respondent's advised that the SPI be highly recommended for quality classes in management, leadership and supervision. Additional courses of study that were recommended were communication skills, team building, mentoring, and motivational techniques. The suggested training classes mentioned are not all-inclusive; however, they were voiced by some of the respondents.

Personal characteristics and skills

All 62 respondents rated their skills and characteristics on a Likert Scale according to the contribution the traits made to their overall promotional success. The Likert Scale gave the respondent five choices. The scale was #1 strongly agree, #2 agree, #3 neither agree nor disagree, #4 disagree, and #5 strongly disagree. Table 4 charts the skills and characteristics.

Table 4
Skills and Characteristics Measured on the Likert Scale

Characteristics		Skills	
<ul style="list-style-type: none">• confidence• goal oriented• loyal• assertive• honest	<ul style="list-style-type: none">• intelligent• dedicated• disciplined• trustworthy• dependable	<ul style="list-style-type: none">• inter-personal• written communications• oral communications• leadership• decision making	<ul style="list-style-type: none">• organization/planning• problem solving• creativity• judgement• perception

The averages for all 62 respondents for each characteristic and skill are listed below (see Table 5). The lower mean averages in the personal skills and characteristics categories indicated the respondents agreed rather than disagreed a particular trait contributed to their overall promotional success. The higher mean averages in each area indicated the respondents disagreed rather than agreed that a particular trait contributed to their overall promotional success.

An analysis of the mean scores in each of the categories was conducted. Honesty, trustworthiness, and dependability were the three personal characteristics valued most by the respondents. The three skill areas the respondents valued most were decision making, judgement, and organization and planning.

The two characteristics respondents advised contributed the least to their promotional success were assertiveness and discipline. The two skills that contributed the least to their promotional success were creativity and perception.

An adjusted mean score was calculated without the three surveys that appeared to follow the original mistyped instructions. Their responses were significantly different from the other 59. The adjusted mean score was not substantially different from the mean score.

Three telephone interviews of female commanders in other states were conducted to compare their responses to those of the sample group. Their responses paralleled the in-state group, particularly as they relate to training and education. These women often were the first in their organization to attain a middle or upper management position. In particular, they noted the absence of female role models as they were moving up the ranks. They mirrored the profile of the commanders in the State of Florida in two ways, they are Caucasian and hold a bachelor's degree. Their marital status was evenly distributed among married, single, and divorced. The researcher's purpose in validating the Florida data was accomplished, even though the out-of-state sample was small.

Table 5
Strength of Twenty Characteristics and Skills of Female Law Enforcement Commanders Measured on a Likert Scale with a Range of 1-5

Category	Trait	N=62	N=59	Adjusted Rank
		Mean Score (Rank)	Adjusted Mean Score (Rank)	
Characteristics	Confidence	1.66 (6)	1.43 (5)	1
	Goal oriented	1.62 (5)	1.49 (7)	-2
	Loyal	1.66 (6)	1.43 (5)	1
	Assertive	1.80 (10)	1.62 (10)	
	Honest	1.45 (1)	1.21 (1)	
	Intelligent	1.70 (8)	1.50 (8)	
	Dedicated	1.61 (4)	1.40 (4)	
	Disciplined	1.79 (9)	1.60 (9)	
	Trustworthy	1.45 (1)	1.21 (1)	
	Dependable	1.48 (3)	1.24 (3)	
Skills	Interpersonal	1.70 (4)	1.48 (4)	
	Written communication	1.70 (4)	1.50 (5)	-1
	Oral Communication	1.80 (7)	1.60 (7)	
	Leadership	1.82 (8)	1.64 (8)	
	Decision Making	1.48 (1)	1.29 (2)	1
	Organization / Planning	1.59 (3)	1.41 (3)	
	Problem Solving	1.72 (6)	1.55 (6)	
	Judgement	1.48 (1)	1.26 (1)	
	Creativity	2.01 (10)	1.88 (10)	
	Perception	1.90 (9)	1.74 (9)	

Note. The adjusted mean score was computed without three surveys where the respondents may have misunderstood the directions for the Likert Scale.

Discussion

The purpose of this study was to create a profile of a female commander in order to establish a formula for success. Once defined, female officers may use this formula to develop a career path. This would include training, education, and work assignments as well as the development of valuable skills and characteristics.

The 62 survey respondents from Florida will be the main focus of our discussion. The main research question asked, "What contributes to the promotion of women police officers to the command level?" Three sub-questions were also asked in this study. These sub-questions will be discussed individually to answer the main question.

- What skills or personal characteristics do female commanding officers possess, are there any common denominators among them, and which are perceived as contributing to promotional success?
- What are the various promotional practices being utilized by police agencies in Florida and how many times did these women participate before achieving a command rank?
- What type of training or education prepares female officers for middle and upper management positions?

Personal characteristics and skills

The survey population was asked to rate 20 characteristics and skills according to the contribution they made to their overall promotional success. They were instructed to give their personal opinions relating to their impact and value in the workplace.

The three characteristics that the respondents most strongly agreed contributed to their promotional success were honesty, trustworthiness, and dependability. The law enforcement profession demands that police officers demonstrate these characteristics. The researcher believes these characteristics would emerge in a survey of male police commanders as well since these three characteristics are key to the integrity of the police culture. These characteristics seem to be linked more to the police profession rather than gender.

The two characteristics identified as contributing the least to promotional success were assertiveness and discipline. These findings indicate to the researcher there is a negative connotation attached to these characteristics by the respondents. Traditional expectations of women in society discourage them from valuing and displaying these characteristics. Social norms also add to the stereotype that women who are assertive are "pushy broads." Two commanders commented on the perception of assertiveness in their work environment. One stated, "Assertive women are still scary to many" (Survey respondent, personal communication, 1997).

Another commander strongly agreed that nine characteristics contributed to her success, she strongly disagreed that assertiveness was seen as a positive characteristic in her career. She made a special note in the margin next to the Likert Scale that she was very assertive, however, assertiveness by women is viewed as negative in her organization.

In Townsend's, Room at the top for women, some CEOs acknowledge that women face a challenge fitting into a traditional corporate culture and creating a comfort level with male managers. One chief executive says, "I don't think it has anything to do with competency. I think it's just that our society has certain norms that have been built in... ".... According to Townsend, "Many female executives would agree that social norms have created a corporate environment that is not conducive to their presence. " (Townsend, 1996, p. 28)

The law enforcement culture represents discipline in society. Discipline is usually considered a man's role. Statements like, "Wait until your father gets home," are echoed in many households. This infers that the male is tasked with the responsibility of handling the discipline. Female supervisors in law enforcement may find it difficult to overcome expectations about role, gender, and discipline. This belief may have contributed to its ranking in the survey, even though these women are in a profession that embraces discipline as a primary responsibility.

Ten skills were examined to determine what contributions they made to the respondent's promotional success. The three skills that the respondents strongly agreed helped them most were decision making, judgement, and organization and planning. Decision-making and judgement are critical skills for police officers that must have the ability to deduce logical courses of action to perform their duties. These two dimensions were combined in the most recent assessment center for the rank of lieutenant at JSO. In addition to sound decision making, commanders must have the ability to establish work schedules, structure tasks, and implement follow-up measures in order to be effective managers. Female officers must demonstrate good decision making and show proficiency at organization and planning in order to advance.

The JSO Human Resources Division provided a list of assessment center performance dimensions for the rank of lieutenant to the researcher. The dimensions were identified with the assistance of subject matter experts under the direction of personnel from the School of Justice and Safety Administration at Miami-Dade Community College-North Campus. The school was "created in 1982 in response to the need to improve the selection and promotion of criminal justice personnel." (Miami-Dade Community College-North Campus, Assessment Center Brochure, 1992) The list assigns relative weights for eight dimensions according to their overall importance. The dimension of decision making is 15 % and organization and planning is 11 %, for a combined total of 26 %. This emphasizes the importance of mastering these skills to effectively compete in the promotional process.

The two skills the respondents felt least contributed to their overall promotional success were creativity and perception. The police profession traditionally stifles creativity. It depends on rules, regulations, and uniformity of behavior. It was not a surprise to this researcher that this skill was not highly valued by these commanders. However, it is surprising to the researcher that perception was not considered more of a contributing factor to their promotional success. The assessment center process for the rank of lieutenant in JSO considers perception one of the eight most important dimensions for this position. Its relative weight in the overall test score is 14 %. The respondents may have experienced some confusion in differentiating between perception and judgement when rating these factors. When promotional exams include perception

as a skill that will be tested, aspiring commanders should be aware of this incongruity. Twenty skills and characteristics were identified by the researcher as traits common to individuals in middle and upper management positions. The respondents tended to strongly agree that 16 of the 20 traits were a positive factor impacting their promotional success.

In their book, The Leadership Challenge, Kouzes and Posner identified five fundamental practices "...that enabled leaders to get extraordinary things done." (p. 9) They are:

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart

Most of the skills and characteristics in the survey's Likert Scale are incorporated into these leadership practices. "These practices.... Isn't the private property.... of a few select shining stars. They've stood the test of time, and they're available to anyone, in any organization or situation, who accepts the leadership challenge." (Kouzes and Posner, p. 9)

Promotional process

The researcher identified three promotional vehicles being used in Florida law enforcement agencies. They were the assessment processes, appointment to a position, or a written examination. The majority of the respondents were promoted via the assessment process. However, the higher the rank, the greater the likelihood of being appointed. If employed by a police department, you are more likely to achieve command and upward mobility through an assessment process. Therefore, female officers should educate themselves about promotional requirements within their organizations. Among the sample, the in-basket and employee counseling exercises were used in almost all of the assessment processes. Developing knowledge and proficiency in these areas would prepare the candidate for promotional success.

The number of times the respondents participated in the promotional process ranged from one to six. Despite the lack of identified role models and mentors within their organizations, and not taking advantage of tutoring, almost 50 % successfully attained a command level position on their first attempt. Industrial psychologist, Dr. Richard Greenwood advised, "Nationally, women perform better in assessment centers than men." (R. J. Greenwood, personal communication, July 22, 1997) The assessment process may contribute to the high number of female commanders being promoted on their first try.

Promotions by appointment are best attained when combining the skills that are measured and tested in assessment centers with other strategies. According to Townsend, career success can be summed up in the acronym "PIE"—performance, image and exposure. Female executives identified three factors as most critical to their advancement: "consistently exceeding performance expectations, developing a style

which male managers are comfortable with, and seeking out difficult or high-visibility assignments.” (Townsend, 1996, p. 28) Women in law enforcement seeking appointed positions could benefit by using these strategies from the corporate world.

One female commander advised, “Be honest, stay focused on the goals of the department, be consistent in practices, and listen to others’ input and ideas.” (Survey respondent, personal communication, 1997) This advice is valuable to all commanders, regardless of the vehicle used for their promotion.

Training and education

The respondents made several recommendations for training and education outside the traditional scope of law enforcement. These recommendations include business classes, budget management, and public administration courses. They also suggested courses in leadership and supervision, communication skills, team building, mentoring, and motivational techniques. A commander from the southeast region in Florida recommended, “Continue to gain education outside your command responsibilities, if possible, to make you more marketable for other promotions.” (Survey respondent, personal communication, 1997) In a telephone interview with an Assistant Chief working in the southwestern United States, the concept of education was reinforced and expanded. She advocated continuing one’s formal education outside the field of criminal justice as being very important to helping women commanders understand other issues besides those in law enforcement. This type of education broadens awareness of the world and gets law enforcement professionals thinking outside of their comfort zone” (Telephone interview, April 14, 1997).

As these commanders moved up the ranks, they realized the importance of running their organizations in a business-like manner. This means, as commanders, they are called on to manage budgets and be fiscally responsible. Issues like overtime, compensatory time, equipment purchasing, and non-funded liability become real concerns as managers.

With the emergence of new strategies in law enforcement such as community policing, communication skills and team building are necessary to be effective. The creation of partnerships with the community has forced police organizations to change the way they do business. Customer service and satisfaction have become terms that law enforcement agencies are using and concepts that are being adopted. For many commanders, their prior experience has not prepared them to effectively function in these areas. Today, competent law enforcement managers must have a high comfort level with business practices and interpersonal skills.

This brings us back to the original research question, which asked, “What contributes to the promotion of women police officers to the command level? This researcher did not identify a precise formula for success. However, the respondents were emphatic about some particular components of the formula. As reported in this paper, the survey respondents provided information that contributed to answering the research questions. Telephone interviews and a review of the literature gave the researcher additional insight into what contributes to success. The information gained during the research process has raised as many questions as it has answered.

Reoccurring themes expressed the need for mentoring and networking. They recognized their responsibility as female commanders to mentor young officers. The value of networking to professional development was also stressed. Joining recognized organizations such as IAWP and NAWLEE facilitates interagency networking among female commanders. Several respondents stated they were the only female commanders within their organization. This underscores the importance of networking outside your own agency.

In a NAWLEE Newsletter, Barbara O'Brien, Senior Executive Assistant with the Florida Attorney General's Office, discussed four basic steps management can take to begin the process of incorporating a mentoring program into their department. The first step is identifying the need for a mentoring program within the organization. Some agencies may have an informal mentoring process that needs formalizing. Managers can contact local colleges and universities to assist in designing or assessing the needs for a mentoring program. Assistance may also be found by soliciting other departments that have mentoring programs in place and modify the model to meet the needs of your agency.

Management training in human resource development should be assessed before beginning a mentoring program. Training should be provided to managers throughout the agency so that they can learn how to be mentors and the criteria necessary to successfully mentor.

Another critical step in the process is the role of the chief executive officer. A clear message should be sent to the immediate command staff that mentoring of both males and females is encouraged.

The final basic step is formalizing a mentoring process. Once a decision is made to develop a formal mentoring program within the organization, the chief executive officer may consider appointing one of his/her command staff, rather than placing this responsibility with Personnel/Human Resources Division. After formalizing the process, the chief executive officer should communicate to agency personnel the value of the program and encourage participation (NAWLEE News, 1997, Summer).

Conclusion

Florida's female commanders have pioneered leadership roles in the field of law enforcement. Their responses to the survey provided the researcher with material that suggested a recommended career path. Several common factors emerged which will be summarized in this conclusion.

Formal education creates a solid foundation upon which potential commanders can build careers. A majority of the commanders in this study possess bachelors or master's degrees. These women demonstrate the ability to set goals, practice self-discipline, and focus on the future. To be competitive in the promotional process, a female officer must obtain a college degree and participate in training and education throughout her career.

Operational experience gives women the opportunity to become familiar with critical roles in their organization. Most of the female commanders followed the traditional path to command through assignments in patrol. This is where these officers

established reputations for competence. Competence is essential for respect and respect is necessary to be a successful supervisor. Women in law enforcement should be diligent in establishing reputations for competence from the day they enter the police academy.

Traveling the road to command is a process that has markers along the way. In addition to developing skills and a reputation for competence, female officers must define their career goals. Whether aspiring to be a first line supervisor, commander, or agency head, realistic time-lines must be established and followed. As part of this development process, individuals should seek mentors who model sound leadership practices.

Almost half of the commanders surveyed were the first women in their organization to achieve their rank. All of the women in the survey challenged the process and ventured away from the status quo. In seeking their command positions, they strove to achieve their personal best. Leaders seek and accept visible, challenging assignments; leaders go first.

Assistant Chief Carol J. Hladki has an Associates Degree in Criminal Justice and a Bachelors Degree in Education. Her career began as a correctional officer in 1985 with the Jacksonville Sheriff's office. In 1986, she became a police officer. Carol has experience in the Patrol Division, Organized Crime Unit, and the Field Training Program. She was promoted to sergeant in 1991 and assistant chief in 1995. She currently is the commanding officer in the patrol division over Zone 6 and the Field Training Program. Chief Hladki plans to obtain a Masters Degree in Public Administration from the University of North Florida.

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APPENDIX A

POLICE SURVEY

I am Assistant Chief Carol J. Hladki with the Jacksonville Sheriff's Office, Jacksonville, Florida. I am attending the Florida Criminal Justice Executive Institute's Senior Leadership Program. As a requirement of this program, I am conducting original research on Women Law Enforcement Officers at the command level within the State of Florida. This survey will assist me in answering the research question, "**What contributes to the promotion of women police officers to the command level?**".

Please complete this survey if you are **a sworn female police officer who holds a command level position. You must supervise at least one other supervisor in your agency to qualify for this study.** The information received from this survey will remain confidential so individuals and their agency's can not be identified. Your participation is essential for the success of this project and the future of women in law enforcement. This survey should take **no more than 20 minutes of your time to complete.**

EDUCATION:

(1) What is your current level of education? **(circle one)**

**High School Diploma only / Some college courses / Two year college degree AA or AS/
Four year college degree BA or BS / Masters Degree / Doctorate Degree Ph.D.**

(2) What was your level of education when you were promoted to a command level position? **(circle one)**

**High School Diploma only / Some college courses / Two year college degree AA or AS/
Four year college degree BA or BS / Masters Degree or higher**

(3) Are you currently enrolled in college classes to obtain a degree? **(circle one)**

Yes, I'm currently enrolled / No, I'm not in school at this time

(4) If currently enrolled in college, what degree are you seeking to obtain? **(circle one)**

AA or AS Degree / BA or BS Degree / Masters Degree / Doctorate Degree

ETHNICITY:

(1) What is your ethnic origin? **(circle one)**

White / African American / Asian / Hispanic / Other (please specify)

MARITAL STATUS:

(1) What is your current marital status? **(circle one)**

Never Married / Married / Separated or Divorced / Widowed

(2) What was your marital status when you were promoted to a command level? **(circle one)**

Never Married / Married / Separated or Divorced / Widowed

(3) Do you have any children? **YES NO (circle one)**

(4) Did you have any children when you were promoted to a command level position? **(circle one) YES NO**

(5) Did you ever fail to participate in a promotional exam because you had children? **(circle one) YES NO N/A If YES, please explain reasons**

ORGANIZATIONAL BACKGROUND:

(1) What is your current rank in your agency? **(please write in your answer)**

(2) How many female officers in your agency hold the same level rank as yours? **(write in numerical number)** _____

(3) What is your current duty assignment within the organization? **(Division/Unit name and a brief description of your responsibilities)**

(4) What work assignments did you hold in the organization ***prior to*** your promotion? **(e.g. Organized Crime Unit, Patrol Division, Detective, Traffic Unit, Community Affairs, etc.) Please list them:**

(5) What work assignments have you held **since** your promotion to the command level? (e.g. **Commanding Officer in: Traffic Division, Detective Division, Patrol Division, etc.**) Please list them:

(6) How many years of police service did you have with your agency when you were **initially** promoted to a commanding officer? (**write in appropriate number in years**)

(7) How many years of service do you currently have with your organization? (**write in appropriate number of years**) _____

(8) Were you the first women in your agency to attain the rank you currently hold? (**circle one**) **YES** or **NO**

(9) What year were you promoted to the commanding_officer level?

(10) How many times have you received a promotion? (**circle one**) **Once** **Twice** **Three or more times** What was the date of your most recent promotion? (**write in date**) _____

TRAINING:

(1) Have you taken any management, leadership, or supervision classes to enhance your knowledge and skills? (**circle one**) **YES** or **NO**.

If yes, were these training courses taken **Prior to, After,** or **Both prior to and after** your promotion? (**circle one**)

(2) Do you believe that participation in **management training classes** prepared you to handle the responsibilities of a commanding officers position? (**circle one**) **YES** or **NO** or **N/A**

(3) What leadership or supervision training classes would you recommend to other female officers who are preparing for promotion to middle or upper management ranks? (**list below**)

(4) Have you been selected to attend the FBI National Academy? **YES or NO**
If yes, did you attend? **YES or NO** What year did you
graduate? _____

(5) Have you been selected to attended the Senior Leadership Program with the Florida
Criminal Justice Institute? **(circle one) YES or NO** If yes, what year did you
graduate? _____

PERFORMANCE EVALUATIONS:

(1) What was your overall rating on your performance evaluation at the time of your
promotion to the command level? **(circle one) Below Satisfactory, Satisfactory,**
Above Satisfactory

(2) What was your overall rating on your performance evaluation after you attained the
rank of commanding officer? **(fill in the blank)** _____

AWARDS/COMMENDATIONS:

(1) Were you nominated for or did you receive any awards and/or commendations prior
to your promotion? **(circle one) YES or NO**

(2) Have you been recognized for outstanding performance since your promotion?
(circle one) YES or NO

PROMOTIONAL PROCESS:

(1) What type of promotional process was used when you were promoted to the
commanding officer level? **(check all that apply or add appropriate answer under
comments)**

Written Exam_____ Assessment Center_____ Appointed to Position_____

Comments

(2) If it was an Assessment Center Process that you were promoted under, which of the following exercises did you participate in? **(check all those that apply and add others not listed)**

Oral Interview _____ In-Basket Exercise _____
BADGE Exercise _____

Leaderless Group Exercise _____ Employee Counseling Exercise _____
Other _____

Add other exercises not listed here

(3) Who is responsible for the promotional process within your organization? **(fill in answer)**

(4) If an Assessment Process is used in your organization, who is the vendor or company that performs the testing? **(fill in)**

(5) How many times did you participate in the promotional process before you were successful in achieving a promotion to the command level position? **(write in #)**

(6) Did you take any private tutoring or seek out professional assistance when preparing for the promotional process ? **(circle one)** YES NO N/A If yes, what kind was it?

(7) Did you have any women in your organization that held command level positions which served as role models or mentors for you at the time of your promotion? **(circle one)**

YES NO N/A

Comments _____

PERSONAL CHARACTERISTICS AND SKILLS:

(1) Focus on YOU as you are AT WORK, rate the traits/skills according to the contribution they made to your overall promotional success in your agency (your opinion is what I am looking for here).

(#1=Strongly Agree #2=Agree #3=Neither Agree or Disagree #4=Disagree #5=Strongly Disagree)

CHARACTERISTICS

Confident:	1	2	3	4	5
Goal Oriented:	1	2	3	4	5
Loyal:	1	2	3	4	5
Assertive:	1	2	3	4	5
Honest:	1	2	3	4	5
Intelligent:	1	2	3	4	5
Dedicated:	1	2	3	4	5
Disciplined:	1	2	3	4	5
Trustworthy:	1	2	3	4	5
Dependable:	1	2	3	4	5

SKILLS

Interpersonal:	1	2	3	4	5
Written Communication:	1	2	3	4	5
Oral Communication:	1	2	3	4	5
Leadership:	1	2	3	4	5
Decision Making:	1	2	3	4	5
Organization/Planning:	1	2	3	4	5
Problem Solving:	1	2	3	4	5
Creativity:	1	2	3	4	5
Judgment:	1	2	3	4	5
Perception:	1	2	3	4	5

Please provide the following information on your agency:

Number Male Sworn Officers:_____Number Female Sworn Officers:_____

Population Served:_____Agency Name:_____

My agency does not have any women police officers that meet the criteria of this survey_____

THANK YOU FOR YOUR TIME AND VALUABLE INPUT

**Please return to:
Assistant Chief Carol J. Hladki
Jacksonville Sheriff's Office
501 East Bay Street
Jacksonville, FL. 32202
(904) 630-2654 voice mail
or
(904) 630-4621 Zone 6 secretary**

APPENDIX B

(Cover letter attached to survey that was on Jacksonville Sheriff's Office letterhead)

March 21, 1997

Dear Sheriff / Chief of Police:

I am attending the Florida Criminal Justice Institute's Senior Leadership Program. For the required research component of this program, I am conducting original research on Women Law Enforcement Officers within the State of Florida at the command level. The enclosed survey will be part of the research. I am focusing on female supervisors who hold command level positions within your agency. They must supervise at least one other supervisor to qualify for this study. Your assistance is needed in distributing the survey to these female commanders.

The survey responses will be kept confidential and the information provided will be reported in the aggregate, so that an individual or their agency can not be identified.

It is important that I obtain the female commander's perspective on these survey questions in order to complete my study. If your agency does not have any female officers at this level, please indicate this information on the back of the survey where agency information is requested.

Please return the completed survey in the self-addressed stamped envelope on or before April 30, 1997. Your agency's participation in this project would be greatly appreciated.

Should you have any comments, concerns, or questions, please do not hesitate to call me at (904) 630-2654 (voice mail) or (904) 630-4621 (Patrol, Zone 6 Office).

Nathaniel Glover, Sheriff

Carol J. Hladki, Assistant Chief
Commanding Officer, Zone 6

APPENDIX C

ID	Survey comments and recommendations from Florida's Female Commanders
5	First and only Latin female Lieutenant in my department
9	Cites the importance of support and encouragement from her supervisor (major) on a regular basis that has been a rare experience in her law enforcement career. "as females in law enforcement, I believe we should set examples of how all officers should perform their duties" and help each other develop and advance our careers
10	Maintain excellent work ethics; pay attention to the details; be fair and just in decision-making; maintain balance between interpersonal skills and task orientation; be a perpetual learner who is committed to education; find a mentor and someone you can "vent to," keep family and your personal self as the number one priority
11	Accept no favoritism based on gender; show no favoritism; remain focused; women should not have to "prove themselves in this profession"; establish strong family ties outside of the agency
14	Medal of merit and performance commendations
15	Numerous awards/two years civilian employment; 18 sworn
16	"Better manager than leader due to past training and department culture."
17	"Any studies geared toward women in non-traditional careers are needed and beneficial. It is not easy being a female manager in a police agency, but I do feel things are better than they used to be."
18	Finds the general lack of internal training to be a detriment-applies to males and females. "Lack of mentors is another problem. Rarely do promoted women work to help others advance. We are kept in competition with each other so that other women are seen as a threat. Agencies tend to only promote a few women into management only when they "need" them rather than based on abilities. Women when being promoted are more closely scrutinized than are their male counterparts."
19	"Women need to help each other. Competition strong. Women need to be active in both professional organizations that the peers participate in as well as the International Ass. of Women Police and its chapters.
21	Advise on prom: "Be honest, stay focused on the goals of the Department, be consistent in practices and listen to others' input and ideas." "I would like to pass on to them the same advice given to me. It really seems to make a difference in the type of commander that I am and is perceived to be."
22	When assessment centers were being used by my department, they lacked objectivity in measuring skills. We did not utilize independent trained assessors. A court order had to be obtained to bring this subject under scrutiny. Only recently have women been afforded equal access to managerial positions. This is mostly attributable to our Chief-Bennie R. Holder.
23	"What you did not ask was did having children hamper your chances for promotion? Answer, yes. Test scores were always in the top 5 - for years at both ranks Sgt. & Lt. not promoted" continued: "This is a serious problem in the law enforcement field/military in this area. Command staff does not appreciate pregnancy within the department. Leave of absence associated with pregnancy is considered inconvenience."
24	"The ability to separate personal motivations from professional. This is the key to respect, which is more important than success." "Assertive women are still scary to many"

ID	Survey comments and recommendations from Florida's Female Commanders
25	"Women are traditionally not thought of as "leaders". They are continually under-rated on their evaluations, in that area." "You should have asked the person's overall seniority as a female officer with their agency."
26	Department has several women in command positions who participate in mentoring young female officers.
30	"Don't give up and be yourself"
31	First woman officer hired by department (1976); until 1997 was the only female supervisor/differences in performance reviews/standards for a female in command position vs. male counterpart!
33	Highest ranking female officer/ pay attention to stress factors related to women in police work
34	Did not take promotional exam because divorced with three young children and going to school.
37	I'm not the 1st Lieutenant; but first using the promotional process. "... our failure to support and mentor other females only enhances the advantage that males through their 'good old boys club.'"
39	"Education is a must /diversity is a must for women. Don't allow yourself to get locked into one area."
40	"Continue to gain education outside your command responsibilities if possible to make you more marketable for other promotions"
42	"How to deal with the public and how to work in a "man's world" and be successful." "... expectations about women are different... I've learned how to play in a man's world and win."
43	Seminar hosted by Rollins College for women law enforcement managers was very helpful-differences in men & women as related to work helped in dealing with peers & supervisors
45	... It was important to score as high as possible ... there may have been some reluctance to promote me to sergeant, but being #1 on the list gave them no choice."
46	Perception of leadership varies if agency is traditional or transformational. Survey executive staff as to the traits & characteristics that contribute to success for women in law enforcement. Measure executive staff's efforts to mentor minorities for future leadership roles in their agencies.
47	"Be true to yourself; don't try to "fit in" with the squad room unless that is truly the way you are."
53	"Always remember that you are a female and diplomacy is your biggest asset."
56	Females should quit worrying so much about gender based issues. We have the same equal opportunities as men. You just have to prove yourself a qualified leader.
57	...We have to out- think & out- perform our brothers. "To request a lowering of standards is as insulting as being given a job or duty based merely on sex."
63	"Although many women in law enforcement have chosen not to have children, I found that raising two sons, being active in their schools, etc., helped prepare me for a supervisory role. however.. it is definitely not easy!"
65	"Women in law enforcement must have all of these (characteristics and skills) & be strong in all to make it."

APPENDIX D

Table 2
 Comparison of Gender Distribution among Sworn Law Enforcement Officers in Five Florida Regions, December 31, 1996

Region	Total number of officers by region	Percentage of female officers by region	Number of agencies responding to the survey by region	Number of officers in agencies responding to the survey	Percentage of female officers in the survey group	Percentage over or under for the region
Northwest	2376	10.9%	3	814	9.7%	-1.2%
Northeast	4302	9.5%	5	1096	12.2%	2.7%
Central	5128	11.7%	9	3166	12.3%	0.6%
Southwest	8449	11.6%	12	4952	12.5%	0.9%
Southeast	12932	12.8%	19	6436	11.1%	-1.7%
TOTAL	33187	11.8%	48	16464	11.5%	0.3%

Note: N=48; some pages were missing. The researcher used the available survey data.