AN EXAMINATION OF PERCEPTUAL CHALLENGES FACED BY FEMALE POLICE

OFFICERS

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A Dissertation

Presented to

The Faculty of the Department of Criminal Justice and Criminology

Sam Houston State University

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In Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

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by

Kadee Lynn Brinser

August, 2016

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APPROVED:

Larry T. Hoover, PhD
Dissertation Director

Yan Zhang, PhD
Committee Member

Jurg Gerber, PhD
Committee Member

Phillip Lyons, PhD
Dean, College of Criminal Justice

DEDICATION

My deepest appreciation is expressed to my parents, Jeff and Danielle Brinser, and sisters, Kelsie and Shauni Brinser. I have always wanted to make you all proud. The unconditional love our family has motives me to the best person I can be.

Also, I would like to thank David Crandall for his support when it was greatly needed through the process of completing my doctoral degree. Your continued support and encouragement pushed me when I needed it the most.

Last, gratitude is given to Dr. James Ruiz, mentor and friend, who inspired me to continue my academic experience in pursuance of my doctoral degree. You pushed me when I did not think it was possible, and I am forever grateful.

ABSTRACT

Brinser, Kadee Lynn, *An examination of perceptual challenges faced by female police officers*. Doctor of Philosophy (Criminal Justice), August, 2016, Sam Houston State University, Huntsville, Texas.

This study examined the culture of female police officers by evaluating perceptual challenges associated with their role. The purpose of this study was to provide a better understanding of the dynamics of female police officers in a traditional male-dominated occupation. Primary data analyses was obtained through telephone questionnaires (n=15) conducted between March and April 2016 and online surveys (n=110) completed between November 2015 and January 2016 with a sample of female police officers who are employed in the state of Texas. Findings show that current organizational challenges are physical limitations, family, policing is a "man's job", approval from male police officers, society, intra-gender relationships, promotion process, and administration. Personal challenges, such as family life, are also current challenges for female police officers. The results establish that gender inequality not only exists in policing, but challenges have remained relatively stable overtime. However, sexual harassment and tokenism is not as prevalent as found to be in previous literature.

KEY WORDS: Females, Police officers, Policing, Gender inequality, Discrimination

ACKNOWLEDGEMENTS

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CHAPTER I

Introduction

Overview

Policing has been traditionally viewed as a male-dominated field (Horne, 1980; Sherman, 1975). However, females now constitute approximately 13% of police officers in the United States (Bureau of Labor Statistics, 2007; Crooke, 2013; Seklecki & Paynich, 2007). It can be suggested that the increase in female police officers can be accredited to the upsurge of gender equality, such as equal employment standards, in today's society.

This study intends to examine the culture of female police officers by evaluating perceptual challenges associated with their role. This study will provide better understanding of the dynamics of female police officers in a traditional male occupation. Primary data analyses are obtained through online surveys and telephone questionnaires with a sample of female police officers who are employed in the state of Texas. The data gathered will establish whether current gender-related issues have remained stable or transformed overtime.

Background

Challenges for females in the criminal justice system date back to 1845 with the hiring of the first female prison matron in New York City (Martin, 1980). Primary duties for the female prison matron involved helping citizens, primarily other females and juveniles (Davis, 2005). Female prison matrons lacked authority over male officers, and in addition, they lacked law enforcement powers (Davis, 2005). The first female police officer, Alice Stebben Wells, was hired by the Los Angeles Police in 1910 (Martin,

1980). It wasn't until the rise of feminism in the 1960s and push for equal employment in the 1970s for females to become actively interested in policing, traditionally a male-dominated field.

The 1980s was the era of emergence of female police officers in the United States. Gender discrimination in the work place was prohibited as a result of the 1972 US Congressional Amendment to Title VII of the 1964 Civil Rights Act (Seklecki & Paynich, 2007; Cuadrado, 1995; Steel & Lovrich, 1987). The implementation of the equal employment standards provided females the same opportunities as males in the workforce. Therefore, the number of female police officers increased in the late-1970s. The number reached an appropriate level where standard research could be performed on the sub-group of police officers (Seklecki & Paynich, 2007). It provided the opportunity for scholars to explore female police officers' experiences in a masculine field to determine whether or not gender discrimination existed, as well as what challenges females may face while working as a female police officer.

Research on female police officers has grown since the increase of female police officers and the prohibition of gender discrimination in the 1980s. Furthermore, the dynamic of police organizations has evolved and must continuously adapt to adequately respond to the needs of the changing society. The roles of police officers also change with time, and research on policing must continue to keep up with the fluctuating environment. As the organizations change, there is a high likelihood that challenges also alter for police officers. Challenges female police officers faced in the past may not be concerns in the present; contrarily, there may be new and different challenges presented to female police officers.

Need for the Study

The general scope of this research is to examine the perceptual challenges faced by female police officers in today's society. Police officers experience situations, particularly violent, that cause policing to be inherently one of the most stressful occupations (Alkus & Padesky, 1983; Anshel, 2000; Violanti & Aron, 1994). They have the responsibility to maintain order within communities, identify and respond to crime and disorder, and keep positive communal relationships. The various roles required for a police officer can create challenges.

Recently, there has been an increase of media attention and public scrutiny on officer-involved incidents, such as the shooting of Michael Brown in Ferguson, Missouri (2014), and the death of Eric Garner in New York (2014). The role of police officers has been scrutinized to determine appropriate responses to calls for service. This creates additional stress for police officers when responding to assist. Police organizations lack control over public scrutiny since the public tends to generalize all police officers as a whole. However, police organizations may have control over other challenges that face police officers. If police organizations can recognize controllable challenges, they can potentially lessen or eliminate them to help decrease additional stress for the police officer.

In addition to the common problems and stressors the average police officer may encounter, there may be additional challenges faced by female police officers that may be considered gender-driven. These extra challenges for female police officers are potentially caused by participating in a masculine field as a minority. Examples include lack of acceptance and respect from male police officers (Balkin, 1988; Bell, 1982;

Brown, 1994; Dantzker & Kubin, 1998; Haarr, 1997; Harrington, 2002; Hunt, 1990; Martin, 1980; Price, 1996; Weisheit, 1987), discrimination (Burligame & Baro, 2005; Franklin, 2005; Garcia, 2003; Hunt, 1990), tokenism (Archbold & Hassell, 2009; Kanter, 1977), and the existence of a glass ceiling when striving for promotion (Crooke, 2013). The existence of these issues can potentially create challenges for female police officers in addition to the problems faced by the average police officer.

Female police officers is an understudied topic by criminal justice researchers. This study focuses solely on female police officers and the challenges they face that may be initiated due to their gender in traditionally male dominated field. Research is required to determine why females still represent a very small proportion of police officers, despite the effort for gender equality in the work place. Research can determine the current challenges, why they exist, and if there is a resolution to lessen or remove the challenges. Understanding and addressing the challenges faced by female police officers can result in a more-attracted field for females. Findings can help increase the recruitment of females, increase female police officer satisfaction, and decrease female employee turnover rate.

Purpose of the Study

The purpose of the study is to determine if gender-related challenges exist for female police officers. This study will attempt to identify the perceived challenges as told by female police officers. The responses will vary between female police officers since the findings will represent opinions, feelings, and experiences. In addition, the reported challenges are expected to vary between two sub-groups of challenges: organizational and personal.

Organizational challenges are problems or barriers faced by female police officers stemming from police organizations, such as police administration, police officers, or other related job-related significance. The female police officer does not have control over these challenges as they are posed by other parties. Examples include discrimination, sexual harassment, tokenism, and a glass ceiling.

Personal challenges are problems or barriers faced by the female police officers that are non-organizational which evolve from the personal life outside of work for the female police officer. The female police officer may have control over these challenges as they are not commanded by the organization. For example, challenge to move up in rank through the promotion process may be due to administration resistance with a glass ceiling for one female officer (organizational challenge); however, another female officer may report not pursing advancement due to parental obligations (personal challenge).

Findings will determine not only the challenges faced by female police officers, but whether they are organizational or personal challenges. If found to be organizational, police organizations and administration can be made aware of the perceptual challenges. Policies can be put into place to better control or lessen challenges faced by female police officers. Findings will also provide perceptual challenges that are influenced by the personal lives of female police officers.

Definition of Terms

There are several terms that must be defined to understand the study.

"Challenges" describe the difficulties or special efforts that may have an impact on achievement. Challenges are used in this study to represent barriers or other issues that may affect the role of female police officers. Examples include lack of acceptance,

sexual harassment, tokenism, and a glass ceiling. The overall purpose of this study is to determine if challenges do exist, and if so, what specific challenges do female police officers face?

"Demographic variables" or "demographic characteristics" define characteristics that describe a person's background. Examples include age, race, ethnicity, and education.

"Gender inequality" refers to the unequal treatment between individuals based upon their gender. The presence of gender inequality is in question with the increase of female police officers. It is used in this study by asking female police officers their perceptions of gender inequality to determine whether they believe it is a challenge for female police officers in police organizations.

"Glass ceiling" defines the unofficial barrier that exists in a profession for the opportunity to move up in position or rank. This barrier affects minorities, including females. It is used in this study when examining the promotion process for female police officers. The existence of a glass ceiling for female police officers has been a controversial topic. Therefore, this study will explicate as to whether it is perceived to exist by female police officers who want to move up in rank in police organizations.

"Perceptions" expresses the views or opinions of the respondents. Responses may be based upon personal experiences or beliefs of a topic or scenario. This study will conduct an online survey and telephone questionnaire. Both instruments will ask the female police officer participant her opinion or beliefs. Therefore, the results may not be representative of all female police officers.

"Police department" or "police organization" refers to the agency that is responsible for enforcement of laws. Police departments employ a range of personnel, with the majority as police officers. For the purpose of this study, the participants who volunteered to participate in the study are employed full-time with municipal police departments.

Research Questions

This research is a statewide examination to understand the dynamics of female police officers in a traditionally male-dominated occupation. This study will determine whether or not challenges exist for females in policing. If so, what challenges exist for female police officers? How do challenges today differ from previous findings?

CHAPTER II

Literature Review

It is well-recognized that there are career fields where females are underrepresented, and indeed vice-versa. The purpose of this study is to examine the current dynamics of female police officers in a male-dominated field. A review of the literature will help understanding of the dynamics behind gender-related challenges. This chapter includes the following sections: (a) Historical Background, (b) Gender Inequality in Policing, (c) Gender Equality in Policing, (d) Theoretical Contributions, and (e) Purpose of the Study

Historical Background

Careers considered to be single-gender dominated have deep roots. Historically, males were labeled as the primary breadwinner, and females were responsible for household duties and taking care of the children. These perceptions created labels that became attached to genders and formed identities of acceptable gender roles.

There are several careers that have a stigma attached to them as being "masculine" which extends the perception of male-domination from the family to employment opportunities. This label associated with career choices may be in existence for a variety of reasons, such as the cultural expectations, stereotypes, job requirements, and basic interest. Not only have perceptions of cultural expectations and stereotypes carried over, but there is the potential that job requirements are more favorable towards males and females. For example, females may not be capable of performing extreme physical requirements which are possible by males. Additionally, basic interests do vary between males and females which may contribute to whether they pursue a desired career

choice. Careers that may be considered as a male-dominated field include the following: car sales, construction, mechanics, engineering, sports, and military combat roles.

Likewise, policing has been traditionally viewed as a male-dominated field (Horne, 1980; Sherman, 1975). Females were not introduced into the field until 1845 when New York City hired the first female prison matron in the criminal justice system (Martin, 1980). The characteristics of female prison matrons were primarily upper to middle class who were restricted to assisting females and juveniles (Davis, 2005), replicating the female gender role as caretaker.

There has been controversy on who was the first female police officer in the United States. Responsibilities and roles have varied over time with some job descriptions now being labeled as social work positions if presented in today's society. Mary Owens was hired by the Chicago Police Department (Illinois) in 1893 as the first female police officer with arrest powers (Schulz, 1993). Her responsibilities included assisting on cases that focused on females and juveniles, much like the prison matron (Schulz, 1993). Approximately 10 years later, Lola Baldwin was sworn in as a police officer with the Portland Police Department (Oregon) in 1905 (Schulz, 1993). Her role was to manage the social workers assisting the police department, and eventually Baldwin obtained the position as director for the Department of Public Safety for the Protection of Young Girls and Women (Schulz, 1993). Despite Owens' and Baldwin's contribution to the field, historians have acknowledged Alice Stebbin Wells as the *first female police officer* in the United States (Martin, 1980; Melchionne, 1974; Schulz, 1993). Wells was hired by the Los Angeles Police Department in 1910 (Martin, 1980; Melchionne, 1974; Schulz, 1993; Sultan & Townsey, 1981). This was the emergence of

female police officers stepping out of their traditional roles and entering a male-dominated field. A commonality between these females, however, is that none maintained the same status as a male police officer.

In 1915 the International Association of Policewomen was created to support the integration of females in policing (Schulz, 1995). It became recognized that females had the nurturing capacity to assist police in cases involving females and juveniles (Schultz, 1989). Police departments began to form specialized bureaus for female police officers to work on these cases (Schulz, 1995). The number of female police officers declined when the Great Depression occurred in the 1930s (Schulz, 1995). The suffrage of low employment rates for females were not restricted in only policing but in employment in general (Schultz, 1995). Public perception of a female employed during this time was that she was taking a job away from a male who needs money to support his family (Schulz, 1995). Following the Great Depression, the start of World War II in 1939 saw departments began re-hiring females in policing, but their roles were still restricted (Schulz, 1995). Females were assigned to clerical and dispatch work, assisted male police officers, or attended to females and juveniles (Schulz, 1995). As seen over the past several decades, the role of a social worker still strongly defined females in the police field.

After World War II, the number of female police officers began to increase, although still not at the same rate as their male counterparts. Females maintained the role of social service workers within policing (Schultz, 1989). Females began to push for equality with males in the roles and duties as a police officer (Schulz, 1989). However, they received lower wages and were restricted to special units (i.e. clerical, juvenile)

(Schultz, 1989). The International Association of Women Police was re-established and re-named following the war which created a support mechanism for female police officers (Schulz, 1993). It was not until 1968 when the Indianapolis Police Department (Indiana) hired female police officers for patrol duties (Schulz, 1995) that a shift was created for females from social workers to patrol officers (Schulz, 1995). This job movement was a breakthrough for female police officers to create an equal opportunity between male and female police officers. The acceptance of females on patrol led to greater demands for equal treatment.

The 1980s was the era of widespread emergence of female police officers in the United States. Gender discrimination in the work place was prohibited as a result of the 1972 US Congressional Amendment to Title VII of the 1964 Civil Rights Act (Seklecki & Paynich, 2007; Cuadrado, 1995; Steel & Lovrich, 1987). This opened doors for females to enter the traditionally male-dominated field of policing with legal support forbidding gender discrimination (Seklecki & Paynich, 2007). The role of a female police officer then shifted from social work to full police responsibilities, including equal opportunity in hiring, recruiting, promotions, and working conditions, including responding to violent situations (Cuadrado, 1995). Females were equally eligible for patrol duties (Sultan & Townsey, 1981).

Since females were either prohibited or limited in their roles in the field of policing, it was expected that they would face challenges once the Equal Employment Opportunity Act was passed. Agencies that denied females employment in policing now had to legally accept them if they successfully passed the recruitment process (Price & Gavin, 1982).

The number of employed female police officers then reached a level where standard research could be performed on the sub-group of police officers (Seklecki & Paynich, 2007).

Statistically, females made up approximately 2% of police officers in 1970 (Crooke, 2013; Price, 1996). The number can be perceived as small, yet is a big step for females in a male-dominated field. The number of female police officers increased by approximately 5% in 20 years (1987-2007) within large police departments across the United States (Novak, Brown, & Frank, 2011). Currently, females make up approximately 13% of sworn police officers in the United States (Bureau of Labor Statistics, 2007; Crooke, 2013; Seklecki & Paynich, 2007). Beginning in the 1970s, criminal justice researchers explored female police officers' experiences in the masculine field to determine whether or not gender discrimination existed, despite the passing of legislation, as well as what challenges females may face while working as a police officer.

Gender Inequality in Policing

As expected, challenges were faced by females in the masculine field. Previous findings can classify challenges into one of two categories: (1) organizational or (2) personal.

Organizational challenges. Organizational challenges are problems or barriers that female police officers may face that stem from police organizations. Female police officers do not have control over these challenges. Organizational challenges include the following: (1) acceptance by male police officers, (2), discrimination and sexual harassment, (3) glass ceiling, and (4) intra-gender challenges.

Acceptance by male police officers. As noted, historically females were not easily accepted into the field of policing. Research has shown that female police officers were not accepted by their male counterparts (Balkin, 1988; Bell, 1982; Brown, 1994; Dantzker & Kubin, 1998; Haarr, 1997; Harrington, 2002; Hunt, 1990; Martin, 1980; Price, 1996; Weisheit, 1987). Indeed, Horne (1980) found that of all challenges, acceptance by male police officers is the biggest challenge female police officers face. Male police officers maintained a belief that policing is a male-dominated occupation where females are neither physically nor emotionally capable of performing the job requirements (Bell, 1982; Bloch & Anderson, 1974; Homant & Kennedy, 1985; Martin, 1980; Morash & Greene, 1986; Sherman 1975; Tiffin, 1995) and are destined to fail (Brookshire, 1980). Males perceived that females should maintain their normative gender roles (Garcia, 2003) since they are too lenient (Charles, 1982) and do not conduct *real* police work (Melchionne, 1976). During this time, males still viewed females in their gender role which implied a nurturing role. Adding females to policing decreased the status and perception of the profession which was originally viewed as a strong and masculine career (Balkin, 1988).

In addition to male police officers viewing females as not being able to fulfill job requirements, they also did not trust female police officers with the thin blue line's code of silence (Hunt, 1990, Skolnick & Bayley, 1988). Hunt (1990) found that male police officers were afraid females would expose secrets of police corruption. This lack of trust created a barrier between male and female police officers. This decreased respect inhibited effective teamwork, and increased the stress for both male and female police officers. The males were not happy with the female additions and the females were

stressed with the discrimination from their coworkers. An example of lack of acceptance

of female police officers by male police officers is exemplified in the Men Against

Women (MAW) informal organization that was developed in the Los Angeles Police

Department (LAPD) in the mid-1980s. This informal organization supported

discrimination and harassment of female police officers with a goal of driving them out

of the field (Feminist Majority Foundation, 1997). Such assertions cannot be applied to

all male police officers, however. Findings by Martin (1980) suggested three

classifications of male police officers: males who oppose female police officers, males

who accept female police officers, and males who are uncertain. Therefore, the literature

on lack of acceptance by male police officers is not generalizable to all male police

officers.

     Discrimination and sexual harassment. As a result of resistance in the field,

research has found that discrimination is present for female police officers (Burligame &

Baro, 2005; Franklin, 2005; Garcia, 2003; Hunt, 1990). Workplace gender

discrimination is prohibited based upon Title VII of the Civil Rights Act of 1964 (Potts,

1983). Gender discrimination is a form of intimidation that may be performed on

purpose, especially by male police officers, to discourage females to remain in the field.

Gender discrimination for female police officers can occur during the initial hiring

process (Martin, 1980), with an example as extreme physical standards favorable for

male recruits (Polisar & Milgram, 1998; Sass & Troyer, 1999). If a female is not hired

by a department, the hiring committee must provide proof as to why the female did not

meet the standards for employment (Davis, 2005). Once hired, female police officers

may then be discriminated by receiving uniforms designed for males which do not fit

appropriately on the female body (Martin, 1980). Furthermore, females may face a glass ceiling when trying to promote within the organization (Crooke, 2013; Yoder, 1991).

A common form of discrimination for females is sexual harassment (Fitzgerald, Drasgow, Hulin, Gelfand, & Magley, 1997; Martin, 1979). Workplace sexual harassment of females is unwanted physical and verbal behavior from a male administrator, co-worker, or another employee (Fitzgerald, Swan, & Magley, 1997). In general, females are more offended by sexual harassment than males (Berdahl, Magley, & Waldo, 1996; Haas, Timmerman, & Hoing, 2009). Morash and Haarr (1995) found that males are normally the perpetrators who portray offensive behaviors towards female coworkers. The comments or actions may be interpreted as flattering to other male coworkers and management, rather than sexual harassment (Morash & Haarr, 1995). Since police departments consist of predominately males, including upper management, females may be intimidated to report sexual harassment due to fear of potential retaliation (Morash & Haarr, 1995).

Glass ceiling. Research has suggested several reasons why females do not advance in their careers (Martin, 1999; Potts, 1983; Warner, Steel, & Lovrich, 1989) and are underrepresented in rank positions in police departments (Herrington, 1997; Martin, 1980; Martin & Jurik, 1996). "With very few exceptions, women remain underrepresented at every level of sworn law enforcement and are essentially absent from the decision-making ranks and positions of authority" (National Center for Women and Policing, 2001 p. 6). Schulz (2004) reported that approximately 1% of police chiefs in the United States are female. The existence of a glass ceiling is one explanation as to why females do not hold administrative positions (Crooke, 2013). A glass ceiling

represents a figurative vision that minorities, including females, see as a barrier within their department preventing them from advancing to authoritative positions (Yoder, 1991). A glass ceiling is not explicit as it can be unconsciously created by males in management. Males in the leadership roles may feel threatened by female police officers or may want to maintain the ideal male-dominated field. Martin (1980) asserts that the lack of females in management creates an obstacle for young female police officers who strive for promotion due to the deficiency of leadership and guidance by other females.

   Intra-gender challenges. Research has found that female police officers not only experience extra challenges from external factors (i.e. management, male police officers, and citizens) but intra-gendered challenges, as well. Martin (1980) observed and interviewed 32 policewomen from the Washington D.C. Police Department in 1975 for one year. Findings concluded two types of policewomen: *police*women and police*women*. Both classifications consist of female police officers, but the adaptions to the role of police officer differs. *Police*women are female police officers who positively adapt to the role of a police officer (Martin, 1980). They conform to job duties and requirements, are aware of the risks and dangers, and are able to identify and react to criminal situations in a professional manner. They excel in policing, with proficient skills and knowledge demonstrating their value as a police officer. These career-driven females are professional, assertive, loyal, and motivated. For example, they strive for occupational achievement through aspiration for promotion in the police department. Furthermore, *police*women are aware of their minority status and any inequality that may be present. They recognize and can overcome challenges and barriers that may be

present to them. Overall, *police*women perform the role of a police officer, a male-dominated position, successfully.

Contrary to *police*women, police*women* are female police officers who hold their normative gender roles when on duty (Martin, 1980). Personalities and attitudes are not molded to the role of a police officer but hold the standard of a female gender. For example, the feminist role is portrayed on duty by acting as the weaker gender. Police*women* strive for desk jobs since they do not like the proactive patrol work. Ermer (1978) found that a paycheck was the primary reason for females pursuing a career in policing. This is representative of the role of a police*woman.* The obvious differences between the two types of police women create a divide between "doing gender" (West & Zimmerman, 1987) and "doing police work" (Rabe-Hemp, 2009). Unlike the *police*women who "do police work", police*women* "do gender" which creates a stigma to female police officers by not being adequate in the job requirements and responsibilities. This is an additional stressor.

Personal challenges. Personal challenges are problems or barriers faced by female police officers that are non-organizational. These challenges evolve from the personal life outside of the work environment and not presented by the police department. Females may, or may not, have control over these challenges. Personal challenges include family responsibilities (Brookshire, 1980; Martin, 1980; Whetstone, 2001; Whetstone & Wilson, 1999), gender role conflict (Jacobs, 1983; Martin, 1980), and low self-confidence in the role as a police officer (Glaser & Saxe, 1982; Wexler & Quinn, 1985). Furthermore, a perception exists that a decision must be made to be either the ideal police worker or the ideal mother (Cowan & Bochantin, 2009) due to traditional

gender roles. Therefore, the potential challenges female may face in the field of policing may be organizational, personal, or both.

Gender Equality in Policing

In addition to the research that found gender inequality in policing, some research has shown otherwise. Scholars have found that gender equality has progressed in policing (Green & del Carmen, 2002; Hassell, Archbold, & Stichman, 2011). More specifically, female police officers are capable of performance the job requirements essential for the role of a police officer (Balkin, 1988; Bloch & Anderson, 1974; Price, 1996). Studies evaluating the job performance of female police officers found that they have the required skills for patrol work (Bloch and Anderson 1974, Sherman 1975, Townsey 1982), including response to dangerous circumstances and violent confrontations (Grennan, 1987; Moldon 1985). Female police officers have the physical capability of pursing policing as a career (Bloch & Anderson, 1974; Price, 1996; Townsey, 1982), including the physical training requirements (Moldon, 1985). Furthermore, studies have shown that female police officers have excelled in the beginning of their careers with high levels of academic performance in the police academy (Elias, 1984). Additional support in job proficiency has been presented through high-rated police chief evaluations (Seligson, 1985) internally, and high levels of citizen satisfaction (Leger, 1997; Sherman, 1975) outside of the organization.

The field of policing has increased focus on victim assistance and relationships with the community, with the rise of a community- oriented policing approach (Zhao, Herbst, & Lovrich, 2001), rather than a crime-fighter approach. It has been suggested that this approach would benefit both the department and community with participation

by female police officers (Feingold, 1994; Ferguson, 1984). Research has shown gender equality in job performance (Bloch & Anderson, 1974; Charles, 1981; Grennan, 1987; Sherman, 1975); however, females are preferable in some situations that require empathy and sensitivity (Charles, 1982; Sherman, 1973).

Females are capable of handling the emotional requirements associated with the role of a police officer (Bloch & Anderson, 1974; Price, 1996). Females have an advantage through effective verbal communication due to a nurturing nature. (Gerber, 2001). It is suggested that female police officers have a calming effect when speaking which can defuse encounters that could evolve to violence (Belknap & Shelley, 1992; Kerber, Andes, & Mittler, 1977; Price, 1985; Spillar et al., 2000). On the contrary, female police officers can also use verbal communication in an aggressive nature. When compared to a male police officer, females are often viewed as the weaker of the two (Gerber, 2001). The female police officer may feel the need to show the male police officer her capability of handling a situation. Therefore, she may use her communication skills but in an aggressive nature (Gerber, 2011). "The woman's verbal aggression is functional-for her male partner as well as herself-because both of them gain an increased sense of competence and effectiveness of their work" (Gerber, 2001, p. 58).

Theoretical Contributions

As research indicates, there has been much change and transformation over time for females in policing. The advancement of females in this once male-dominated role can be viewed through the progression of three very close, and yet potentially overlapping, explanations: (1) gender role theory, (2) feminist theory, and (3) tokenism theory.

Gender role theory. Gender roles are engrained in children at a very young age. Children are taught about traditional gender roles, with focus on masculinity and femininity traits, at the early stages of childhood through basic upbringings such as color of clothing or types of toys. It is expected by many for the child to conform to their gender role. Males are taught to be independent, self-confident, and aggressive. Females, on the other hand, are taught to be more passive, sensitive, and supportive. This is an extension of the role mandate that males are expected to provide for their families as the traditional breadwinner as the female stays at home to raise the children and take care of household duties (Zuo & Tang, 2000).

In male-dominated careers, especially policing, it is expected that behavioral differences would occur between males and females due to role traits cultivated in childhood, including values, characteristics, and personalities (Feldberg & Glenn, 1979; Garcia, 2003; Jurik & Martin, 2001). It is expected for males and females to display different socialization characteristics. Indeed, "the traits associated with the ideal male are almost interchangeable with those of a model police officer" (Gerber, 2001, p. 79). Policing is perceived to require masculine traits, such as aggression and force, which suggests that females would not excel in this career since their gender role attributes differ (Jurik & Martin, 2001). To succeed, females are expected to adapt to the masculine nature of policing by changing their gendered characteristics such adopting male standards (Haarr, 1997; Zimmer, 1987). Garcia (2003) found that a duality of perceptions by police officers based upon gender exist. For instance, male police officers prioritize law enforcement while female police officers may focus more on order-maintenance, community service, and moral guidance (Garcia, 2003).

Furthermore, research has found that male police officers have a paternalistic and protective attitude, potentially unconsciously, when working with female police officers (Martin, 1993). This characteristic is attributed to their masculine gender role of protection which can be recognized in physical or violent situations when a female police officer is present (Martin, 1993). The paternalistic attitude of male police officers, especially in supervisory positions, may result in assignment of female police officers to a male partner reinforcing a perception that females are dependent and incapable of performing the job requirements on their own (Martin, 1993).

Gender role theory is recognizable not only historically but in recent literature. The judgements that may arise for female police officers, based upon their gender, has evolved from both inter- and intra-gendered challenges. There are negative male perceptions of female police officers based upon the traditional gender roles and expectations. Furthermore, police*women* only enhance this stigma by upholding the feminine characteristics that weaken gender equality between male and female police officers.

Feminist theory. Unlike gender role theory which emphasized gender differences, feminist theory identifies gender equality. Research has found that females did not start overcoming the gendered differences in policing until the 1970s which can be attributed to the rise of the feminist theory in 1976. More specifically, it is suggested that feminist theory engendered gender equality for female police officers.

Feminist theory is the understanding of causes of gender inequality with a goal to empower women to create a gender equitable environment (Williams, 2000). As gender is the primary basis for the inequality, other factors such as race and social hierarchies

must be considered as impacting factors (Daly & Maher, 1998; Maher, 1997; Schwartz & Milovanovic, 1996; Simpson, 1991). Feminist theory includes the presence of intersectionality (Crenshaw, 1989; Davis, 2008). Intersectionality is "the interaction between gender, race, and other categories of difference in individual lives, social practices, institutional arrangements, and cultural ideologist and the outcomes of these interactions in terms of power" (Davis, 2008, p. 68). Gender may be one factor in causes behind inequality, but research has shown that the intersectionality expects a multitude of factors to be impactful.

The strand of feminism that is focused upon for the purpose of this study is liberal feminism. Liberal feminism focuses on gender equality through an equal rights stance with a goal to terminate discrimination and increase opportunities (Hoffman-Bustamente, 1973; Adler, Adler, & Levins, 1975; Simon, 1975; Edwards, 1990). This feminist approach does not accentuate patriarchy but recognizes there are gendered limitations that need addressed (Schwartz, 1989). Females can be empowered rather than passive in the institutional world (Daly, 2005).

Previous evaluations on feminist theory in policing has found that gender comparisons can be classified into two approaches: sameness and difference (Martin & Jurik, 1996). The sameness approach finds that both genders are highly interrelated when treated as equals (Kennelly, 2002; Valian, 1998), particularly with power and opportunity (Kanter, 1977; Martin, 1980; Martin & Jurik, 1996). The feminist supporters commend this approach which portrays the existence of gender equality in policing. Strongly related, socialization in the workforce plays an imperative role in the sameness approach. This socialization can be attributed to the work environment, culture, and experiences

(Worden, 1996). A concept is shaped that socialization dismisses gender differences in policing since both genders must adapt to the masculine police culture (Crank, 2004; Guyot, 1991). Therefore, high levels of matching socialization presented to both genders will increase the sameness approach. The difference approach contrasts to the sameness approach assuming that male and females adapt to socialization differently. Individual characteristics, including traditional gender roles, are evident through the differences in the socialization process. Therefore, the merging of the two genders to create the role of a police officer, as found in the sameness approach, does not develop in the difference approach.

Research has found that females may be more beneficial in certain policing approaches, such as the community-oriented policing approach (Zhao et al., 2001). Feminists believe that females are better suited for these positions since they have the skills, particularly strong communication skills, necessary for strong community relationships through a calming nature (Grant, 2000; Lonsway, Wood, & Spillar, 2002; Price, 1985; Spillar et al., 2000). Furthermore, this calming nature may be a better response to victims of violence (Brandl, Stroshine, & Frank, 2001; Daniels, Baumhover, Formby, & Clark-Daniels, 1999; Fritsch, Caeti, Tobolowsky, & Taylor, 2004), especially females and children (Kerber et al., 1977; Price, 1985; Worden, 1993). More recently, Daly (2008) studied generational differences on feminist perspectives and found that generation Y, people born between 1980 and 1992, do not emphasize feminism as other generations may do (Daly, 2008). Reasons behind this finding could be attributed to the cultural acceptance and rise of gender equality as the norm during their upbringing.

Overall, the rise in feminism increased the number of female police officers. The 1980s became known as the era of emergence of female police officers in the United States due to the passing of equal employment standards, not only for females, but for minorities. This provided a legal backbone and support for females in the workforce. As research has shown, the hiring of females as police officers has found benefits of the usage of female police officers, particularly in community policing and victim services.

Tokenism theory. Gender role theory recognized and emphasized traditional gender roles, gender differences, and gender expectations between male and females. Feminist theory progressed to gender equality, with much focus on employment with the passing of the Equal Employment Opportunity Act. Despite the progression, a potential challenge still present for females is the concept of tokenism.

There has been little research on why females are not representative in management or supervisory positions in policing (Archbold & Hassell, 2009). Findings have shown that perceptions of tokenism have decreased female police officer participation in the promotion process (Archbold & Schulz, 2008; Wertsch, 1998).

Tokenism is the idea that a person was selected for employment or a position due to their minority status, such as gender (Kanter, 1977a). Previous research on female police officers has commonly incorporated tokenism theory into their studies (Belknap & Shelley, 1992; Kanter, 1977a; Kanter, 1977b). One of the earliest studies of tokenism in policing was Kanter's (1977a) study on how differences from the norm employee (i.e. White, male, etc.) may affect an individual's "self-perception and self-esteem" (Archbold & Schultz, 2008, p. 51). Kanter (1977b) recognized skewed sex ratios between male and female police officers. Findings showed that the tokens, or minority groups, had high

visibility, low levels of acceptance, and high performance expectations (Kanter, 1977b). In policing, token females were quite visible since police is a male-dominated field.

In respect to promotion, token individuals may not have the drive since their visibility will stand out even more (Kanter, 1977b). Some tokens may not want the attention on them and would rather stay as a patrol officer and fade amongst the other employees (Kanter, 1997b). This finding is contrary to previous findings that low levels of interest in leadership positions (Megaree, 1969) or fear of success (Levine & Crumbine, 1975) were really just factors supporting the bigger impression of not wanting to be highly visible (Kanter, 1977b). Kanter's (1977b) findings were applied in Martin's (1979) findings of two subgroups of women: *police*women and police*women.* The former were the female police officers who strived for promotion, but the latter were those who wanted to maintain the gender stereotypes and fade amongst their coworkers.

Organizational challenges, particularly between female and male police officers, may emerge due to tokenism. The impact of tokenism on an organization can increase resistance and reduce acceptance of an officer by other non-tokened officers (Kanter, 1997). For example, if it is suspected that a female was hired as a police officer since the department did not have any female police officers on staff, male police officers may not easily accept her since they may perceive her hiring was based upon gender rather than skills and knowledge. This resistance to female police officers can continue as they strive for promotion (Archbold & Hassell, 2009). Male police officers may not perceive promotion of a female police officer worthy but rather a gender benefit due to being a token female.

Additionally, Archbold & Schultz (2008) conducted face-to-face structured interviews with female police officers and found that females are aware of their perceptual token status tokenism in police departments. The female police officers (64%) stated that they were treated as token hires at least once while serving as a police officer (Archbold & Schultz, 2008). This can create low levels of self-confidence for the female police officers.

Management may choose to promote females regardless of their ability to give the perception of equality within the department. However, Archbold & Schultz (2008) found that when male supervisors supported female participation in promotion, it actually lowered the levels of participation. Therefore, it is suggested that tokenism cannot be evaluated solely on numbers but is a much more complex concept (Archbold & Schultz, 2008).

Purpose of the Study

Literature on female police officers is limited and particularly dated. Research shows a variety of findings ranging from competency in performing job duties to a list of challenges females may face with a career in policing. Despite the increase in gender equality, it is suspected that females still encounter challenges working a male-dominated field.

Texas is ranked third in the United States with approximately 75,000 sworn police officers (Greene & del Carmen, 2002). Six Texas police departments rank in the top 100 police departments in the United States that employ the highest number of female officers (National Center for Women in Policing, 1998). Bexar County has the highest number of female police officers in the state of Texas with females consisting of approximately 22%

of their force (National Center for Women in Policing, 1998). Furthermore, Travis County was ranked second in the United States for the number of females in management positions at approximately 37% (National Center for Women in Policing, 1998). This suggests Texas is a prime location to study challenges facing females in policing due to the high employment rate of female police officers not only line-level but also in management-level positions.

This study will examine the current state of female police officers in Texas by evaluating perceptual challenges, if any, associated with their role as a female in a traditionally male-dominated field. The recognition of challenges can then be addressed to make policing a more-desirable employment field for females.

CHAPTER III

Methodology

The purpose of this study is to examine the culture of female police officers by evaluating challenges they may face in a traditional male occupation. This study will determine if challenges exist for female police officers both inside and outside of the police organization. The chapter includes the following sections: (a) Research Problem, (b) The Measuring Instrument, (c) Selection of the Sample, (d) Data Collection Procedure, (e) Method of Analysis, (f) Research Questions, (g) Limitations and Ethical Considerations, and (h) Summary.

Research Problem

Policing has been traditionally viewed as a male-dominated field. With the increase in gender-equality, the purpose of this study is to ascertain persistent challenges facing females in the policing field. The research will provide an understanding of the dynamics of female police officers in a traditional male occupation. Challenges will be examined, with focus on lack of acceptance, discrimination, sexual harassment, tokenism, and promotion. These perceptions will address the potential influences that may contribute to lack of acceptance of female police officers inside and outside of police organizations.

The Measuring Instrument

A review of the research on female police officers has shown that the majority of current literature has focused on challenges, such as gender inequality, between male and female police officers. This study used a mixed-methods analysis which includes both qualitative and quantitative research. A multi-methodological approach was selected as

the best form of analyses to allow for optimum data collection. Challenges will be measured by qualitative analysis of telephone interviews and quantitative data analysis of self-reporting online surveys. The instruments used for data gathering were drawn from the literature base on the role of females in male-dominated occupations and more specifically policing.

Online survey. The survey was generated through an online survey development firm titled Survey Monkey® (See Appendix A). The survey instrument has a total of 64 close-ended questions. Some questions do provide a write-in response by selecting "Other". The survey is broken down into the following four categories with the assigned number of questions:

- Demographics (1-6)

- Personal Police Officer Career Information (7-12)

- Challenges (13-45)

- Personal Experience in Promotion Process (46-63)

Demographics. Demographics were included in the survey to provide basic information on the participant. A total of six questions were included. The demographics selected for the purpose of this study were recoded as the following:

1. Age (Ordinal): (1) 21-30 years, (2) 31-40 years, (3) 41-50 years, (4) 51+ years

2. Race (Nominal): (1) Caucasian/White American, (2) Black/African American, (3) Native American/Alaska Native, (4) Asian American, (5) Native Hawaiian, (6) Other Pacific Islander, (7) Other Race

3. Ethnicity (Nominal): (0) Non-Hispanic/Non-Latino, (1) Hispanic/Latino

4. Education Level (Ordinal): (1) High-School Diploma or GED, (2) Some College, (3) Associates Degree, (4) Bachelor's Degree, (5) Graduate Degree

5. Marital Status (Nominal): (0) Not Married, (1) Married

6. Children (Nominal): (0) No, (1) Yes

Personal police officer career. Second, personal police officer career information, such as the number of years as an active police officer, reasons for pursuing a policing career, and current position in the police department, were included in the study to provide a basic background on the professional career of the female police officer. A total of six questions were included. The personal police officer career information questions were coded as the following:

7. Years as an Active Police Officer (Ordinal): (1) 0-3 years, (2) 4-10 years, (3) 11-20 years, (4) 21+ years)

8. Worked for More than One Police Department (Nominal): (0) No, (1) Yes

9. Reason for Policing Career (Ordinal): (1) I have family in policing, (2) I have friends in policing, (3) I have had positive experiences with police, (4) I have had negative experiences with police, (5) I enjoy helping people, (6) I wanted a career with job security, (7) I participated in a ride along and/or internship, (8) I wanted an exciting career, (9) Other

10. Family Member in Policing (Nominal): (0) No, (1) Yes

11. Current Position in Police Department (Ordinal): (1) Patrol Officer, (2)

Detective, (3) Corporal, (4) Sergeant, (5) Lieutenant, (6) Captain, (7)

Major, (8) Chief, (9) Other

12. Knowledge on Number of Female Police Officers in Department

(Nominal): (0) No, (1) Yes

Challenges. The purpose of this study was to analyze the current culture of

female police officers, focusing on perceptions of lack of acceptance, discrimination,

sexual harassment, tokenism and promotion. Therefore, this section of the survey

instrument was imperative to understand the perceptual challenges of female police

officers. A total of 51 questions were included to evaluate the perceptions of challenges

of female police officers in a male-dominated profession. A 4-point Likert scale was

utilized in this section of the survey (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 =

Strongly Agree) for the majority of the questions (31 out of 33 questions). A neutral

response, such as Neither Agree nor Disagree, was not listed as an option. These options

were not included to remove impartiality and force the participant to provide a one-sided

response. One question that evaluated the perception of the number of police

departments that view policing as a "man's job" (Question 16) was also on a 4-point

Likert scale but had different response options (1 = Very Few, 2 = Quite a Few, 3 = Most,

4 = Nearly All. The following represents the coding for the single question (Question 15)

in this section:

15. Potential Challenges (Nominal): (1) Policing is a "Man's Job", (2) Lack of

Acceptance by Male Police Officers, (3) Lack of Acceptance by Society, (4)

Lack of Trust in Female Police Officers in Performing Job Duties, (5) Sexual

Harassment, (6) Tokenism

Personal experience in promotion process. This section of the survey instrument

focused solely on the promotion process in police departments. Research has shown that

females are underrepresentative in management level positions within police

departments. Therefore, this was an essential sub-section of challenges that should be

examined in greater depth. A total of 18 questions were included to examine the

experiences and perceptions female police officers have of the promotion process. A 4-

point Likert scale was also utilized in this section of the survey (1 = Strongly Disagree, 2

= Disagree, 3 = Agree, 4 = Strongly Agree) for the majority of the questions (13 out of 18

questions). Again, a neutral response, such as Neither Agree nor Disagree, was not listed

as an option to remove neutrality and force the participant to provide a directional

response. The remaining five questions that did not have a Likert scale response were

coded as the following:

46. Structure Promotion Process at Police Department (Nominal): (0) No, (1) Yes

47. Promotion Process Requirements (Nominal): (1) Written Test, (2) Oral

Interview Board, (3) Performance Evaluations, (4) Assessment Centers, (5)

Extra Points for Seniority, Education, Veterans, etc., (6) Probationary Periods,

(7) Other, (8) I do not know

48. Positions Applied in Police Department (Ordinal): (1) Sergeant, (2)

Lieutenant, (3) Captain, (4) Major/Assistant Chief/Deputy Chief, (5)

Chief/Superintendent/Commissioner

49. Materials Provided by the Police Department to Prepare for the Promotion Process (Nominal): (1) Statement of Job Duties and Requirements, (2) Requirements for Eligibility, (3) Student Guides/Books/Materials, (4) Other, (5) I do not know

50. Prepare for the Promotion Test by (Nominal): (1) Study the Job Duties and Requirements, (2) Practice Mock Scenarios, (3) Familiarize with Codes and Regulations, (4) Talk to a Police Officer of Rank for Tips for the Promotion Process, (5) Talk to a Police Officer of Rank for Information on the Job Duties and Requirements, (6) Other.

Overall, the purpose of the online survey was to obtain quantitative data to examine perceptions of challenges of female police officers. There were a total of four main components to the survey: (1) Demographics, (2) Personal Police Officer Career Information, (3) Challenges, and (4) Personal Experience in Promotion Process. The last question of the survey asked the participant if she would be willing to participate in a voluntary telephone interview with the researcher. If agreed, the participant was asked to provide contact information, such as a telephone number or email address.

Telephone interview questionnaire. The telephone interview questionnaire is included as Appendix B. The guided semi-structured questionnaire was broken into three components: gender equality, promotion, and closing questions. The section on gender equality pursued feelings, examples, and factors that female police officers contribute to whether gender equality exists in policing. Second, the promotion process section focused on the promotion process, inquired about whether the female police officer applied for a rank position and factors involved in the decision-making process of

aspiring for promotion. Last, the closing questions were general statements in regard to females in policing such as whether it is advantageous to be a female in policing, steps towards increasing the number of female recruits, and suggestions for both future female police officers and researchers who are interested in female police officer. The participant was provided an opportunity at the end for any last remarks or comments that were not covered in the telephone interview.

The purpose of a guided semi-structured telephone interview questionnaire was to provide the participants the opportunity to provide detailed individualized responses. The participant had the authority to inform the interview as much or as little information she feels comfortable in sharing due to the voluntary basis of the interview questionnaire. Other advantages to open-ended questions is the opportunity to share personal experiences through storytelling. Stories benefit the research by applying the current literature and participant responses to real-world situations. This may give the female officer the opportunity to have a voice or tell her story as a female police officer.

The instrument used for the telephone interview was an interview guide on a computer. This will be the semi-structured document that will allow the researcher to type the participants' responses and highlight themes for each question. In addition, the participant will be made aware that the interview will be audiotaped with a recorder to allow the researcher to review the interview conversation and record quotes or information that are deemed relevant.

Selection of the Sample

The selection of female police officers from which the sample population was chosen from was a major consideration. The number of female police officers in the

United States, let alone Texas, is disproportionately small compared to the overall demographics of police officers (Archbold & Hassell, 2009). It was determined that a convenience sample of female police officers was the most appropriate sampling strategy because of the small population of female police officers. It was also selected due to interviewer access to contact information of female police officers who attended a multi-agency seminar series at the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT), Sam Houston State University. This seminar addressed career development for females in law enforcement.

Therefore, the female participants who attended the leadership seminar series are a proportion of female police officers in the state of Texas. They embody career-aspirational traits, such as motivation, inspiration, drive, leadership, and promotion. These female police officers can be identified as Martin's (1980) typology of *police*women.

The female police officers are full-time, or potentially retired, employees at active police organizations of all sizes. The instruments did not directly ask female officers what police organization they are employed at to ensure anonymity. However, a question on the online survey did ask the participants if they were aware of how many female police officers are employed by their department, and if so, how many. Results ranged between one and 1,200 female police officers employed within their police department. This finding represents a wide range of organizational size. This also suggests that the departments are of rural and urban settings.

All respondents were females. Males were not included in the study since the purpose of the study was to examine the culture and dynamics of female police officers

by examining their views and perceptions of a career in a male-dominated field. The sampling frame consisted of 216 female police officers. The total sample consisted of 110 (51%) female police officers who responded to the online survey. A higher response rate was expected due to providing the opportunity for female police officers to voice their perceptions and experiences as a minority in policing. However, the actual response rate may be contributed to the following: (a) uncomfortable sharing personal stories, (b) worried of potential consequences from organization if ever identified, and/or (c) unable to dedicate the time to complete the online survey.

A sub-sample was obtained from the initial sample for the telephone questionnaires. The last question of the online survey requested female police officers to volunteer for a telephone interview. If interested, the participant was asked to list contact information to set up a date and time for the telephone interview between the respondent and the researcher. Therefore, it is known that the sub-sample would consist of less than the initial sample, with an expected small response rate. A total of 59 female police officers volunteered to participate in a telephone interview. This high response rate (54%) is probable since it serves as an opportunity and outlet for female police officers to voice their perceptions and experiences as a minority in policing. The total sample of telephone interviews evaluated for the study consisted of 15 female police officers.

Data Collection Procedure

The data for this study were obtained by administering an online survey and completing telephone interviews. The data collection process for the online survey took a total of 7 weeks from the start date of the informative email to the closing date of the

second follow-up survey. A copy of the IRB-approved script can be found in Appendix

C.

　　　　The first data collection procedure gathered information on perceptions of

challenges, and more specifically the promotion process, of female police officers. The

quantitative data used to evaluate perceived challenges was obtained from online surveys.

An online survey was created by the researcher (see Appendix A for copy of the survey).

To begin, a third-party had access to contact information for the female police officers

who attended the multi-agency seminar held at LEMIT. The third party was responsible

for disseminating emails from the researcher to the selected sample. The purpose of

using a third party distributor was to ensure anonymity for the participants. The

researcher had no access to personal participant information, and the third party

distributor had no access to individual responses. Therefore, no parties involved could

connect personal respondent information to responses.

　　　　Email was selected as the most appropriate form of communication between the

researcher and the participants. Research has shown that email surveys are inexpensive,

fast, and provide more honest responses since there is no face-to-face interaction.

Additionally, the increase use of technology has created the usage of email as a major

route for communication.

　　　　First, an informative email (See Appendix D) was created to explain the purpose

of the study, the potential contributions of the findings, and endorsement by the third

party. The third party distributed the email to the sample. The reasoning of this initial

email was to provide awareness to the email recipients that they were selected to

participate in the study. Additionally, they should expect an email in the near future

providing more-detailed information on the study and a link to the online survey instrument. Last, the third party endorsed the study with the goal of increasing the participant response rate.

Second, the initial email (See Appendix E) was sent one week after the informative email to begin the data collection process. This email reiterated the purpose of the study, explained why the participant was chosen, provided the informed consent, and listed the survey link. If the participant agreed to contribute to the study, they were provided the link to the online survey instrument for completion.

Third, a follow-up email (See Appendix F) was distributed two weeks following the initial email to remind those who did not complete the online survey that their participation is requested. Similar to the initial email, this email reiterated the purpose of the study, explained why the participant was chosen, provided the informed consent, and listed the survey link.

Last, a second follow-up email (See Appendix G) was distributed two weeks following the first follow-up email to remind those who did not complete the online survey that their participation is requested. Similar to the first follow-up email, this email again reiterated the purpose of the study, explained why the participant was chosen, provided the informed consent, and listed the survey link.

A total of three emails containing the link to the online survey were disseminated to the selected participants to increase the response rate (initial email and two follow-up emails). The purpose of the two follow-up emails was to remind those who did not complete the online survey that their participation is requested. Additionally, the follow-up emails are purposive for those who may have not received or deleted the emails, or

who may have agreed to participate after the initial email was disbursed. If the participants did not complete the survey two weeks following the second follow-up email, it was assumed that the participant did not want to partake in the online survey.

Method of Analysis

This study uses two forms of analysis: qualitative and quantitative. The mixed-methods approach was deemed the most appropriate by providing optimum data.

Qualitative analysis. Qualitative analysis is used primarily for exploratory research (Creswell, 2013). The population sample consisted of a small target audience. The purpose is to gather information on their behavior or perceptions on specific issues or topics. The results are descriptive, rather than predictive, and allow individualized responses through open-ended questions. The interpretations of the results by the researcher provides insight on a specific problem through non-statistical analysis. Overall, the findings will provide knowledge based on participant responses, allow for description and interpretation of the problem, and contribute not only to current literature but to practical problems.

The four major types of qualitative research are grounded theory, ethnography, case studies, and phenomenology. First, grounded theory is used to formulate, test, and develop problems that may exist with a goal of creating a theory (Charmaz, 2006; Corbin & Strauss, 2008; Creswell, 2013). Second, ethnographical analysis is conducted when the researcher gathers data representing a culture and people through direct observation and interaction with subjects (Creswell, 2013; Fetterman, 2010; Wolcott, 2008). Third, case studies evaluate a single person, family, group, or entity through direct observation and interaction with subjects (Creswell, 2013; Stake,1995; Yin, 2009). Last,

phenomenology examines personal feelings through lived situations (Creswell, 2013; Moustakas, 1994; Van Manen, 1990). The findings from phenomenology analyses can produce themes and other structural explanations by examining participant's point-of-view.

Phenomenology qualitative analysis best represents the purpose of this study. The purpose of this study is to see if movement has occurred to gender-neutralize the field of policing, a historical male-dominated field. Opinions and views of female police officers are requested to determine whether challenges exist for females in policing. Phenomenology studies experiences through participants' perceptions, thoughts, memories, and emotions. Therefore, phenomenology best describes why qualitative analysis was chosen for the second half of the study.

Qualitative analysis provides personal experiences through individualized responses and storytelling from female police officers. It is used to examine findings further with more in-depth responses. Issues or barriers that may exist that were not included in the online survey can be addressed, as well. The semi-structured questionnaire provides open-ended opportunities for the topics participants to respond in any way they deem necessary. It is applied to this study by allowing female police officer an opportunity to talk about personal or other-known experiences, either positively or negatively, about female police officers have while working in the policing field.

A telephone interview with a semi-structured questionnaire was the selected method of gathering qualitative data on female police officers for an array of reasons. First, the layout of the questionnaire permits open-ended responses through guided

questions. This provides the participants the opportunity to respond with as little or as much information as they deem fit. This option is necessary as some questions may be sensitive towards participants based upon their personal experiences or views, especially on discrimination and harassment. Second, telephone interviews can cover a large geographic area (Maxfield & Babbie, 2008). The participants are located across the state of Texas. Therefore, time is saved by conducting the interviews over the telephone rather than traveling for face-to-face interviews. Third, increased convenience for both the researcher and participant is applicable since a date and time for the telephone is not limited to a restricted time frame (Maxfield & Babbie, 2008). Police officers work various schedules. This allows the researcher flexibility on when telephone interviews can be completed with the female police officer participant. An interpretive analysis was conducted after every telephone interview by reviewing the interview guide to evaluate the notes, audiotape, and common themes that may have developed while conducting the telephone interviews. This structure maintains organizations and provides an immediate summary of findings.

Quantitative analysis. Additionally, quantitative analysis supplements the qualitative analysis. Quantitative analysis is a method of analysis used primarily for two purposes: (1) identification of data patterns and (2) generalizing results (Maxfield & Babbie, 2008). Measurement is provided from a sample population.

Basic descriptive statistics will be evaluated.   Bi-variate correlations will be conducted to determine whether relationships exist between variables.   Last, regression analyses will be conducted to draw the relations between the variables.

Research Questions

This mixed-methods analysis uses survey and interview data to examine the current dynamics of female police officers in a traditionally male-dominated occupation. This study will determine whether or not challenges exist for females in policing. If so, what challenges exist for female police officers? How have changes today differ from previous findings?

Limitations and Ethical Considerations

Limitations to data collection. There are limitations to data collection using self-reporting surveys. First, false reporting must be taken into consideration. Participants may not respond accurate and honest answers, especially since there are sensitive questions such as discrimination and harassment. Also, they may not report truthfully in fear of repercussions from her peers or police organization. Second, there is a potential for response bias. The participants may not recognize, accept, or want to draw attention to challenges, if any, that exist for female police officers in policing. Last, Likert scale responses can possible be interpreted differently between participants. For example, two participants may feel the same way towards a question, yet one may answer "Strongly Disagree" and the other "Disagree" depending on what they are comparing their feelings towards.

Second, there are also limitations when conducting telephone interviews for qualitative data analysis. The researcher cannot see the participant's reaction to questions asked. This can potentially be an identification factor to determine whether their answers are truthful. Also, participants may not elaborate on their responses due to time

constraints. This potential limitation is addressed by asking open-ended questions to allow the researcher to disclose as much information as she feels comfortable.

Third, the response rate may be lower since the questionnaire is done verbally over the telephone rather than through a computer. Respondents may feel nervous or uncomfortable to tell another person about their feelings, perceptions, or experiences of sensitive topics. Additionally, there may lack of connection between the researcher and participant, especially during the telephone interviews, which may result in the participant not trusting and fully disclosing information.

Fourth, the sample is limited to the state of Texas. Therefore, this questions the generalizability of the study since the sample population is a narrow subset of female police officers. Generalizability is a limitation not only in the state of Texas but across the United States.

Fifth, information on the participants' police organizations were not included in the study to assure anonymity. However, this is a limitation since factual information on detailed departmental size is not evaluated in this study. Again, this denies generalizability across the United States.

Last, researcher bias must be considered. The researcher is interested, as well as aware, of the challenges that female police officers face in policing. As a result, there is a possibility that the researcher interprets responses to favor her beliefs.

Ethical considerations. A major ethical issue taken into consideration for this study is the targeted population. Human subjects are used for the sample population. More specifically, female police officers are a special population who were asked to participate in the study. Due to the small proportion of female police officers in policing,

assurance of anonymity was required to protect the participants. Anonymity was provided to avoid any harm or discomfort for the participants. Additionally, it provides minimal risk. A third-party administrator was used to distribute the contact emails from the researcher to the participants. Therefore, the researcher did not have any identification information on any of the participants. Contrarily, the third party administrator did not have access to the results. Hence, there is no possibility of linkage between the identification of participants and results.

Summary

The purpose of this study was to determine if challenges exist for female police officers in the field of policing. These barriers specifically focused on lack of acceptance, discrimination, sexual harassment, tokenism, and promotion.

The sample consisted of female police officers who attended a multi-agency seminar series at the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT), Sam Houston State University. A third party agreed to distribute emails to the participants to avoid releasing data on identification. Due to the sensitivity of some questions, predominantly discrimination and harassment, this assures anonymity since the researcher has no access to participant information.

This study is two-phased. First, female police officer participants were contacted via email to complete an online self-reporting survey to examine perceived challenges of female police officers. A total of four emails were sent to the participants: informative, initial, first follow-up, and second follow-up. The emails contained the link to the online survey. The survey consisted of 64 close-ended questions evaluating demographics, personal police officer career information, and challenges. The last question of the online

survey asked the participant if she would be interested in participating in a telephone interview with the researcher. If agreed, the participants were asked to provide contact information voluntarily.

Second, the researcher then contacted those who agreed to participant in the telephone interview by option provided (i.e. telephone, email). A pre-generated semi-structured interview questionnaire was used a guide. The questionnaire consisted guided open-ended questions that evaluated feelings and experiences of challenges that female police officers may encounter, as well as suggestions for future female police officers and researchers who are interested in female police officers.

Finally, the quantitative data obtained from the online surveys and the qualitative data gathered from the telephone interviews were analyzed for commonalities, themes, and potential problematic reasons that are presented or associated with female police officers both inside and outside police organizations.

CHAPTER IV

Analysis and Findings

Qualitative Findings

A total of 15 telephone interviews were conducted with female police officers in April and May 2016. A sub-sample of 59 respondents showed interest in the telephone interview in response to the online survey (54%). The selected 15 were chosen based upon purposive sampling. Respondents who provided an email address were preferentially contacted due to recognition of agency name in the email address, which provided data on agency-size that was not collected via survey. One respondent provided a personal email address and agency size was then obtained during the interview. A total of 6 interviews were conducted using email contact. A random sample of nine respondents was then taken from the remaining responses and these were contacted via telephone.

The telephone interviews were conducted at Sam Houston State University. Participants were read the Introductory Statement and Brief Research Statement to inform them of the purpose of the study and their rights as volunteers. They were also informed that the telephone interview was recorded to allow the researcher to go back to review, if necessary. Prior to questioning, participants were asked if the researcher has consent to proceed with the questions. All participants agreed. Interviews ranged between 15 minutes and 54 seconds to 56 minutes and 22 seconds. The average length of a telephone interview was 30 minutes and 44 seconds.

The telephone interview questionnaire consisted of four sections: Introduction,

Gender Equality, Promotion, and Conclusion. Order of questions, as well as inclusion,

varied based upon appropriateness of conversation between researcher and participant.

Introduction. The first section of the interview asked the participants four

general questions: position of rank, years as an active police officer, agency size, and

why they had pursued a policing career. The purpose of these questions were to provide

a basic background of the participant to help understand responses.

Participants identified as captain (n=3), lieutenant (n=6), sergeant (n=4), and corporal

(n=2). All 15 participants were thus in supervisory positions, although the rank of

corporal is usually quasi-supervisory. In addition, years as an active police officer varied,

as seen in Table 1. Participants then classified their department size as large (n=5),

medium (n=4), or small (n=6). Additionally, descriptive data for participants' responses

to other introductory questions are listed, as well.

Table 1

Descriptive Data for Participants Interviewed

Variables	N	%
Rank	15	
Corporal	2	13.3
Sergeant	4	26.6
Lieutenant	6	40.0
Captain	3	20.0
Years as Active Police Officer	15	
0-3 years	0	0
4-10 years	3	20.0
11-20 years	5	33.3
21+ years	7	46.6
Department Size	15	
Small	6	40.0
Medium	4	26.6
Large	5	33.3

Gender equality. To begin, participants were asked, "Do you believe there is gender equality between police officers?" Six stated that they did believe there is gender equality between male and female police officers. Seven participants stated they did not believe there is gender equality between male and female police officers. The remaining two did not choose a one-sided response but provided responses of "better than before" and "depends on the administration". Overall, there was nearly equal distribution amongst participants on whether gender equality exists in policing. Perceptions on whether gender equality improved, stayed the same, or got worse were provided by 10 of the participants. Seven reported improvement, and the remaining three stated that their

perceptions have remained the same towards the subject from initial hire to present day. Table 2 indicates the responses on perceptions of the present of gender equality in policing.

Table 2

Participant Perception of Gender Equality

Variable	N	%
Presence of Gender Equality	15	
No	7	46.6
Yes	6	40.0
Other	2	13.3
Change	10	
Got Worse	0	0
Stayed the Same	3	30.0
Improved	7	70.0

Gender equality does exist. Six participants stated that gender equality does exist between male and female police officers. Three identified as captain, three as lieutenant, and one sergeant. Additionally, each department size was represented by two participants.

All participants stated that they have viewed or perceived some level of progression of gender equality from their initial hire to the present day. To summarize, one stated

> I think if you talk to people that have been in it as long as I have and that have
> kind of seen the progression…females in law enforcement are more accepted than
> they were 25 years ago to 30 years ago. So I think it's a whole lot easier for

females to get into law enforcement today and be successful than it was 25 years ago.

The above passage recognizes that the length of time as an active police officer for the female participants increases the chances of experiencing progression. One stated

I do think it has improved over time but even in the very early days that I worked out on the street at the very beginning, the culture of our department is acceptance of female officers.

The above participant does state that she believes progression has occurred in the field of policing; yet, it has always been present in her police department. Another participant stated that she did not view gender equality as an issue in her police department since she felt that opportunities were provided to all officers regardless of gender. As stated

I feel like I've been given the same opportunities as males. I don't feel like I've been denied any opportunity because I was a female.

Furthermore, some participants stated that it has become the standard for equal treatment between male and female police officers. One participant stated

I just think it's become very normal for everybody to accept us…And maybe that's why my view of 'I don't feel like we are treated any differently' is because I don't let them treat me differently. I don't see myself as different. I know I can do this job. I am confident, and because I put that confidence out people know that I can do it and they're not going to try to punch a hole in my bubble.

As stated above, this participant does not recognize gender as a challenge because she herself does not view a separation of gender in policing. Perception of gender

equality is dependent upon the individual female police officer's attitude. The participant below agreed that it is dependent upon the female police officer and how she portrays herself in the role. She stated

> I think it really depends and that's why it was really hard to answer some of those questions. I think it really depends on the person, on the female officer herself. It depends on how you present yourself. It depends on how you get along with other people. This is a male-dominated work force and you got to be one of them. And I think if you can hang with the boys then you will survive just fine.

The above participant states that it is dependent upon the female police officer, but also states that policing is still viewed as a male-dominated field. Telling a female that she must change and become one of the males, or adapt to the culture, to succeed can be viewed as challenge. There were participants who stated that they believe that although gender equality exists in their police department but cannot be generalized to all police departments. For example, one participant stated

> I know it exists but I have to say, honestly, I don't see, if at all, in my agency. Maybe a little but not at all most times.

Another participant also recognized the presence of gender inequality in other departments but specified department size as a causal factor of the presence of gender equality. One stated

> I do [believe gender equality exists] in a large department but the back caveat is that I heard lots of stories from women in smaller departments. But the stories are just awful. But I can definitely say within a large department…there is very much equality. We are seen the same.

Overall, participants stated there has been a progression, but some stated that challenges may still be existent. One participant stated that it was difficult to answer whether gender equality exists. As stated

I would say it's really hard for me to say yes or no to that. I would say that it's better. It's certainly better than it used to be. So I think it's progressing and as time progresses I hope that it will certainly be equal. Do I think we're 100% there yet? No I don't.

Gender equality does not exist. Seven participants stated that gender equality does not exist between male and female police officers. Four participants are hired within small-sized police departments, two in large-sized, and one in a medium-sized department. In addition, all ranks were represented: captain (n=1), lieutenant (n=2), sergeant (n=2), corporal (n=2). Detailed demographics are not listed with the quotations to ensure confidentiality. Responses can be categorized into six challenges: physical limitations, family, policing is a "man's job", approval from male police officers, lack of acceptance by society, and intra-gender relationships. As one participant stated

Female officers – they're just not treated equal to a male officer. And a lot of that is because we are outnumbered.

Physical limitations. Participants stated there is a physical limitation for female police officers, particularly focus on the physical agility test. Many police departments include a physical agility requirement during the hiring process. As stated

Well, I think that inequality used to exist, and for one thing the physical requirements that you have to do to become a police officer – they're more male, I don't know how or what I'm trying to say, but they're geared for males rather

than females. And it's just a thing back in the old days. That's all there were, were males. And so, I think a lot of females can't even pass the physical test.

The above statement states that the physical requirements in the hiring process are more suited for males. Some participants stated that the agility course does not accurately reflect the physical requirements needed while on the job as a police officer. One stated

I think the agility course needs to be designed to be an example of what police officers really do and not be a strength test. And if it is, females are at a disadvantage before they even start.

Another participant stated

I think the agility course is the big thing because the agility courses that most agencies have at their department represent things that we don't even do in law enforcement.

The above statement was taken from a participant who continued to state that some requirements, such as scaling a high wall, is unreasonable and should not be a requirement to determine eligibility for hire. Females lack upper body strength which is a physical attribute that most males tend to have. Another participant supported physical constraint as a challenge, particularly upper body strength, and stated

…it was so stringent on the upper body portion that most women don't have the upper body strength to do a lot of what they wanted to have done especially when you're short.

A possible disadvantage to a physical agility test not reflecting actual job requirements is dismissing potentially strong candidates. Therefore, it is expected that

extreme physical requirements are unfavorable to female candidates. Participants

recognized that the physical requirements during the hiring process has limited the hiring

of females. One participant stated

> We've lost a lot of good female applicants because of our agility course…We lose
>
> many good female prospects to the agility course.

> Ultimately, this may have a negative effect on police departments by

unnecessarily limiting the applicant pool. Not only is this a challenge for individual

females but it also decreases diversity within police departments. Again, this challenge

can prevent police departments from hiring candidates with potential due to physical

requirements that may not be reflective of actual performance.

> *Family.* Another challenge discussed by participants was the difficulty of raising a

family with children as a female police officer. The majority view raising a family with

children as a challenge due to balance between family and professional life due to

shiftwork. As stated

> … females want to have children and raise a family, and it is very difficult to do
>
> that in this profession.

> Additionally, another participant stated

> I think the biggest challenge for me and for the other ladies that are in my agency
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> is finding a balance between our professional life and our family life because of
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> the shifts that we work. I think, on that issue, it's a whole lot easier for someone
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> to go to a larger agency where you have a little more flexibility in assignments
>
> than we do here.

The above statement recognizes that a balance between a career and family is a challenge for female police officers. One participant discussed the thought-process as to whether pregnancy would be an option. She reported that there is a stigma attached to females who enter policing and immediately start a family. One stated

> You know what a part of it may be? As females, I'd say we are in a unique position, as opposed to male, as far as a lot of us deal with this issue when we get into police work - When do I start a family? Because there is a stigma that if you get hired on as an officer and as soon as you get out of the academy you get pregnant cause because then you're on light duty and people will be like, 'Oh, she just got hired on for benefits and now she's pregnant'. So it's like you have that in the back of your mind.

Therefore, this participant felt that female police officers have to consider the department when interested in starting a family. Some participants discussed how being a mother and female police officer have challenges outside of the police department. A strong family support system was recognized as necessary for mothers to continue a job as a police officer. One stated

> Well, I was fortunate enough to have extended family that was able to help me…So on the years that I had to work night, midnight shift, I had him [husband] or my mother or someone who could help with my kids.

Many participants agreed that support groups, such as parents or other family, was relied heavily upon when working shiftwork. Another participant responded very similarly with the above statement by addresses shift work. She stated

But if I didn't have that [support system], I wouldn't have, there's no way I could, cause you have to work all these crazy shifts…

Shift work was a common theme amongst participants who identified the balance of motherhood and policing as a challenge. Another stated

I mean, it's just very difficult…if you work night shift and then a lot of days you have to go to court. And your lack of sleep, and if your children have any extracurricular activities it's just impossible.

In addition to shiftwork, one participant stated that she would bring her police personality home. She stated

And it can also affect your family life. My mother would tell me quite often, 'You're not at work. Don't talk to your daughter like she's a criminal'.

Challenges are not only present due to shiftwork or attitude but a change in perception on the job. Two participants recognized a change in their perception of policing once pregnant. One stated

Well this is interesting. Here I am brand new pregnant, and I am reflecting my moment. I am here for a man with a gun. So this is going to get interesting. But it changed my mindset the minute I found out I was pregnant. I was like 'wow'. I'm protecting this little life inside me, and I could get shot. I could get hurt. Lord only knows. But yea, whether we like it or not, we're women in policing and it is a threat, but I don't know if I'd change anything. The struggles I've faced made the person I am today.

The above response provided insight on how the thought-process may change for female police officers when arriving on scene when pregnant, especially in high-risk

situations. The participant below states that motherhood is the cause for low numbers of female police officers. As stated

> I'm not as interested in it as I was before. My priorities have definitely shifted. Whereas before I was all about chasing the bad guys and working long hours and no problem with the schedule. And you couldn't drive me away from this place. I loved it. If I could work extra absolutely I'd go for it. But now I'm like no, I'd rather be home. As a female police officer, and mother, that would be my first answer. That's why there is less law enforcement females.

Policing is a "man's job". Participants have also identified that policing continues to be viewed as a "man's job". Gender-role characteristics were prevalent in these responses. For example, one stated

> Some of the other challenges are not being taken seriously by some of the other officers, male police officers, who sometimes look at women as feminine and not capable because of their femininity.

The above statement recognizes that women, as portrayed in a feminine nature, should not be employed as police officers due to not being taken seriously or the capability in performing job requirements effectively. Another reported

> The ones who have been here long before women were really into police work…although they try to put on the air that, 'Hey! You know we're all good with female officers…'… You know they felt like you shouldn't be here. You weren't as good of an officer because of your gender, size, and strength.

One participant provided an example on why she felt policing was still identified as a male-dominated field and stated

Here's a great example. When I first started I was working the street…I was told

by a male partner, 'Hey! Women are good for two things in law enforcement.

One is making coffee, and the other is making those long stakeouts more

interesting'.

The above statement does not only link traditional gender perceptions, such as

making coffee, to the females, but the male partner sexualized the female gender.

Another participant stated that

Back then the culture was, 'Well you're a female in law enforcement. You're

either a slut, you're looking for a husband, or you're a lesbian. One of those

three'. You couldn't be someone who was just dedicated to the law enforcement

profession. And people, males, put you in one of those three categories.

Again, the female gender was sexualized in context in the role of a police officer.

Traditional gender roles were also mentioned by other respondents. One stated

Well, when I was a young officer here I had a sergeant that told me that I should

be barefoot in the kitchen, or something like that.

Another participant very similarly stated

Or I even received a comment once from a supervisor, who was my sergeant, that

women should be barefoot and pregnant at home and not working a man's job.

Additionally, another participant identified gender-roles as a concern of accepting

females in policing. However, she recognized the generational gap between herself and

the male police officer who made the comment to her. She stated

And one of the sheriffs who we went and met looked at me and said, 'You need to

be at home, barefoot and pregnant, and not a police officer'. And this was in

'89…But if you look his generation, I was 23, and he had to be in his mid-60s. So there was a huge generation gap. He was in a small Texas panhandle county…there weren't any females sheriffs or police officers in that area. So his views were a whole lot different.

Traditional gender roles were also addressed by this female police officer. The above participant did recognize the statement was when she was a young officer which assumes that it was not stated in present day. However, mentioning of that comment shows the extreme impact on the female police officer that she still remembers it to this day.

One participant stated that she internalized the gender-role characteristics by viewing herself in a motherly role. She stated

I am a caregiver. So I am like mom to 18 – 1,900 people.

The comment one participant would receive from her lieutenant would disregard her gender by greeting her in a masculine manner. As stated

I used to have this lieutenant. He's retired now who purposely and intentionally called me 'sir' just because he knew I didn't like it, and it made me uncomfortable. Instead of referring to me in an appropriate way, he did that to basically show his authority over me and the fact that he didn't think women should be in police.

Another participant stated, very similarly, that she is addressed by male police officers differently than when they address other male police officers. She stated

I get treated a little bit differently. Not everybody calls me corporal. They call me by my first name. And I've notice that with the other females…and they call her by her first name too… So just little tiny differences.

Overall, respondents believed that the perception of policing be a "man's job" is still a challenge for female police officers.

Lack of acceptance by male police officers. Several participants also stated that lack of acceptance by male police officers is a current challenge. More specifically, approval from male police officer is a challenge for female police officers in today's society. To summarize, one stated

I feel that as a female officer that we have to worker harder to prove ourselves in this professor than the men do...You got to go about proving yourself again that you have the ability and skills to do the same job that they do.

Another participant also agreed and stated

Females have to prove themselves a whole lot more than male police officers do in this job.

One respondent stated that not only is approval from male police officers necessary but females have to alter their personality and "be one of the guys" for acceptance. As stated

So you have to sort of be a little bit thicker skin if you are going to be a woman in policing…you gotta be one of the guys.

Additionally, some participants recognized that policing is a traditionally male-dominated profession and one stated

You just need to know that you're still in a man's world…You have to be able to speak the lingo…

Despite the progression of workplace gender equality, participants believe that policing is still a male-dominated field. The perception of policing maintaining a masculine role creates this view that females have to adapt to the culture rather than the culture adapting to the female character. As stated

Women are often made to feel that they have to have a certain personality or demeanor to come into this profession. That you have to be strong and strong-minded, strong-willed and maybe even be mean or tough. Or have a thick skin, and that's not necessarily the case. So I think that's a challenge for women in the profession, and that they feel like they have to live up to a certain expectation.

One participant stated that she tried to remain distant from the male officers after initial hire because she was aware of their disapproval. She stated

When I was brand new I could tell that a lot of the officers didn't like me. So what I did was kind of distance myself from them thinking that maybe if I'd just give them time they'd maybe get used to me, but then lieutenant then pulled me aside and said, 'You got to make these guys like you because one day when you're asking for help they may take extra time getting to you'. That really, that definitely stuck with me.

The above statement is just one of the several responses on delayed support, particularly in physical altercations. Several responses indicated that the female police officer had to demonstrate that she can handle a physical altercation with a male to prove her worthiness as a police officer. One stated

I was constantly told that I had to prove myself before I would receive any backup. There was times on shifts where I would call for backup for fighting assailants, chasing assailants and would never receive any. I used to hear comments like, 'That's why you shouldn't be in law enforcement, if you can't handle a call on your own'.

Another participant stated

You'd break up a bar fight, and the officers would end up getting into a physical fight. And sometimes they'd let the woman fight for a while to see what she was made of or how well she could do. If she would hold her own. I think they were kind of judging and basing that on 'Can I count on her as a back-up officer'? Is she going to help me? How good really is she?

Participants stated that the males respond slowly to see whether the female can hold her own when it comes to physical altercations. The outcome of the physical altercation would show the males if the females were worthy of their support and respect. As stated

The guys want to know that if they get into a fight or they get into shit that you're going to be there to help them or you're going to at least do something.

Overall, being able to protect oneself and fight assailants prove to males that females can succeed in policing. As a result, males tend into increase trust in females while on duty. For example, one participant stated

I was still able to prove that I would jump in if I needed to, and the guys, I think, are understanding. They're treating you differently after they start trusting you.

However, if a female police officer fails to handle the situation, particularly a physical altercation, male police officers will lack approval. Unable to demonstrate success in a physical altercation increases the chances of lack of support from male police officers. As stated

> If a male doesn't see them [female police officers] jump into a fight and sees them [female police officers] step back when everyone else is engaging, that's a big problem.

Another participant supported the lack of approval by male police officers if a female police officer is unable to handle the situation on her own and stated

> They need to know the fight is on until the person is in handcuffs. You can't just stop in the fight…they're going to notice if a female does not engage when it really counts. And if that happens, you're pretty much labeled. And that's the fat truth. So in that regards, I think they do kind of size us up when shit hits the fan.

Overall, participants identified having to obtain approval from male coworkers, especially in physical altercations, as a challenge in policing. And when discussing challenges for females in policing, one stated

> I am very careful because I am one of the guys and I don't want to lose that.

Lack of acceptance by society. Participants recognized challenges faced with society, in addition to the challenges associated with family and professional relationships. As previously discussed, policing being viewed as a "man's job" is not only perceived by male police officers but by society. As stated

> The perception, generally, overall, like society and everything else, it tends to be viewed as a "man's job" and I think we're starting to get passed that.

The above statement does recognize the potential progression passed this perception, but she did state it is still viewed as a male-dominated career. One participant acknowledged that acceptance of police is universal rather than gender-driver. Yet, those who are not accepting of the police tend to treat female police officers differently. As stated

I think most people who are accepting of police officers are going to be accepting whether you are a man or a woman. But people who don't accept the authority of police officers will tend to try to take advantage more of a woman or even a man who doesn't have that command presence or who doesn't display a presence of them that the man is an authority type figure.

Responses describe citizens treating female police officers different from male police officers when arriving on scene. For example, one stated

I've gone to calls where they didn't want to talk to me because I was a female. Another stated

I've been on scenes where a citizen would walk right passed me and would go to the male officer to talk. And who knows what the motivation was for that. I can't tell you that. But as far as the respect factor, both with the citizens and with your coworkers, as a female, you have to earn that. You really have to earn that.

Another participant added on with a potential explanation as to why citizens approach male police officers rather than females. As stated

I'd train several of our cadets and it was funny because when I would show up on a call with my cadet whoever we were talking to would automatically veer to the cadet because they were a man. So it was funny and I saw it. I think people tend

to view males as a stronger sex. And I mean I don't think they realized that they were doing it, but they would naturally just navigate to my male cadet trainee when I was the one that was actually in charge. Maybe they were surprised when they learned this person wasn't in charge and couldn't answer their questions, and then I'd be that person who would answer their questions.

In addition to favoring male police officers on scene, one participant believed that the gender of the citizen determined treatment. She believed that female citizens treated female police officers different than male police officers. She stated

I have been treated a lot differently than male police officers. I feel like females, generally, try to push the envelope more with me than they would with a male police officer. And then I normally have easier times dealing with males out scenes than I would females.

Overall, responses indicated that society still views policing as a "man's job" by favoring the male police officer over the female police officer in response to calls for service.

Intra-gender relationships. Questions evaluating female mentorship or competitiveness with other female police officers were not included in the initial telephone questionnaire. However, several of the first few participants brought attention to this intra-gender relationship. Therefore, this topic was added to the questionnaire based upon interviewer discretion.

Responses varied when asked about relationships between female police officers. Participants described Martin's (1980) police*women*, competitiveness, mentorship, and sisterhood.

First, some respondents described female police officers who maintain femininity and do not adapt to the role of a police officer. One stated

> There's always one or two in a bunch that reflect badly on all of us, and I think that's in any position…A female suffered basically a relatively minor injury and the whole perception was that she was milking it for months and she was on desk duty. So it was almost there was this perception that she didn't want to work the streets. She just wants to sit at a desk. And a lot of her officers, fellow officers, didn't really respect her for other real reasons. They just had a negative perception of her and then she got pregnant. So that's one of those situations where people can be kind of judgmental just because of appearances and how things look.

The above statement described the female who was perceived to be prolonging an injury to maintain her role on desk duty. Other officers viewed this action as not fulfilling her duties as a police officer. The female police officer described above may fall within Martin's (1980) police*women* identity as maintaining femininity and not performing the required job duties as a police officer. Another stated

> You got to come in really knowing you want to be a police officer and you're not coming in to get attention from other officers or have other people do your job. We got some that think they walk on water and can get any guy to do their calls or do whatever they want. And those are the ones we don't need. If you really want to be a police officer you need to come in and set your goals and never look back.

Again, the statement says that females need to choose policing as a career based upon their own motivation and willingness to perform the job duties and requirements of

a police officer. The females cannot, and should not, rely on male police officers to perform their job duties.

Next, some respondents identified competitiveness between female police officers as a challenge. For example, one stated

At my department, I've never really worked shifts where there has been another female, but I would say there is probably be a competitive nature between the females…Now I have female friends in law enforcement at other agencies and that seems to be a whole lot less competitive and more of an encouragement kind of feeling.

The above respondent stated there are very few female police officers in her police department. However, there is a competitive nature between the few that are employed. She is a better relationship with female police officers from other police departments than her own department. This perception is probable between females from different departments since they are not competing within the same police department. Another respondent agreed to the competitive nature within her department, but she stated that competition was prevalent amongst females of rank rather than between females without rank. She stated

It's incredibly competitive when we're the same rank. When I was an officer it was just it was all fine. We were all just companions so not so much [competitiveness]. I was in patrol so it wasn't so much a mentorship but I was friends with other females on the street. As I promoted to sergeant, I tried to help mentor the other female officers who were a rank below. But the other female sergeants and the female lieutenant - it seems like we find it to be competitive

amongst each other and we aren't always friendly, unfortunately. So it's definitely a competitive thing.

The leadership seminar series, from which the sampling frame was selected from, was identified and described by several participants. They emphasize the importance of leadership and mentorship between female police officers. As stated

They're [leadership trainings] really pushing for females to reach out and help their subordinates that are female in regards to encouraging them and mentoring them and because in the past there was almost this spirit of competitiveness where…sometimes there was this feeling of, 'Man, I had to earn this the hard way. You are just going to figure it out hunny'.

Another stated

But they certainly now are really pushing for females to really try to mentor other female officers so they don't feel like they're on an island by themselves because that's how we all started off. And just because we started off that way doesn't mean everyone else have to face that same battle.

Recognition of a leadership, mentorship, and support relationship between female police officers has increased based upon responses. However, the challenge still persists of creating this type of relationship. Females are still changing and improving relationships for the better of policing. One stated

It's a friendly professional. I try to mentor a lot of the other officers especially the ones that are younger coming up to help them not have to go through some of the things I went through and to help them remain professional on the job.

The above statement also supports signs of improvement and change. Females are recognizing the importance of mentorship and help each other rather than continue with a competitive relationship. Other respondents went into greater detail, emphasizing a sisterhood amongst female police officers. As stated

I wouldn't say that we're competitive with one another. I think it's a sisterhood where we all realize that we are very under-representative in the profession. So we definitely count on one another to pull ourselves up and help each other with things since we are all striving to get to that next level because not only are we represented as a whole, we are represented in the rank.

Another stated

I always tell other women in the profession to reach back and pull other women into this profession. You don't get to a point in your career when you can just say you don't have a responsibility. I think women in law enforcement have a responsible to reach back…That's one thing I would tell other females. Don't come into the profession with a 'Queen Bee' attitude thinking that you know that you are going to do all you can to get to the top and nothing else matters with these other women. They're not your competitors. They're your sisters. You reach back and you draw them along, and you help them get to that next level because we are definitely under-representative and we have to do what we can to get women in this profession.

Intra-gender relationships are still a challenge for female police officers but responses have shown that it has been recognized. New attitudes and supportive relationships are increasing between female police officers.

Promotion. The next section of the interview evaluated promotion for female police officers within police departments. This section asked respondents if they have applied for promotion and all responded that they did which was expected since they were female police officers of rank. Questions evaluated the promotion process, administration, and other discriminatory factors perceived as potential challenges for female police officers.

One respondent stated

I don't feel like I, cause I've been here, been held back because I am a female. So I don't think there's a position I didn't get because strictly, 'Hey! She's a girl and she doesn't deserve it'. A part of that speaks to the current administration as a department.

The above statement sets the theme for many of the responses with agreement that the administration sets a tone for the department. It is viewed as a top-down hierarchical approach where attitudes and perceptions from the top administrators filter down to other supervisors. Another stated

It really does depend on the administration at the time and that has a great deal to do with the overall persona and perspective because it comes from the top down.

Promotion process. The promotion process was identified as a challenge for female police officers. One respondent stated that the promotion process within her police department is a testing process up to a certain rank. If the highest rank score on the test is a female candidate, the administration must offer her the position. However, all positions after the required promotional rank are then appointed by upper management. Promotion is based upon discretion. She stated

I would have never promoted had I not beat the man out on the test score.

She continued

I think that when it comes time to given favor, given recognition, and given promotion that they will scan all the males first, and if they just don't have any male they would consider for something like that then they would look at a female. But they would never look at a female first. For recognition, commendation, nothing like that.

The above participant felt hat she ultimately hit a glass ceiling since her testing scores would not support her any further in the promotion process due to appointment. Another respondent stated

I feel sure that I will never promote and I'm not going to spend another 5-10 years…in the exact same position when I got males all around me promoting.

Although not specifying a glass ceiling existing, these responses exhibit a limit in promotion for female police officers. Therefore, they have experienced a glass ceiling in their police department. A respondent did recognize that the changes for female police officers have increased the potential for advancement. As stated

I think that it's changing slowly, and I think sometimes female officers themselves have this perception that it's there and it becomes their reality. You know if you're good and you hold yourself as a professional and you work hard and you study hard and you take the steps that are necessary. I think, that the very least, that glass ceiling is seriously cracked.

The above statement does recognize that a glass ceiling still exists for female police officers but there has been advancement in police department for females to promote up the ranks.

Administration. Respondents stated that the "old-school" administration and generational differences have also played a role in promotion as a challenge for female police officers. One stated

That's probably where the most strides and biggest gains have been is how the male officers treat the female officers. That has improved the most. I think where a lot of the work still remains to be done is the old school administration part of the equation.

The above respondent believes that advancements in gender equality have been made between male and female police officers, but police administration needs improvement. Another respondent provided a similar statement and said

I think most of the people on my peer level treat me pretty much the same. There may be one or two or a hand full that I feel like have some kind of bias against me because I am a female. But I would say the overwhelming majority treat me as a peer. Now some of the people above me or people who have more tenure and experience in law enforcement as far as a longer period of time and maybe were here during a time when there weren't as many female officers, I would say there's a bias there.

Again, this respondent stated that generational differences, which correlates to increased experience as a police officer, may be an influencing factor as to why promotion is a challenge for female police officers. Another respondent stated

I think, from what I understand, just from being in leadership classes with other

women from other agencies like across the state, smaller agencies it seems like

it's more difficult for them to promote and move up just because they are dealing

with old standards and the whole mindset of it being a 'male-dominated field'.

Not only does the above participant attribute challenges to old standards, but she

recognizes that these generational differences may be more common in smaller agencies.

The "good ole boy system" was discussed by a respondent who stated

There's still often times a 'good ole boy system' and sometimes girls are in that

system. So I don't mean that necessarily to be gender-biased but many times it is

gender-biased. But often times it can also be perceived as who is in that little

click and who rises or who is chosen for specific decisions.

The above participant stated that there may not necessarily be gender-bias but a

'click' that has control over who promotes. It would be expected that clicks are easier to

form and maintain in smaller agencies. Therefore, smaller agencies may have increased

potential for promotion as a challenge for female police officers.

Another issue that may arise within administration consisting of predominately

males is the lack of female representativeness as a support system for female police

officers. As previously discussed, females are under-representative in supervisory

positions. One respondent stated

I think there's still a feeling within the female, not so necessarily the males, but

the female to prove that, 'Hey! I can handle situations', and I'm sure with some

people it gets the best of them. Like I said, they self-medicate or whatever

because there's not a lot of people you can talk to about those challenges because

most of the command staff are men. And if you're a female dealing with that

kind of situation then I would think you would want to talk more with a female

and there's just not a lot of us around.

Another respondent agreed that females need to be representative in rank.

Females in administration positions can provide knowledge and suggestions that male

administrators may not think of enacting, not necessarily on purpose, but because they

may by naïve to female needs. One respondent stated

Well, I think that it's important for women to advance to show anyone that is

coming in that we are a department that is across the board when it comes to

females to males, but still have advanced. I admire women who have advanced,

and I think it's important to achieve and be in rank in police departments to have a

variety of…experiences across the board. I think it's important to have both

males and females of higher ranks so that way we get some different opinions and

things like that where sometimes, if a situation is more unique to a female, we can

speak up and say, 'Hey guys, wait a second here, like this is not a big deal', but

the guys didn't think about it.

The above respondent provided an example where a decision was made that was

not appropriate to both genders. This may be perceived as gender discrimination, yet it

was not done on purpose by the male administrators. She stated that the need for females

in administrative positions provide a female perception and voice towards the decision-

making process.

Other discrimination. Some respondents identified other challenges perceived as

discrimination within their police department that are worth mentioning. However, the

number of respondents that identified these as challenges were relatively small. These related challenges include lack of administrative support of family, lack of recognition by administration, and training and assignment disparities.

Some respondents stated that the administration in their police department did not support them having children. One stated

> I also had a supervisor who once told me, I was trying to take a vacation day or something because one of my children were playing ball and they told me that if I wanted to have a fam-, if the department wanted me to have a family, then they would have issued me one.

> Another stated

> I was told after my first pregnancy that they would not hold my job for me because I was pregnant and it was then when I seek some advice from the fraternal order of police…remarks from my supervision, and my administration, not my chief…and it made it very difficult for me to where I had decided I would no longer have any children because of that. What happened was that I was not removed off the street until I was almost 5 months pregnant. They wouldn't give me a light duty job. So I struggled with that a lot. It almost my 6 month before I got put in the office

The lack of support from administration towards the participant above portrays negativity. The participant decided to not continue to have children due to the challenges her police department and administration presented.

Additionally, lack of recognition, when deserved, by administration was also listed as a challenge for one respondent in her police department. She stated

We, just as females, have to work and put in double the effort that a male has to put in to receive promotion, to perceive recognition, and to receive commendations. There were numerous times in my career I should have received a commendation and I did not.

Other respondents stated that their administrations did not support them in attending police trainings, and they were also restricted to soft-skilled units. For example, one stated

There's a school going on when I wanted to go to a class and the class was off-campus. There was my male counterpart who also wanted to go to the class. They [the administration] didn't necessarily want to send me to the class. They'd want to send another male detective so those two male detectives could share a room and save money.

Assignment disparities were also discussed by participants. As stated

I can recall instances where I was flat out denied a transfer to a proactive law enforcement unit because I was told it was because I was a female, and they wanted a guy in there which of course is against the law but what are you going to do?

Another statement supports the above statement and said

There's still, to this day, disparity in assignments between what is considered traditional law enforcement duties and soft-skilled duties. There is still not an equivalent there.

The above respondent described soft-skilled duties as non-street policing job duties such as working in the jail, human resources, or the academy. She stated that females tended to be assigned to the soft-skilled duties.

Conclusion. The last section of the survey consisted of closing questions. Main emphasis was placed on verbal skills, positive feedback, and additional comments.

Verbal skills. Participants were asked to identify any advantages or disadvantages that females may bring to policing. Although no disadvantages were stated, all participants recognized strong verbal and communication skills as an advantage for females as police officers. One stated

So your verbal communication skills, your talking skills - you learn on how to

improve upon those and talk somebody into handcuffs or talk yourself out of a

situation where a man doesn't necessarily see it that way.

Another participant stated

Females tend to have a stronger ability to de-escalate situations especially if you

go to a domestic disturbance or some kind of disturbance where it is involving a

couple of men or something or a male and a female. There's not that machismo

male ego thing where a male officer is trying to tell the male complainant you

need to calm down buddy or whatever. I think the female approach is more the

softer approach. It's a lot better to come in and try to de-escalate and come into a

situation in a lower calmer level than starting off really high on the scale and then

try to bring the situation down which sometimes men do. So I think just our

natural instincts as women as caregivers to our families and things like and our

nurturing quality that I think is just innate in us as females, and I think we have a

special ability to resolve conflict because we can't necessarily rely on our physical strength and things like that. I think we just naturally develop the ability to communicate better and calm situations because we know we have to count on that ability more so than physical brawn.

As stated above, females are able to de-escalate situations due to their strong verbal skills where male police officers may use physical strength. The participant stated that this approach may be due to gender roles, such as nurturing qualities described as a caregiver. Additionally, female police officers realize they cannot rely solely on their physical strength which requires them to depend on their communication skills. One stated

You know when we talk about equality there are definitely distinct differences between men and women. Women typically to have the gift to gab and are able to de-escalate incidents much faster than most men, not always. Women do not have the body strength that men have so we have to find other ways to handle intense physical confrontations. And we do that.

Several other participants stated that strong verbal skills help de-escalate situations. One participant recognized that she relied on her communication skills rather than immediately using physical force. As stated

Oh, I think that we think differently. We're not as quick with the aggression as a male officer would be. So we listen a little better to people, and we can kind of communicate in a way that perhaps helps ease a situation or de-escalates a situation quicker than a male would. We are more intuitive and can talk people down and out of stuff instead of having to arrest them and fight.

Another stated

Women usually have better communication skills with the public when tensions rise. I just feel like communication skills really do assist in calming people. I guess, maybe, the mother instinct plays a huge role in law enforcement because we not only have that great communication skill but our compassion for incidents, our compassion for family, our compassion for any type of call in general…I'm going to tell you men don't have that. But there are a lot of motherly instincts that a man doesn't have that we have an advantage on. I would have to say that it's huge.

The above statement also supports female police officers' capability of de-escalating situations through effective communication. The statement mentions compassion as a characteristic of female police officers, which may attribute to the traditional female gender role. There were several statements that described gender role characters representative of female police officers towards victims on calls for service. As stated

…compassion, empathy - mainly those two things. There's just certain cases we encounter that are handled so much better by females. It's been my experience, and I believe that females are better interrogators, interviewers, and certainly cases involving females and children that are victims definitely, in my opinion, are handled better by a female. They want a female officer to handle those anyway.

Another respondent stated

A think a lot of it has to do by nature. We're more caring, we're more empathetic, and we're more sympathetic. For example, in my department, I'm the only one that works on the sexual assault. Most victims would open up more to another female than they would to a male.

Not only can females de-escalate situations with their verbal skills, participants stated that some victims will only talk to female police officers. These requests by victims of sexual assaults were reported as common for female police officers. One stated

We would have female victims of sex crimes that would only want to talk to a female police officer. We are a little more sympathetic than our male counterparts. So that we are a lot more emotional and sometimes that's needed on certain types of calls.

Another respondent stated

I think another aspect is if you have an instance that comes up that is a sexual assault or someone who has been victimized that may not be an actual sexual assault but has a history of victimization and they don't feel comfortable talking to a male, it's good to have a female there. I just think they offer a different, something different, because you don't always want to have that masculinity all the time.

Not only victims of sexual violence tend to favor female police officers when reporting crime. Another respondent stated that juveniles prefer female police officers due natural instincts of perceiving females as a motherly-figure. One stated

Sometimes people respond better to women. Classically, children gravitate more to women, and it has more success in that realm, especially dealing with children. A lot of times guys say, 'Hey can you talk to this child and try to calm them down?' with whatever the situation was.

Despite physical constraints being a common challenge for female police officers, respondents identified verbal skills as an advantage that females bring to the policing field. Strong communication skills help de-escalate situations, decrease physical altercations, and help victims, including sexual assault victims and juveniles.

Positive feedback. Despite the challenges that were discussed, participants also provided positive comments of change. One stated

I can honestly say I've had a really good career. I don't always think I've been treated fairly, but I don't necessarily believe that that's been because I'm a female police officer. So I think it's just we're in a tricky career field and you just get chosen over others…It's law enforcement. It is a great career path for women if they choose to pursue it.

Several other positive comments reflected relationships with male police officers. As stated

I'm seen as one of the guys. Because my department is pretty small we're all buddies, I guess, for the most part.

The above statement recognizes that the participant has a positive relationship with her male counterparts. However, she did state that it may be attributed to the small agency size. Another participant stated that she has a good relationship with the male officers in her police department. As stated

I have found that I have a really good relationship with my male counterparts. I, it sounds horrible, but think it's in how women present themselves.

The above statement recognizes that relationships with male counterparts are dependent upon how the female portrays herself. Furthermore, participants reported feelings of male police officers portraying gender-identified characteristics, such as protectiveness, towards female police officers. One stated

The guys were very protective of me, very protective of me.

Another stated

I think for the most part the majority of males finally realize that there are jobs that need to be handled in this profession by a female. But what I have witnessed is that males tend to be protective of the females. They just aren't sure they're going to be able to handle themselves out here.

The above participants stated that males are protective over female police officers. However, the one participant stated that she believes they are protective not only because of traditional gender roles but because the males are unsure if females can handle the role of a police officer. Therefore, this closely connects with the challenge of policing being perceive as a "man's job".

Additional comments. There were additional comments provided by participants that are worth consideration. First, a respondent stated that being a female is a male-dominated field, such as policing, is very lonely. She stated

In that specific unit, I was the only female…and I kind of felt like a loner because all those guys went on follow-ups together to make suspect contacts and stuff like that and of course nobody is asking me, 'Hey! Will you go on a suspect contact

with me?' You know they would just grab one of the other guys…A lot of times

what I would do is I would just go out and I would have a patrol officer meet me

at the address…instead of one of my coworkers because I didn't feel that it was a

reciprocal relationship. And it was very kind of uncomfortable being the only

female for so long.

The above statement states that being a female in policing can be uncomfortable

at times. Another respondent mentioned being uncomfortable during certain situations

such as company Christmas parties. She stated

Even with something as simple as you know a company Christmas party. So all

the officers get together and bring their spouses and we have this Christmas party.

As a female officer and I walk into a room, where am I - who am I supposed to

talk to? Am I supposed to go over and talk to the men who I work with every day

and they're like my brothers and we have all these very intent life experiences

with because of fighting somebody or seeing a car wreck with three dead kids or

you know whatever? Or do I go over on the other side of the room where all the

wives are and sit and talk to the wives who I have nothing in common with when

they're all talking about their husbands?…Where do I go in that room? It's

difficult because I go over and hang out with the guys because those are the ones I

know and that's the people I have a relationship with cause we work the streets

and do all this together and then all the wives are over there giving me the evil

eye like why am I talking to their husbands.

Another response representing an uncomfortable situation by a participant describes the difficulty of finding another police officer to eat lunch or dinner with. She stated

> When it's time for me to check out, half the time I can't find a partner and check out with because sure I eat lunch with him once or twice and then when it's time to eat lunch again they're like, 'Man, my wife found out I ate lunch with you and she don't like me eating lunch with you cause she knows you're a girl'. If there's no other female to eat with, then who do I eat lunch with?

> She continued

> Guy A and guy B go to lunch every single day together. Every day they work they're lunch partners. That's how it is. Now with me being a female and I go to lunch with the same guy every day because we are lunch partners and there's nothing else than lunch partners, then everybody else starts saying, 'Hmm, something is going on between those two because that's a female and a male'. And that's just how it works.

These additional comments are important to reference by showing that daily activities or events can be lonely and uncomfortable for some female police officers.

Quantitative Findings

An online survey was employed to obtain quantitative data to examine perceptions of challenges of female police officers. The purpose of the quantitative analysis is to supplement findings from the qualitative analysis.

Demographics. Quantitative data were collected from female police officers who participated in online surveys. The total sample consisted of 110 (51%) female police officers who responded to the online survey.

Table 3 displays descriptive statistics of the female police officer respondents' demographics. The variables include the following: age, race, ethnicity, years of education, marital status, whether female police officers have children, years as active police officer, and whether female police officer worked for more than one police department.

The majority of female police officers fell between 41 and 50 years of age (49.1%, n=54), followed by 31 to 40 years of age (26.4%, n=29). Approximately 78% of respondents identified as Caucasian/White American (n=86). Furthermore, the majority identified as non-Hispanic/non-Latino (80.0%, n=88). A substantial percentage had bachelor degrees (32.7%, n=36), followed by graduate degrees (27.3%, n=30) and some college (22.7%, n=25). Approximately 62% of respondents were married (n=68) and approximately 78% had children (n=86). The majority have been an active police officer between 11 and 20 years (56.4%, n=62). Half worked for the same police department (n=55), and the other 50% worked for more than one police department (n=55).

Table 3

Descriptive Statistics of Demographics

Variables	N	Mean (%)	Med	Min	Max	SD
Age	109	2.89	3.00	1	4	.762
21-30 years	3	(2.7)				
31-40 years	29	(26.4)				
41-50 years	54	(49.1)				
51+ years	23	(20.9)				
Race	109	1.40	1.00	1	7	1.172
Black/African American	18	(16.4)				
Caucasian/White American	86	(78.2)				
Native American/Alaska Native	1	(0.9)				
Other	4	(3.6)				
Ethnicity	106	.17	.00	0	1	.377
Hispanic/Latino	18	(16.4)				
Non-Hispanic/Non-Latino	88	(80.0)				
Years of Education	109	3.61	4.00	1	5	1.170
High-School Diploma or GED	2	(1.8)				
Some College	25	(22.7)				
Associate Degree	16	(14.5)				
Bachelor Degree	36	(32.7)				
Graduate Degree	30	(27.3)				
Marital Status	107	(.64)	1.00	0	1	.484
Not Married	39	(35.5)				
Married	68	(61.8)				
Children	108	.80	1.00	0	1	.405
No	22	(20.0)				

Variables	N	Mean (%)	Med	Min	Max	SD
Yes	86	(78.2)				
Years as Active Police Officer	109	3.11	3.00	1	4	.671
0-3 years	1	(0.9)				
4-10 years	16	(14.5)				
11-20 years	62	(56.4)				
21+ years	30	(27.3)				
Worked More Than One Police Department	110	.50	.50	0	1	.502
No	55	(50.0)				
Yes	55	(50.0)				

Reasons for choosing police as a career. Respondents were asked to identify reasons for choosing policing as a career. Eight options were provided for the respondents to select, including an "other" option. Table 4**Error! Reference source not found.** displays the results for reasons why females entered the male-dominated field of policing.

Table 4

Reasons Why Females Choose Policing as a Career

Variables	N	%
Family in Policing	21	19.0
Friends in Policing	19	17.2
Positive Experience with Police	19	17.2
Negative Experience with Police	12	10.9
Enjoy Helping People	56	50.9
Career with Job Security	28	25.4
Ride Along or Internship	25	22.7
Wanted Exciting Career	33	30.0
Other	31	28.1

The most common reason to choose policing as a career is "enjoy helping people" (50.9%, n=56). The second most common reason for choosing a policing career is "wanted [an] exciting career" (30.0%, n=33). As seen in the bottom of Table 4, there were 31 respondents who provided an additional reason for choosing a career in policing. Other reasons for choosing a career in policing that were added by respondents were the following: worked in police dispatching (n=4), wanted to always be a police officer (n=3), attracted to the paramilitary aspect of police work (n=2), needed a job (n=2), enticed by the good pay (n=2), enjoyed public service and contribution to the community (n=2), and influence by college (n=2). Other responses included the following:

- Needed to work nights due to childcare during the day

- Wanted new experiences every day

- Interested in investigative work

- Worked in corrections and wanted to experience the other side

- Enjoyed learning the criminal mind

- Wanted to put criminals in jail

- Was in the right place at the right time

- Was a victim as a teen and formed a drive to protect others

- Liked to be in charge

- Approached by a friend requesting application for police officer

- Looked up to police officers as a child

- Wanted to break up the "Good Ol'e Boy" systems

- Recognized the need for women to educate and help other women

- Watched the television show *CHIPS*

Current position in police department. Next, respondents were asked to identify their current position in the police department. The results can be seen in Table 5. The majority of the respondents identified as sergeant (29.1%, n=32), with lieutenant being the second most common position (28.2%, n=31). High levels of rank was expected since the most common age of respondents was between 41 and 50 years of age (49.1%, n=54), and the majority of respondents had been an active police officer between 11 and 20 years (56.4%, n=62). Additionally, as noted previously the respondents were all participants in a leadership seminar series. It was expected that such females would strive for leadership roles, such as supervisory positions.

Table 5

Current Position in Police Department

Position	N	%
Patrol Officer	5	4.5
Detective	9	8.2
Corporal	3	2.7
Sergeant	32	29.1
Lieutenant	31	28.2
Captain	9	8.2
Major	1	0.9
Assistant Chief	4	3.6
Chief	2	1.8
Retired	1	0.9
Other	12	10.9

Twelve respondents identified as holding another position in their police department. The following were other responses:

- Administrator

- School Resource Officer

- Crime Prevention Officer

- K9 Officer

- Investigator

- Commander

- Deputy Sheriff

- Elected Constable

- Manager

- Recruiter

- Reserve

Respondents were then asked if they were aware of how many female police officers are in their department. Approximately 86% of the respondents were aware of the number of females in their police department (n=95). The number of female police officers within their police department ranged from a minimum of one female police officer, which would be the respondent, to over 1,000 female police officers. Therefore, the departmental size of respondents varied greatly.

Perceptions of gender inequality. Respondents were asked 33 questions that evaluated perceptions of gender inequality. A 4-point Likert scale was utilized in this section of the survey (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree) for the majority of the questions (31 out of 33 questions). This section of the survey was divided into three sections: (1) existence of gender inequality in police departments, (2) challenges for female police officers, and the (3) promotion process.

Existence of gender inequality in police departments. First, respondents were asked to rank their perceptions of the statement "Gender inequality exists in some police departments" (n=104). Results show that the majority agree with the statement (61.8%, n=68), and approximately 28% strongly agree (n=31). Overall, 95% of the respondents believe that gender inequality is a concern for female police officers in today's society (n=99). Five respondents believe that gender inequality does not exist in some police departments.

Furthermore, respondents ranked the statement that "Some officers perceive that gender inequality exists in my police department" on the same scale (n=104). Fifty percent of the respondents agree that some officers perceive that gender inequality exists in their police department (n=55), with approximately 16% who strongly agree (n=18). However, approximately 23% reported that they disagree with the statement (n=25) and that officers do not perceive gender inequality in their police department, with 5.5% who strongly disagree (n=6).

Overall results show that female police officers agree that gender inequality exists in some police departments but not necessarily in their police department. The response rate of gender inequality in any police department (90%) is higher than perceptions of gender inequality in their police department (66.4%).

Challenges for female police officers. Respondents were then provided a list of potential challenges that females may face in policing. The list was created based upon previous literature. In addition, respondents had the option of writing-in challenges that may not have been in the list. Of the six potential challenges listed, the majority of respondents perceived the following two variables as challenges for females: (1) policing is a "man's job" (49.1%, n=54), and (2) lack of acceptance by male police officers (50.9%, n=56). Table 6**Error! Reference source not found.** displays the perceived factors that may contribute to challenges for female police officers in today's society.

Table 6

Factors that Contribute to Challenges for Female Police Officers

Variables	N	%
Policing is a "Man's Job"	54	52.4
Lack of Acceptance by Male Police officers	56	54.3
Lack of Acceptance by Society	29	28.1
Lack of Trust in Female Police Officers in Performing Job Duties	40	38.8
Sexual Harassment	36	34.9
Tokenism	40	38.8
Other	26	25.2

In addition to the list, 26 respondents wrote in challenges. Add challenges by respondents include the following: women's lack of confidence and tenacity (n=4), and shiftwork affecting family and personal life (n=4). The following challenges had two responses for each:

- Lack of support of female supervisors by male police officers

- Misconception of how well a female can perform police tasks

- Being grouped together with all female police officers, rather than as an individual

- Supervision by older white males in supervisory positions in small cities – "Good Ol'e Boy System"

- No effort to be their best or take the job seriously

Each of the following were submitted by one respondent as a challenge:

- Lack of acceptance of females by upper management than entry level officers

- Competitiveness between female patrol officers and female supervisors

- Outdated thinking for males and agencies

- Lack of strength needed to subdue a subject

- Double standards

- Social conditioning

- Women think differently

- Trying too hard to fit in

Respondents were then asked to rank on a 4-point Likert scale (1 = Very few, 2 = Quite a Few, 3 = Most, 4 = Nearly All) their perception on how many police departments view policing as a "man's job". Findings report that perceptions of "quite a few" police departments still view policing as a man's job resulted in the highest response rate (40.0%, n=44). Twenty-nine respondents selected "very few" (26.4%), followed by 20 selecting "most" (18.2%). Only 9.1% listed that nearly all police departments view policing as a "man's job" (n=10).

Next, respondents ranked their perceptions of an array of job-related statements, as seen in Table 7. However, response frequencies were relatively low for "Strongly Disagree" and "Strongly Agree". Therefore, responses were recoded into "Disagree" and "Agree" for purpose of analysis.

Table 7

Perceptions of Job-Related Statements Ranked on a 4-Point Likert Scale

Answer Options	Total N	Disagree N	Disagree %	Agree N	Agree %	Rating Score
Male police officers view policing as a "man's job".	103	43	41.74	60	58.25	2.63
The public views policing as a "man's job".	102	27	26.47	75	73.52	2.73
Media portrays policing as a "man's job".	103	29	28.15	74	71.84	2.67
College students view policing as a "man's job".	99	58	58.58	41	41.41	2.38
Male police officers accept female officers as an equal.	103	62	60.19	41	39.80	2.36
Male police officers respect me.	99	11	11.11	88	88.88	3.08
Male police officers treat me as "one of the guys".	103	38	36.89	65	63.10	2.69
I feel that the term "fraternal order of police" should be more gender neutral.	101	65	64..35	36	35.64	2.31
I participate in outside of work activities with male police officers such as cookouts, bar-b-ques, birthdays, etc.	103	48	46.60	55	53.39	2.54
Society accepts me as a police officer.	104	8	7.69	96	92.30	3.10
Society respects me.	103	15	14.56	88	85.43	3.05
Society expects more from a female police officers.	103	61	59.22	42	40.77	2.46

(continued)

Answer Options	Total N	Disagree N	Disagree %	Agree N	Agree %	Rating Score
Society views female police officers' duties and tasks to be less serious than male police officers.	98	55	56.12	43	43.87	2.41
Society views female police officers' job duties as less dangerous than male police officers.	101	73	72.27	28	27.72	2.22
Female police officers are capable of performing job duties and requirements of a police officer.	103	0	0	103	100.00	3.77
Female police officers are not physically capable of performing all job duties and requirements of a police officer.	101	92	91.08	9	8.91	1.59
Female police officers are not as emotionally capable of performing the job duties and requirements of a police officer.	102	99	97.05	3	2.94	1.27
Female police officers are capable to make spontaneous decisions under pressure.	102	3	2.94	99	97.05	3.71
Female police officers are skilled in weaponry, such as firearms, Taser®, and use of baton.	104	1	0.96	103	99.03	3.65
Sexual harassment exists in police departments.	102	3	2.94	99	97.05	3.21
Female police officers are sexually harassed in police departments.	103	11	10.67	92	89.32	3.00

Answer Options	Total N	Disagree N	Disagree %	Agree N	Agree %	Rating Score
I have experienced, heard, or saw male police officers say sexually-related comments to a female police officer.	101	18	17.82	83	82.17	3.09
I have experienced, heard, or saw male police officers have forced inappropriate physical contact with a female police officer.	103	68	66.01	35	33.98	2.18
Police departments take sexual harassment claims very seriously.	104	27	25.96	77	74.03	2.92
There are high levels of diversity amongst police officers within my department, such as gender, age, race, ethnicity, religion, sexual preference, etc.	103	35	33.98	68	66.01	2.79
I feel like I got my job as a police officer because I am female.	102	85	83.33	17	16.66	1.71
I feel like I deserved the position as a police officer due to my talent and knowledge rather than gender over other candidates.	102	2	1.96	100	98.03	3.56
I feel like my police department hired me to show gender diversity amongst police officers.	103	77	74.75	26	25.25	1.99
I feel that my police department hired me to portray a feminine role when responding to calls.	103	88	85.43	15	14.56	1.87

Rating characterization scales were calculated for each job-related statement to illustrate the findings. The rating characterization scale is the following:

1. Disagree: $1.00 \leq$ Rating Characterization Score ≥ 2.50

2. Agree: $2.51 \leq$ Rating Characterization Score ≥ 4.00

The first four statements represented the concept of viewing policing as a "man's job". The first three statements, "Male police officers view policing as a 'man's job'", "The public views policing as a 'man's job'", and "Media portrays policing as a 'man's job'" had scores ranging between 2.63 and 2.73. Therefore, findings, per the rating characterization scale, showed that respondents agreed with the statements. However, "College students view policing as a 'man's job'" has a rating characterization score of 2.38 which represented respondents disagreeing with the statement. Therefore, respondents agreed that male policing officers, public views, and media portray policing as a "man's job", but college students do not.

The next five statements represented the concept of lack of acceptance by male police officers. "Male police officers respect me" had a rating characterization score of 3.08, and "Male police officers treat me as 'one of the guys'" had a score of 2.69 which portrayed the average characterization score as agreeing to the statements. Respondents also agreed that they participate in outside of work activities with male police officers. Additionally, "I feel that the term 'fraternal order of police' should be more gender neutral" had an average characterization score of 2.31 which portrayed disagreement. Females are satisfied with the term 'fraternal order of police'. However, "Male police officers accept female officers as an equal" had a rating characterization score of 2.36 which represented disagreement with the statement and poses as a challenge for female

police officers. Overall, findings show that females perceive male police officers as respecting them but do not feel as if they are treated as an equal.

The next five statements represented society's level of acceptance of female police officers. Rating characterization scores indicated lack of acceptance by society is not a challenge for female police officers.

Lack of trust in female police officers in performing job duties was evaluated next by asking respondents five job-related statements. Rating characterization scores portrayed positive perceptions on the statements. Therefore, lack of trust in female police officers in performing job duties is not a challenge for females.

The following concept examined was sexual harassment. Respondents rated five statements to determine perceptions of sexual harassment. "Sexual harassment exists in police departments", "Female police officers are sexually harassed in police departments", and "I have experienced, heard, or saw male police officers say sexually-related comments to a female police officers" all had rating characterization scores between 3.00 and 3.21 which indicated agreement. All three statements represent a challenge for female police officers. Also, "Police departments take sexual harassment claims very seriously" resulted in a rating characterization score of 2.92 which indicated agreement. The average perception is that police departments do take sexual harassment claims seriously. The other statement that portrayed positivity was "I have experienced, heard, or saw male police officers have forced inappropriate physical contact with a female police officer" which had a rating characterization score of 2.18. Physical contact as a form of harassment is apparently not a challenge for female police officers.

The last five statements represented perceptions of tokenism for female police officers. Results showed that there are high levels of diversity amongst police officers within departments, such as gender, age, race, ethnicity, religion, and sexual preference which had a rating characterization score of 2.79. Furthermore, the response of hiring for portrayal of gender diversity, hiring due to gender, and hiring to portray a feminine role when responding to calls all resulted in disagreement. Also, the average response of the female police officers indicated strong agreement that they deserve the position due to talent and knowledge rather than gender. As a result, these findings show that tokenism is not perceived as a challenge for female police officers.

Promotion process. The next section of the survey instrument examined the structure and potential challenges of promotion process for female police officers. The initial question asked whether a structured promotion process, such as a written examination and/or an oral board, is present in the respondent's police department. Findings indicate that 79.1% of respondents have a structured promotion process in their police department (n=87).

Next, respondents were asked to identify assessments included in the promotion process at their police departments. Table 8 depicts the results.

Table 8

Assessments in the Promotion Process in Police Departments

Variables	N	%
Written Test	66	60.0
Oral Interview Board	73	66.4
Performance Evaluations	52	47.3
Assessment Centers	58	52.7
Extra Points for Seniority, Education, Veteran, etc.	40	36.4
Probationary Periods	39	35.5
Other	8	7.2
I Do Not Know	3	2.7

Responses indicate that the majority have a written test (60.0%, n=66), oral interview board (66.4%, n=73), performance evaluations (47.3%, n=52), and assessment centers (52.7%, n=58). Respondents indicated that extra points for seniority, education, veteran status, or related were not included in their promotion process (36.4%, n=40), as well as the majority not using probationary periods when promoted (35.5%, n=39). Eight respondents wrote in additional assessments used for the promotion process within their departments. Two respondents stated that their process is not consistent and changes for every promotion. The following are additional assessments listed by respondents:

- Research and presentation to board

- Memorization of organizational values,

- Same agility course that new hires must pass

- Targeted selection interview

- Whoever is available to fill the role based upon staff recommendations

- Chief's interview

- Chief's discretion

Three respondents selected that they were unaware of the promotion process within their police department.

The following question asked respondents if they applied for a position of rank, and if so, select the position(s). Results can be seen in Table 9.

Table 9

Positions of Rank Applied for in the Promotion Process at Police Departments

Variables	N	%
Corporal	22	20.0
Sergeant	65	59.1
Lieutenant	43	39.1
Captain	14	12.7
Major/Assistant Chief/Deputy Chief	9	8.2
Chief/Superintendent/Commissioner	3	2.7
Other	10	9.0

The respondents were selected from a seminar series on leadership which had an expected correlation with high levels of participation in the promotion process. The only position that the majority applied for was sergeant (59.1%, n=65), closely followed by lieutenant (39.1%, n=43). As expected, percentage of applicants decreased as the position increased in rank. However, an unexpected low rate applied for position as corporal (20%, n=22). However, this finding may simply reflect the limited use of that rank.

Respondents were then asked to select and/or list materials provided by the police department in preparation for the promotion process. Results can be viewed in Table 10.

Table 10

Materials Provided by Police Department for Preparation of the Promotion Process

Variables	N	%
Statement of Job Duties and Requirements	78	70.9
Requirements for Eligibility	80	72.7
Study Guides/Books/Materials	43	39.1
Other	7	6.3
I Do Not Know	4	3.6

The majority of the respondents listed that their police departments provide statement of job duties and requirements (70.9%, n=78) and requirement for eligibility (72.7%, n=80). However, approximately 39% listed that their police department does not provide study guides, books, or materials to help in preparation (n=43). Seven respondents wrote in responses (6.3%) such as no materials provided (2.7%, n=3), general orders or policy book provided (0.9%, n=1), and candidate must purchase books or materials not provided by department (2.7%, n=3). Last, 4 respondents listed that they did not know if their police department provides any materials in preparation for the promotion process (6.3%).

Following, respondents were then asked to identify techniques used to prepare for the promotion process. Results can be seen in Table 11.

Table 11

Techniques Used in Preparation of Promotion Process

Variables	N	%
Study the Job Duties and Requirements	75	68.2
Practice Mock Scenarios	45	40.9
Familiarize Yourself with Codes and Regulations	72	65.5
Talk to a Police Officer of Rank for Tips for the Promotion Process	59	53.6
Talk to a Police Officer of Rank for Information on the Job Duties and Requirements	55	50.0
Other	17	19.1

Findings indicate that the majority of respondents participate in the techniques listed for preparation for the promotion process. The most common technique employed was studying the job duties and requirements (68.2%, n=75), and the least common used is practice mock scenarios (40.9%, n=45). Additionally, respondents listed techniques that were not provided:

- Read material supplied (n=4)

- Appointed by Chief only (n=3)

- Not applied to their promotion process (n=3)

- Use of mentors and continued leadership training (n=2)

- Stay physically fit (n=1)

- Attend outside training sessions (n=1)

- Build a great resume (n=1)

- Use feedback from oral boards and use that to improve weaker areas (n=1)

- Read book specifically on assessment center and testing process (n=1)

Next, respondents ranked their perceptions of an array of job-related statements with focus on the promotion process as seen in Table 12. A Likert scale was employed with a range of 1-4, and the rating characterization scale was also used to determine findings.

Table 12

Perceptions of Job-Related Statements with Focus on Promotion Process Ranked on a 4-Point Likert Scale.

Answer Options	Total N	Disagree N	Disagree %	Agree N	Agree %	Rating Score
An assessment center is a better way to evaluate candidates to avoid favoritism, bias, and/or discrimination.	97	25	25.77	72	74.22	2.97
The promotion process is more challenging for female police officers than male police officers.	96	70	72.91	26	27.08	2.16
I think my police department should change their promotion process for a more gender-equality response.	95	75	78.94	20	21.05	2.10
I feel like a "glass ceiling" exists for female police officers who strive for promotion within a police department.	96	47	48.95	49	51.04	2.55
Female police officers are at least as capable managers and/or supervisors as male police officers, if not better.	96	3	3.12	93	96.87	3.54
There are female police officers of management rank in my police department.	96	20	20.83	76	79.16	3.03

(continued)

Answer Options	Total N	Disagree N	Disagree %	Agree N	Agree %	Rating Score
I feel like male police officers are threatened or intimidated by female police officers of rank.	97	35	36.08	62	63.91	2.84
I feel that being a female has helped female police officers move up the ranks in a police department.	96	45	46.87	51	53.12	2.54
I feel that female police officers do not move up the rank because of upper management.	97	63	64.94	34	35.05	2.26
I feel that female police officers do not move up the rank because of responsibilities of family and children.	97	46	47.42	51	52.57	2.60
Male police officers will respect a female police officer in charge.	97	26	26.80	71	73.19	2.72
I feel that female police officers are restricted to certain units.	96	64	66.66	32	33.33	2.26
I feel that the promotion process within my police department is fair.	97	29	29.89	68	70.10	2.79

Respondents stated that there are female police officers of management rank in their police department, and the rating characterization score of 3.54 portrayed respondents agree with "Female police officers are at least as capable managers and/or supervisors as male police officers, if not better." Overall, respondents reported that they do not think their police department should change the promotion process for a more gender-equality response since the do not believe it is more challenging for female than male police officers and is fair. However, the rating characterization score of 2.55 shows that respondents agreed that a glass-ceiling exists for female police officers, and being a female has helped them move up the ranks.

A rating characterization score of 2.26 showed that upper management is not a reason why females do not move up the rank. However, they do agree that responsibilities of family and children are a reason why females do not promote. A rating characterization score of 2.97 portrayed agreement that an assessment center is a better way to evaluate candidates in the promotion process. They disagree with the statement that female police officers are restricted to certain units.

Furthermore, respondents also agreed with the statements "I feel like male police officers are threatened or intimidated by female police officers of rank", and "Male police officers will respect a female police officer in charge." Therefore, females perceive male police officers as being threatened or intimidated by a female of rank, and they perceive a lack of respect by male police officers towards a female of rank.

CHAPTER V

Discussion

This study explored the culture of female police officers by evaluating perceptual challenges associated with their role. The purpose of this study was to provide a better understanding of the dynamics of female police officers in a traditional male-dominated occupation. Primary data analyses was obtained through online surveys and telephone interviews with a sample respectively of 110 and 15 female police officers who are employed in the state of Texas. More specifically, challenges perceived by female police officers in today's society are compared to the findings of challenges in previous literature. The data comparison will establish whether current challenges females face in policing have remained stable or transformed overtime.

Discussion of Findings

The qualitative analysis produced in-depth details and examples of challenges, of any extent, perceived by female police officers. Data was gathered from telephone interviews that were completed with 15 female police officers between March and April 2016. Additionally, quantitative analysis compiled of responses of 110 female police officers who completed online surveys between November 2015 and January 2016 supplemented the qualitative data. Overall, current challenges are better than past but are not equal for all female police officers.

Presence of gender equality. Both qualitative and quantitative analyses report that gender equality is not present between male and female police officers. Challenges do exist for female police officers in today's society. These challenges are specifically gender-driven and are only applicable for female police officers. Six of the telephone

participants stated that gender equality does not exist, yet many continued to describe challenges they face as a female in their police department. The online surveys found that the majority of respondents agree or strongly agree that gender equality is not present in police departments (95.2%, n=99). However, when asked about gender equality within their own police department, approximately 70% (n=73) agree or strongly agree that gender equality is present in their department. Results thus show that female police officers agree that gender inequality exists in some police departments but not necessarily in their police department.

Nevertheless, several interpretations are possible as to why female police officers perceive gender inequality in other police departments but not necessarily their own department. First, female police officers may be in denial of the existence of gender inequality within their own police department. They may be treated well and do not want to criticize the department. Second, they may believe that gender inequality exists but not in their police department. Therefore, it must be occurring somewhere else. Last, results may be an accurate reflection of perceptions of female police officers on gender inequality.

Current challenges. The current challenges conveyed through the telephone interviews, by more than one female police officer participant, were physical limitations, family, policing is a "man's job", approval from male police officers, lack of acceptance by society, intra-gender relationships, promotion process, and administration. These challenges were divided into two groups: organizational and personal.

Organizational. Organizational challenges are problems or barriers faced by female police officers stemming from police organizations, such as police administration,

police officers, or other related job-related significance. The female police officer does

not have control over these challenges as they are posed by other parties. Organizational

challenges faced by female police officers in today's society are the following: physical

limitations, policing is a "man's job", approval from male police officers, lack of

acceptance by society, and intra-gender relationships.

Physical limitations. Physical limitations were reported through telephone

interviews as a current challenge for female police officers. Only one respondent of the

online survey stated that lack of strength needed as a police officer is a challenge for

females. This challenge was not listed on the survey as an option but was a write-on by

one respondent. This challenge was recognized as prevalent through telephone

interviews.

Most specifically, the physical challenges addressed physical agility tests which

result in the loss of female applicants. Most police departments require a physical agility

test during the hiring process. Applicants are disqualified if they are unable to pass the

requirements. Telephone participants stated that the physical requirements through the

agility course do not accurately reflect the physical requirements needed on-the-job as a

police officer. One stated that the test measured strength rather than actual jobs

performed by a police officer while on duty. An example provided was scaling a high

wall during the agility test. The participant stated that she never had to scale a wall in her

career as a police officer.

Females tend to have less upper body strength than their male counterparts.

Therefore, there is a greater chance that female applicants will not pass the agility test if

it includes extensive upper body strength examinations. As a result, many good female

applicants may lose the opportunity to become a police officer. This also decreases

diversity within police departments. Again, this challenge can prevent police

departments from hiring candidates with potential due to physical requirements that may

not be reflective of actual performance.

However, one participant stated that stringent physical requirements are mandated

to ensure protection not only for the female police officer but her partners' safety when

arriving to a call and physical strength is required. Regardless of the reason as to why the

agility course may be rigorous, female police officers reported the physical requirements

and agility tests as a current challenge for females in policing.

Policing is a "man's job". The second organizational challenge recognized by

participants was policing is a "man's job". The respondents described masculine gender-

role characteristics as associated with the role of a police officer. Females may be

perceived as feminine, and therefore, there is a perception that they are incapable to

perform job duties efficiently.

Some participants stated that male police officers have sexualized them due to

their gender which also portrayed a perception of policing as a male-dominated field.

Female police officers were viewed as sluts, looking for a husband, or were lesbians since

they pursued a masculine career. There were no comments describing why males

pursued a career in a male-dominated field in relation to their sexuality. The difference

in response underscores that males perceive policing as a masculine career.

Traditional gender roles were also described by participants. Negative

connotations were identified such as females should be barefoot and pregnant, or in the

kitchen, which were stated by multiple respondents. These were comments made to them

by male police officers. However, it was recognized that there are generational differences of perceptions of older male police officers on young females. These statements may have been made to the female police officer when first hired on as a female police officer which reflects the generational differences. Nevertheless, a positive undertone of traditional gender roles is described by the respondent who labeled herself as a mother to the officers below her in rank.

The last representation of policing being viewed as a "man's job" is the lack of respect from male police officers towards females. Females stated that they are not always addressed with respect to her rank. Male police officers may intentionally call the females "sir" rather than "ma'am" or by her first name instead of rank such as "Lieutenant". The females perceived this disrespect from the male police officers as showing authority over them.

Approximately 49% of survey respondents identified the challenge as a current issue for female police officers (n=54). Furthermore, responses from the online surveys evaluating perceptions of policing as a "man's job" showed that the majority of respondents agreed that male police officers, the public, and media portrayed the policing as a "man's job".

Approval from male police officers. Another organizational challenge presented by telephone interview respondents is approval from male police officers. This challenge is closely associated to the challenge of male perception of policing viewed as a "man's job". Participants of the telephone interviews stated that they must prove that they can do the job to their male coworkers. In doing so, they must work harder to prove they have the ability and skills necessary to be a police officer.

Participants reported that they have to alter their personality or demeanor when entering the profession. They must become "one of the guys" for approval. A common theme was females must have thick skin to pursue a male-dominated field. They are expected to adapt to the culture rather than the culture adapting to them. Females are expected to fit into the culture of a "man's world" and "speak the lingo", as stated by one respondent, despite the appropriateness. This emphasizes the perception that policing is still identified as a male-dominated field despite the progression of gender equality. Females are expected to live up to the expectation to gain approval from male police officers.

Not only are participants expected to adapt to the police culture through their personality and demeanor, the females need to prove their physical strength. Female police officers are expected to demonstrate that they can handle a physical altercation without support from males. Some reported that males will take extra time to arrive on scene or watch the female officer fight which forces her to partake in physical altercations to prove her worth. This proves her worthiness as a police officer that she can perform the job requirements by herself, and her male counterparts can rely on her as a partner and back-up officer. As a result, male police officers will trust and respect the females in policing.

The majority of survey respondents also identified this factor as a challenge for females in policing (50.9%, n=56). The survey results show that the majority of respondents believe that male police officers do not accept them as an equal; however, the majority agreed that they do respect them, treat them as "one of the guys", and even

participate in outside of work activities with them. Therefore, survey results are ambivalent.

Lack of acceptance by society. The fourth organizational challenge reported by telephone interview participants is lack of acceptance by society. This challenge is also closely related to policing viewed as a "man's job" but focuses solely on societal perception. This challenge was identified as an organizational challenge because police departments need to portray diversity within their police department whether channeled through the media or other advertisements. Then citizens would view police officers, males or females, as equals.

Respondents stated that not all unsupportive societal views are gender-driven, but rather any hate is reflected to all officers. However, respondents identified differential treatment by citizens as a challenge when arriving to a call with citizens present. Participants stated that citizens will recognize and speak to a male police officer prior to speaking with the female. It was recognized, however, that the motivation behind the favoritism may be unconsciously performed without purposeful intent. In addition, a respondent stated that female citizens tend to treat her more forceful than when speaking to male police officers. Therefore, citizens not only tend to prefer male police officers, but female citizens are harsher on female police officers.

However, survey responses found that the majority (67.3%, n=74) of respondents do not perceive lack of acceptance by society as a challenge. Rating characterization scores from the perceptual statements indicate lack of acceptance by society is not a challenge for female police officers. Therefore, the findings from the telephone interviews and the online surveys show conflicting results.

Intra-gender relationships. Similar to the tension between female citizens and female police officers, relationships between female police officers were recognized as another organizational challenge. Participants described some female police officers as Martin's (1980) police*women*, as well as intra-gender relationships as competition or mentorships.

Participants stated that there are female police officers who reflect badly on the rest of them. This is illustrative of Martin's (1980) group of police*women* who hold their normative gender roles when on duty. Personalities and attitudes are not molded to the role of a police officer, and they tend to strive for desk jobs. Participants stated that females who take extra time for injuries to maintain desk duty creates a stigma for the rest of female police officers. In addition, females cannot rely on male police officers to handle calls or obey their requests. This creates negative perceptions and judgment of female police officers for not fulfilling the job duties as a police officer. Survey responses, however, supported this challenge as two participants wrote in that there are double standards of adapting to the role but maintaining femininity, as well as being grouped together with all female police officers rather than being viewed as an individual.

Competition was also reported as a challenge between female police officers. This perception of competitiveness tends to be between females who are employed in the same police department. A survey respondent identified competition between female supervisors and female patrol officers. Interview participants stated that competition is seen at rank positions rather than between patrol officers. Female police officers of rank may perceive competition since they are under-representative in supervisory positions.

These females know who their female competition is in the promotion process. Furthermore, the generational differences create a competitive nature between experienced female police officers and newly hired. There is a view that female veterans had to figure the job out as a minority without female mentorship and the new hires should too.

Several participants discussed the leadership training they received which emphasized the importance of shifting relationships between females from competition to mentorship. Females need to encourage, support, and mentor other females, especially guidance from female supervisors to subordinates. Some respondents stated that a sisterhood between female police officers within their department creates a solid support system for females. The past challenges and battles females encountered when entering policing have been recognized and changes can be made to prevent new hires from encountering the same difficulties. Therefore, recognition has taken place and changes are underway for mentoring and supporting relationships between female police officers.

Promotion process. Next, the promotion process and administration were two organizational challenges stated by participants that directly reflect promotion. Despite some statements that females feel no promotional limits due to gender, there were several participants that identified gender inequality in promoting through the rank in their police department.

Participants stated that they would not have been promoted if it wasn't for fair assessments in the promotion process. Some respondents stated that the testing process was relevant to a certain rank and then appointment was used for the remaining ranks. If appointed, males tend to get recognition and favor over females. Actions such as these

create a perception for females that they have reached their limit in promotion, or glass ceiling, in their police department.

Survey responses showed mixed results. The majority of respondents stated that they disagree that a glass-ceiling exists for female police officers (n=40). However, findings from the rating characterization scale of the perceptions of job-related statements representing the promotion process showed that the majority agreed that a glass ceiling exists. However, 52 respondents agreed that the promotion process within their department is fair with another 16 strongly agreeing. As a result, there are conflicting survey findings.

Administration. Last, participants stated that "old-school" administration and generational differences attribute to challenges for females within the organization. Advancements in gender equality have been recognized, but statements described the need for changes in administration with a shift from the old standards to more acceptance of females as police officers, especially in supervisory positions. Generational differences were recognized as tenured police officers worked with very female police officers in the past. Therefore, the increase of females in policing may not be welcomed by the experience and male-dominated administration, especially in small-sized police departments. This "Good Ol'e Boy System" was discussed as a current problem for females with the group adhering to old standards and neglecting the necessary changes for gender equality. Again, the "Good Ol'e Boy System" was recognized as being more prevalent in smaller agencies. Therefore, the under-representativeness of females in supervisory positions was acknowledged with agreement by those who addressed this

challenge that females are needed in rank positions to provide knowledge and suggestions that male administrators may not otherwise consider.

Two survey respondents identified the "Good Ol'e Boy System" as a challenge for females in policing, as well as lack of acceptance of females by upper management than entry level officers.

Personal. Personal challenges are problems or barriers faced by the female police officers that are non-organizational. They may develop from personal life outside of the professional environment for the female police officer. The female police officer may have some control over these challenges as they are not commanded by the organization. Surveys report that approximately 78% (n=86) of respondents have children. Findings show that family is the only personal challenge that is present for female police officers. More specifically, shiftwork, stigma, and change of perception are family-related challenges.

First, it is difficult to raise a family with children due to the balance between personal and professional life. This difficulty is predominantly due to shiftwork which was acknowledged through interviews and surveys. Public childcare may not be available around the clock which makes female police officers rely on a support system such as family or friends. Furthermore, four wrote-in that shiftwork affects their personal and family life. Therefore, this challenge may increase if another parental figure is not present for support. Additionally, lack of sleep due to shiftwork can be tiring for the females who may not have the opportunity to attend their children's extracurricular activities.

Another challenge associated with family is the stigma attached to the female who entered a male-dominated field and wants to pursue a family, particularly females who get pregnant soon after hire. Determining the time to start having children is a question for females because getting pregnant after initial hire, which most likely results in desk duty, shows a lack of devotion towards policing.

Last, female participants reported a change in perception of policing once pregnant. Attitudes changed when protecting another life. The dangerous environment, contact with criminals, and long hours change priorities for females. The high-risk environment causes female police officers to limit their performance to not only protect another life but to protect their own for their children.

Variations in challenges. Many challenges identified by female police officers in previous literature are still present. According to responses, policing is still viewed as a "man's job". Additionally, lack of acceptance by male police officers is still present. However, findings show that it has narrowed from an overall acceptance of females in policing to having to prove themselves to male police officers. Male police officers may accept females in policing but it is perceived by females that they must prove they can perform the job duties to their male counterparts. A glass ceiling, which is a challenge within the promotion process, is still a barrier for female police officers in some police departments, particularly small-sized. The lack of acceptance is still viewed by administration, which was noted to be more prominent in small departments.

Personal challenges are still of existence for female police officers. Family life, especially the challenge between raising children and working shiftwork, is present for females in policing.

A previous challenge that was noted by very few telephone interview participants in this study was the presence of sexual harassment for females in policing. Previous literature found that sexual harassment was a challenge for female police officers in a male-dominated field (Fitzgerald et al., 1997; Martin, 1979), but results from this study contrasted. If recognized, the participant stated that the sexual harassment comment or action did not occur recently but rather at the beginning of their career. Therefore, sexual harassment was not identified as a current challenge for female police officers who completed the telephone interview. However, survey responses differed. Three of the five statements evaluated on the Likert scale had rating characterization scores reflecting the existence of sexual harassment, but direct physical contact was not listed as a concern. Again, survey responses varied from the telephone interviews.

Another previous challenge that was not discussed, or denied presence of, during telephone interviews was tokenism. Previous literature found tokenism to be a challenge for female police officers (Archbold & Hassell, 2009; Kanter, 1977). The telephone participants did not believe tokenism was a challenge for female police officers. However, tokenism was selected as a challenge on the survey, but responses of perceptions of job-related statements showed otherwise.

A current challenge that was identified by survey respondents and telephone interview participants, which was discussed minimally in previous literature, is the physical limitation of females entering a male-dominated field. A large number of respondents identified the physical agility course as a challenge for female police officers, especially in the hiring process.

Theory. Despite the change and transformation over time for females in policing, challenges are still existent. The progression of gender equality through gender role theory, feminist theory, and tokenism theory all have varying results.

Gender role theory recognized and emphasize traditional gender roles, which is present in challenges such as policing is a "man's job", approval from male police officers, lack of acceptance by society, promotion, and administration. These challenges represent gender role theory as a continued occurrence for some female police officers with perception of females maintaining normative gender values, characteristics, and personalities.

Second, feminist theory was described by respondents who stated that gender equality is present between male and female police officers. Feminist theory is the understanding of the causes of gender inequality with a goal to create a gender equitable environment. Therefore, the respondents who stated that they do not experience gender-related challenges emphasizes equality. The perception that gender equality has progressed over time, also, shows there has been an increase in gender equality.

Last, findings show that tokenism theory is non-existent for female police officers. Tokenism is the idea that a person was selected for employment or a position due to their minority status, such as gender. However, responses did not indicate tokenism as a concern for female police officers who were interested in promoting up the rank in their police department.

Methodological Limitations

This study used two methodological approaches to understand the current

challenges female police officers face in a traditionally male-dominated occupation.

Potential limitations for each design are addressed.

First, the qualitative design involved telephone interviews that were completed

with 15 female police officers between March and April 2016. Potential limitations of

qualitative work, particularly telephone interviews, are the following: loss of anonymity,

privacy during responses, telescoping, and researcher bias. Anonymity was guaranteed

for online survey participants to avoid any retaliation from male police officers or

administration. However, if a respondent was interested in participating in the telephone

interview, she had to provide contact information. Therefore, this removed complete

anonymity but confidentiality remained. Additionally, participants completed the

telephone interviews while at work, home, or public settings. Therefore, participants may

have lost privacy when responding if others are nearby and could listen in on the

conversation. Another limitations is telescoping. Telephone interview participants were

female police officers of rank with expected higher numbers of years of employment.

Telescoping describes the temporal displacement of a past event is perceived more

recent. Therefore, female police officers may perceive challenges more recent than they

are. Furthermore, researcher bias must be recognized as a potential limitation.

Second, the quantitative design involved online surveys completed by 110 female

police officers between November 2015 and January 2016. Potential limitations of

online surveys are the following: respondent availability, lack of probing, and removal of

researcher-participant interaction. Respondent availability is a potential limitation due

time of the year. The survey was open over multiple holidays (Thanksgiving, Christmas, and New Year's) which may decrease response rate. Another limitation is not being able to probe responses since there was no direct researcher-participant interaction. However, this was addressed by continuing with telephone interviews which allowed more-detailed responses. Finally, removal of direct researcher-participant interaction was a concern since respondents were not able to ask questions if needed.

Third, generalizability is a limitation. The sampling frame was collected through a convenience sample. The female police officers are employed in the state of Texas, and therefore, cannot be generalizable to the United States. Also, it cannot be generalizable to the rest of the female police officers in Texas since the sample population was a narrow subset of females who attended a leadership seminar series. However, these are females who strive for leadership roles with high levels of motivation. The sample attended a leadership seminar series where they were exposed to potential challenges females may face in policing. As recognized at the very start, the purpose of the workshop is to not "male-bash" but rather answer the question, "How do I succeed?" Therefore, there responses may be more meaningful since they are sensitive to gender equality in policing and have carefully considered challenges while attending the workshop. In addition, the female police officers who participated in the telephone interviews were all females of rank. Therefore, it must be acknowledged that female police officers with less seniority may respond with differing perceptions on challenges for females in policing. However, the attitudes, perceptions, and thought-process behind responses are more critically considered by supervisors rather than a random sample of patrol officers.

Last, further analysis is required to determine quality of responses. A correlation should exist between the presence of potential challenges and the attitudinal questions (i.e., strongly disagree, disagree, agree, or strongly disagree) evaluating each challenge. For example, a respondent should not state that a potential challenge is present but then respond to the attitudinal questions that it is not a challenge. Therefore, further analysis is needed to verify reliability.

Policy Implications

Findings indicate that organizational challenges exist for female police officers in today's society. Policy implications can be employed to minimize the organizational challenges presented to female police officers. Results suggest policy implications in the hiring process, training, promotion process, and administration.

Hiring process. A challenge recognized by female police officers is the physical agility testing for female applicants. A validation of the agility course reflecting actual work performance is required. If components of the physical agility course, such as tests evaluating strength, do not reflect actual job performance, changes should be made. The changes would validate that the physical agility testing reflects actual job performance expected from a police officer to terminate any perception of discrimination. This creates fairness for all applicants which may increase hiring of female applicants.

Training. Culture plays a major role in perceptions on job satisfaction, including challenges. Employee education and training, such as diversity classes, should be employed to make all police officers aware that discrimination is prohibited. Females should not have to prove themselves to males. Also, zero-tolerance for delayed back-up by male police officers for females should emphasize prohibition. Safety is compromised

when back-up is delayed purposefully. Awareness training can increase female police officer satisfaction.

Promotion process. Results from telephone interviews identified promotion as a challenge for females who strive to move up the ranks. Assessments used for the promotion process should be fair to all candidates, regardless of gender. If required, a search committee should be utilized in appointing positions to select the best candidate for the position. Therefore, this group decision, rather than single person, should remove the perception of gender inequality in the promotion process.

Administration. Perceptions, policies, and action is a top-down approach. Administration needs to acknowledge and accept gender equality. Administration needs to lead by example and protect all police officers. Also, females are under-representative in supervisory positions in police departments. It is important to include females in rank positions and decision-making processes to provide a female's perspective. This will create a perception of gender equality, as well as mentorship for females of non-rank positions.

Conclusion

The purpose of this study was to examine the culture of female police officers by evaluating perceptual challenges associated with their role. The goal was to better understand the current challenges, if any, that female police officers encounter in a traditional male occupation. Findings showed that challenges do exist for female police officers that are gender-driven. The main challenges reported by telephone interview were physical limitations, family, policing is a "man's job", approval from male police officers, lack of acceptance by society, intra-gender relationships, promotion process, and

administration. Physical limitations and intra-gender relationships received increased recognition; whereas, sexual harassment and tokenism had a decrease on emphasis.

Challenges faced by females in policing has improved but not to a level of equality. Results show that blatant challenges, such as sexual harassment and tokenism, are not as common as once previously noted and serve as a benchmark indicating that conditions have improved. Blatant challenges are easier to recognize and address by administration. The results from this study, however, specify that subtler and inadvertent issues still exist. Nevertheless, the challenges that remain may be subliminal or unintentional which becomes problematic and perplexing to identify and dismiss.

Certainly, these challenges vary in presence for female police officers. Thus, it is strongly recommended that future research is conducted to examine the challenges in greater detail with a goal of eliminating challenges for female police officers and increasing gender equality in policing.

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APPENDIX A

Survey Questions

Background   (**14 questions**)

1. How old are you?

   a. 21 to 30 years old
   b. 31 to 40 years old
   c. 41 to 50 years old
   d. 51+ years

2. What race are you?

   a. Caucasian/White American
   b. Black/African American
   c. Native American/Alaska Native
   d. Asian American
   e. Native Hawaiian
   f. Other Pacific Islander
   g. Other Race

3. What ethnicity are you?

   a. Hispanic/Latino
   b. Non-Hispanic/Non-Latino

4. What is your education level?

   a. High-School Diploma or GED
   b. Some College
   c. Associates Degree
   d. Bachelors Degree
   e. Graduate Degree

5. What is your marital status?

   a. Not Married
   b. Married

6. Do you have children?

   a. Yes
   b. No

7. How many years have you been in an active police officer?

    a. 0 to 3 years
    b. 4 to 10 years
    c. 11 to 20 years
    d. 21+ years

8. Have you worked for more than one police department?

    a. Yes   If yes, how many agencies total? _____
    b. No

9. What made you choose policing as a career? Select all that apply.

    a. I have family in policing.
    b. I have friends in policing.
    c. I have had positive experiences with police.
    d. I have had negative experiences with police.
    e. I enjoy helping people.
    f. I wanted a career with job security.
    g. I participated in a ride along and/or internship.
    h. I wanted an exciting career.
    i. Other   Please list _____

10. Did you or do you have a family member in policing?

    a. Yes
    b. No

11. What is your current position in your police department?

    a. Patrol Officer
    b. Detective
    c. Corporal
    d. Sergeant
    e. Lieutenant
    f. Captain
    g. Major
    h. Chief
    i. Other   Please list _____

12. Are you aware of how many female police officers are in your department?

    a. Yes   If yes, how many? _____
    b. No

Perceptions of Gender Inequality (**33 questions**)

13. Gender inequality exists in some police departments.

Strongly Disagree   Disagree   Agree   Strongly Agree

14. Some officers perceive that gender inequality exists in my police department.

Strongly Disagree   Disagree   Agree   Strongly Agree

15. Which of the following factors do you perceive contribute to challenges in policing: (Please select all that apply.)

    a. Policing is a "man's job"
    b. Lack of acceptance by male police officers
    c. Lack of acceptance by society
    d. Lack of trust in female police officers in performing job duties
    e. Sexual harassment
    f. Tokenism
    g. Other   Please list _____

16. How many police departments view policing as a "man's job".

    a. Very few
    b. Quite a few
    c. Most
    d. Nearly all

17. Male police officers view policing as a "man's job".

Strongly Disagree   Disagree   Agree   Strongly Agree

18. The public still views policing as a "man's job".

Strongly Disagree   Disagree   Agree   Strongly Agree

19. Media portrays policing as a "man's job".

Strongly Disagree   Disagree   Agree   Strongly Agree

20. College students view policing as a "man's job".

Strongly Disagree   Disagree   Agree   Strongly Agree

21. Male police officers accept female officers as an equal.

Strongly Disagree   Disagree   Agree   Strongly Agree

22. Male police officers respect me.

Strongly Disagree   Disagree   Agree   Strongly Agree

23. Male police officers treat me as "one of the guys".

Strongly Disagree   Disagree   Agree   Strongly Agree

24. I feel that the term "fraternal order of police" should be more gender neutral.

Strongly Disagree   Disagree   Agree   Strongly Agree

25. I participate in outside of work activities with male police officers such as cookouts, bar-b-ques, birthdays, etc.

Strongly Disagree   Disagree   Agree   Strongly Agree

26. Society accepts me as a police officer.

Strongly Disagree   Disagree   Agree   Strongly Agree

27. Society respects me.

Strongly Disagree   Disagree   Agree   Strongly Agree

28. Society expects more from a female police officer.

Strongly Disagree   Disagree   Agree   Strongly Agree

29. Society views female police officers' duties and tasks to be less serious than male police officers.

Strongly Disagree   Disagree   Agree   Strongly Agree

30. Society views female police officers' job duties as less dangerous than male police officers.

Strongly Disagree   Disagree   Agree   Strongly Agree

31. Female police officers are capable of performing job duties and requirements of a police officer.

Strongly Disagree   Disagree   Agree   Strongly Agree

32. Female police officers are not physically capable of performing all the job duties and requirements of a police officer.

       Strongly Disagree   Disagree   Agree   Strongly Agree

33. Female police officers are not as emotionally capable of performing the job duties and requirements of a police officer.

       Strongly Disagree   Disagree   Agree   Strongly Agree

34. Female police officers are capable to make spontaneous decisions under pressure.

       Strongly Disagree   Disagree   Agree   Strongly Agree

35. Female police officers are skilled in weaponry, such as firearms, Taser®, and use of baton.

       Strongly Disagree   Disagree   Agree   Strongly Agree

36. Sexual harassment exists in police departments.

       Strongly Disagree   Disagree   Agree   Strongly Agree

37. Female police officers are sexually harassed in police departments.

       Strongly Disagree   Disagree   Agree   Strongly Agree

38. I have experienced, heard, or saw male police officers say sexually-related comments to a female police officer.

       Strongly Disagree   Disagree   Agree   Strongly Agree

39. I have experienced, heard, or saw male police officers have forced inappropriate physical contact with a female police officer.

       Strongly Disagree   Disagree   Agree   Strongly Agree

40. Police departments take sexual harassment claims very seriously.

       Strongly Disagree   Disagree   Agree   Strongly Agree

41. There are high levels of diversity amongst police officers within my department, such as gender, age, race, ethnicity, religion, sexual preference, etc.

       Strongly Disagree   Disagree   Agree   Strongly Agree

42. I feel like I got my job as a police officer because I am female.

      Strongly Disagree   Disagree   Agree   Strongly Agree

43. I feel like I deserved the position as a police officer due to my talent and knowledge rather than gender over other candidates.

      Strongly Disagree   Disagree   Agree   Strongly Agree

44. I feel like my police department hired me to show gender diversity amongst police officers.

      Strongly Disagree   Disagree   Agree   Strongly Agree

45. I feel that my police department hired me to portray a feminine role when responding to calls.

      Strongly Disagree   Disagree   Agree   Strongly Agree

Promotion **(20 questions)**

46. There is a structured promotion process, such as a written examination and/or an oral board, at my police department

    a. Yes
    b. No

47. The promotion process at my police department includes the following: (Please select all that apply.)

    a. Written test
    b. Oral interview board
    c. Performance evaluations
    d. Assessment centers (in-basket, problem exercises, mock scenarios, etc.)
    e. Extra points for seniority, education, veterans, etc.
    f. Probationary periods
    g. Other Please list _____
    h. I do not know

48. I have applied for a position of rank in my police department, check all that apply.

    a. Sergeant
    b. Lieutenant
    c. Captain
    d. Major /Assistant Chief / Deputy Chief
    e. Chief / Superintendent / Commissioner

49. My police department provides the following materials for preparation of the promotion process: (Please select all that apply.)

    a. Statement of job duties and requirements
    b. Requirements for eligibility
    c. Study guides/books/materials
    d. Other   Please list _____
    e. I do not know

50. I prepare for the promotion test by completing the following: (Please select all that apply.)

    a. Study the job duties and requirements
    b. Practice mock scenarios
    c. Familiarize yourself with codes and regulations
    d. Talk to a police officer of rank for tips for the promotion process
    e. Talk to a police officer of rank for information on the job duties and requirements
    f. Other   Please list _____

51. An assessment center is a better way to evaluate candidates to avoid favoritism, bias, and/or discrimination.

       Strongly Disagree   Disagree   Agree   Strongly Agree

52. The promotion process is more challenging for female police officers than male police officers.

       Strongly Disagree   Disagree   Agree   Strongly Agree

53. I think my police department should change their promotion process for a more gender-equality response.

       Strongly Disagree   Disagree   Agree   Strongly Agree

54. I feel like a "glass ceiling" exists for female police officers who strive for promotion within a police department.

       Strongly Disagree   Disagree   Agree   Strongly Agree

55. Female police officers are at least as capable managers and/or supervisors as male police officers, if not better.

       Strongly Disagree   Disagree   Agree   Strongly Agree

56. There are female police officers of management rank in my police department.

        Strongly Disagree   Disagree   Agree   Strongly Agree

57. I feel like male police officers are threatened or intimidated by female police officers of rank.

        Strongly Disagree   Disagree   Agree   Strongly Agree

58. I feel that being a female has helped female police officers move up the ranks in a police department.

        Strongly Disagree   Disagree   Agree   Strongly Agree

59. I feel that female police officers do not move up the rank because of upper management.

        Strongly Disagree   Disagree   Agree   Strongly Agree

60. I feel that female police officers do not move up the rank because of responsibilities of family and children.

        Strongly Disagree   Disagree   Agree   Strongly Agree

61. Male police officers will respect a female police officer in charge.

        Strongly Disagree   Disagree   Agree   Strongly Agree

62. I feel that female police officers are restricted to certain units.

        Strongly Disagree   Disagree   Agree   Strongly Agree

63. I feel that the promotion process within my police department is fair.

        Strongly Disagree   Disagree   Agree   Strongly Agree

64. Are you willing to participate in a voluntary telephone interview?

    a. Yes   If yes, please provide a contact telephone number or email:
    b. No   _____

APPENDIX B

Telephone Interview Questionnaire

Introductory Statement

Hello, my name is Kadee Brinser from the Department of Criminal Justice and Criminology at Sam Houston State University in Huntsville, Texas. I am contacting you contacting you to see if you are willing to participate in a telephone interview for female police officers.

I am calling you in conjunction with my dissertation. It deals with the role of female police officers in policing. I received your contact information from Survey Monkey® when you completed the online survey showing your interest in a telephone interview. I was wondering if you are still interested in volunteering to participate in a telephone interview with me?

I expect this interview to take about fifteen to twenty minutes. Can we conduct it now or would you like to schedule another time?

Brief Research Statement

The purpose of the phone interview is to gather short excerpts from stories or views to include in my dissertation for support, if applicable, of my findings. This phone interview is voluntary and you will be guaranteed confidentiality. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the telephone interview, you are giving me consent to use the information you provide for my dissertation.

I would like to point out that all information you provide me with will be absolutely confidential. Any identifying characteristics you provide will not be associated with any statements you make unless you give explicit permission to do so. This interview will be recorded to allow me to go back to review your statements if needed.

Do I have your consent to proceed with the interview?

<u>**Questionnaire for Qualitative Interview with Police Respondents**</u>

Rank/Position: _____

Years as a Police Officer: _____

Why did you pursue a career in policing? _____

Would you consider your police department to be small, medium, or large-sized? _____

GENDER EQUALITY

Do you believe there is gender equality between police officers? _____

If **YES:**
1. Since you entered the profession, have you always felt this way or has your perception improved to believe in gender equality?

2. Can you give me examples on why you feel gender equality does exist in police departments?

3. Why do you think there is an unequal number of male and female police officers?

If **NO:**
1. Since you entered the profession, has your perception on gender equality improved, stayed the same, or got worse?

2. Which of the following factors do you perceive contribute to challenges for female police officers, if any? (Look at online survey responses to identify the challenges chosen to use as a starting point)
   a. Policing is a "man's job"
   b. Lack of acceptance by male police officers
   c. Lack of acceptance by society
   d. Lack of trust in female police officers in performing job duties
   e. Sexual harassment
   f. Tokenism

   Probing questions:
   1) Why do you feel this way?
   2) Do you have examples?
   3) Have things gotten better, stayed the same, or actually gotten worse

   2a. Are there any other factors that contribute to gender equality that was not mentioned above? If yes, what is that factor?

2b. Can you give me examples of why you perceive the factors you listed are influential? What did you do to overcome, if any, those situations?

3. Why do you think there is an unequal number of male and female police officer?

PROMOTION PROCESS

Have you applied for promotion? _____

If **YES**:
1. What position(s) did you apply for?

    1a. What positions were you awarded?

2. What made you decide to take the next step towards advancement?

3. Do you feel like you were the best candidate? Why or why not? Explain.

4. Do you think the promotion process was fair to all candidates? Why or why not? Explain.

5. Do you think being a female helped you get promoted? Why or why not? Explain.

6. Do you think your male coworkers support females as authoritative figures?

7. Do you believe in a glass ceiling for female police officers? Why or why not? Explain.

If **NO**:
1. Why have you not applied for promotion? Why or why not? Explain.

2. Do you feel like other officers were better candidates than you? Why or why not? Explain.

3. Do you believe in a glass ceiling for female police officers? Why or why not? Explain.

4. Do you want to move up the ranks in the future? Why or why not? Explain.

CLOSING:

Do you think being a female police officer is an advantage or disadvantage?

What steps, if any, has your department done to increase female recruits?

What suggestions do you have for female police officers?

What suggestions do you have for researchers on females in policing?

Do you have any comments that we did not cover in today's interview?

I would like to thank you again for participating in this research study. I appreciate your time and your valuable information.

<u>Telephone Interview Schedule</u>

Respondent	Date	Duration
A	March 16, 2016	15 minutes, 54 seconds
B	March 16, 2016	29 minutes, 13 seconds
C	March 16, 2016	56 minutes, 22 seconds
D	March 17, 2016	29 minutes, 23 seconds
E	March 21, 2016	21 minutes, 7 seconds
F	March 21, 2016	22 minutes, 29 seconds
G	March 21, 2016	21 minutes, 28 seconds
H	March 21, 2016	36 minutes, 53 seconds
I	March 22, 2016	41 minutes, 10 seconds
J	March 22, 2016	27 minutes, 26 seconds 6 minutes, 7 seconds
K	March 22, 2016	17 minutes
L	March 22, 2016	31 minutes, 9 seconds
M	March 22, 2016	24 minutes, 49 seconds
N	March 24, 2016	28 minutes, 15 seconds
O	April 7, 2016	47 minutes, 47 seconds

APPENDIX C

IRB-Approved Script

Hello, my name is Kadee Brinser, and I am a doctoral research assistant at Sam Houston State University. I am conducting this research under the supervision of my faculty sponsor, Dr. Larry Hoover. I am contacting you to see if you are willing to participate in an online survey. You were selected because of your status as an active female police officer. The surveys are being conducted by myself to gather data for my dissertation that will focus on perceptions of gender inequality and the promotion process of female police officers. The purpose is to understand the current culture and dynamics, as well as the level of impact of equality, of female police officers in a traditionally male-dominated occupation. Findings will provide several potential policy implications for police departments, such as improving recruitment strategies, policy changes, and workplace accountability.

I would like to take this time to share the survey with you. Please access our online survey at this link (https://www.surveymonkey.com/r/femalepoliceofficers) at a time that is most convenient for you. This survey is voluntary. Some questions may ask for personal information about yourself and your police department. You can be assured that you and your department receive anonymity by asking no identification information to link you and your response. It will take approximately 10-20 minutes to complete. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the online survey, you are giving me consent to use the information you provide for my dissertation.

In addition to the online survey, I am looking for female police officers of rank to participate in a volunteer phone interview with me. The phone interview will consist of 12 open-ended questions to get your perceptions on broad issues and/or topics that may be related to female police officers. The purpose of the phone interview is to gather short excerpts from stories or views to include in my dissertation for support, if applicable, of my findings. If interested, provide your telephone number in the last question of the survey to set up a date and time for the phone interview. This phone interview is voluntary and you will be guaranteed anonymity. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the telephone interview, you are giving me consent to use the information you provide for my dissertation.

If you have any questions about the research, please feel free to contact me by email at kadee.brinser@shsu.edu or by phone at 832-244-5666, or you may contact my faculty sponsor, Dr. Larry Hoover by email at larryhoover@shsu.edu or by phone at 936-294-1636.

If you have questions or concerns about your rights as research participants, please contact Sharla Miles, Office of Research and Sponsored Programs, using her contact information below.

Sharla Miles
Office of Research and Sponsored Programs
Sam Houston State University
Huntsville, TX 77341
Phone: (936) 294-4875
Email: irb@shsu.edu

I look forward to your participation. Thank you for your time.

APPENDIX D

Informative Email (1 of 4)
November 18, 2015

November 11, 2015

Dear Selected Participant,

Kadee Brinser, a doctoral student at Sam Houston State University, is conducting her dissertation on female police officers. The purpose of this study is to provide an understanding of the dynamics of female police officers in a traditional male occupation. First, you will be asked to complete an online survey. The last question in the survey will ask if you would like to participate in a brief telephone interview with Kadee. If agreed, you may then list contact information for her to reach you to set up a date and time for the interview.

You were selected as a participant due to your attendance at the Leadership Inventory for Female Executives (LIFE) seminar(s) at the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT), Sam Houston State University. The number of female police officers in the United States, let alone Texas, is disproportionately small compared to the overall demographics of police officers. Therefore, it was determined that a convenience sample was the most appropriate sampling strategy. In addition, Kadee and I can assure anonymity in your participation. Kadee will not have access to any of your identification information. I am serving as a third-party distributor of the emails to assure anonymity.

This study will contribute greatly to our understanding of the challenges facing today's female officers. I strongly encourage you to participate in the study. You will be receiving an email in approximately one week which describes the study in more detail along with a link to the online survey. Please contact me if you have any questions.

Sincerely,

Rita J. Watkins
Executive Director
Bill Blackwood Law Enforcement Management Institute of Texas

APPENDIX E

Initial Email (2 of 4)
November 25, 2015

Dear Selected Participant,

Hello, my name is Kadee Brinser, and I am a doctoral research assistant at Sam Houston State University. I am conducting this research under the supervision of my faculty sponsor, Dr. Larry Hoover. I am contacting you to see if you are willing to participate in an online survey. You were selected because of your status as an active female police officer. The surveys are being conducted by myself to gather data for my dissertation that will focus on perceptions of gender inequality and the promotion process of female police officers. The purpose is to understand the current culture and dynamics, as well as the level of impact of equality, of female police officers in a traditionally male-dominated occupation. Findings will provide several potential policy implications for police departments, such as improving recruitment strategies, policy changes, and workplace accountability.

I would like to take this time to share the survey with you. Please access our online survey at this link (https://www.surveymonkey.com/r/femalepoliceofficers) at a time that is most convenient for you. This survey is voluntary. Some questions may ask for personal information about yourself and your police department. You can be assured that you and your department receive anonymity by asking no identification information to link you and your response. It will take approximately 10-20 minutes to complete. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the online survey, you are giving me consent to use the information you provide for my dissertation.

In addition to the online survey, I am looking for female police officers of rank to participate in a volunteer phone interview with me. The phone interview will consist of 12 open-ended questions to get your perceptions on broad issues and/or topics that may be related to female police officers. The purpose of the phone interview is to gather short excerpts from stories or views to include in my dissertation for support, if applicable, of my findings. If interested, provide your telephone number in the last question of the survey to set up a date and time for the phone interview. This phone interview is voluntary and you will be guaranteed anonymity. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the telephone interview, you are giving me consent to use the information you provide for my dissertation.

If you have any questions about the research, please feel free to contact me by email at kadee.brinser@shsu.edu or by phone at 832-244-5666, or you may contact my faculty sponsor, Dr. Larry Hoover by email at larryhoover@shsu.edu or by phone at 936-294-

1636. If you have questions or concerns about your rights as research participants, please contact Sharla Miles, Office of Research and Sponsored Programs, using her contact information below.

Sharla Miles
Office of Research and Sponsored Programs Sam Houston State University
Huntsville, TX 77341
Phone: (936) 294-4875
Email: irb@shsu.edu

I look forward to your participation. Thank you for your time.

Kadee L. Brinser
S A M H O U S T O N S T A T E U N I V E R S I T Y
Department of Criminal Justice and Criminology
Doctoral Research Assistant
Doctoral Teaching Fellow
P.O. Box 2296, 816 17th St.
Huntsville, TX 77341-2296

APPENDIX F

First Follow-Up Email (3 of 4)
December 9, 2015

Dear Selected Participant,

You were contacted approximately two weeks in regards to participating in a study on female police officers. If you already completed the online survey, thank you for taking the time to share your opinions and experiences. For those of you who have not, below is a copy of the previous email which lists information on the study, as well as the link to the online survey. Please take the time to share your opinions and experiences as a female police officer. I look forward to reading your responses.

Hello, my name is Kadee Brinser, and I am a doctoral research assistant at Sam Houston State University. I am conducting this research under the supervision of my faculty sponsor, Dr. Larry Hoover. I am contacting you to see if you are willing to participate in an online survey. You were selected because of your status as an active female police officer. The surveys are being conducted by myself to gather data for my dissertation that will focus on perceptions of gender inequality and the promotion process of female police officers. The purpose is to understand the current culture and dynamics, as well as the level of impact of equality, of female police officers in a traditionally male-dominated occupation. Findings will provide several potential policy implications for police departments, such as improving recruitment strategies, policy changes, and workplace accountability.

I would like to take this time to share the survey with you. Please access our online survey at this link (https://www.surveymonkey.com/r/femalepoliceofficers) at a time that is most convenient for you. This survey is voluntary. Some questions may ask for personal information about yourself and your police department. You can be assured that you and your department receive anonymity by asking no identification information to link you and your response. It will take approximately 10-20 minutes to complete. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the online survey, you are giving me consent to use the information you provide for my dissertation.

In addition to the online survey, I am looking for female police officers of rank to participate in a volunteer phone interview with me. The phone interview will consist of 12 open-ended questions to get your perceptions on broad issues and/or topics that may be related to female police officers. The purpose of the phone interview is to gather short excerpts from stories or views to include in my dissertation for support, if applicable, of my findings. If interested, provide your telephone number in the last question of the survey to set up a date and time for the phone interview. This phone interview is voluntary and you will be guaranteed anonymity. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam

Houston State University or LEMIT-sponsored professional development opportunities. By completing the telephone interview, you are giving me consent to use the information you provide for my dissertation.

If you have any questions about the research, please feel free to contact me by email at kadee.brinser@shsu.edu or by phone at 832-244-5666, or you may contact my faculty sponsor, Dr. Larry Hoover by email at larryhoover@shsu.edu or by phone at 936-294-1636.

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I look forward to your participation. Thank you for your time.

Kadee L. Brinser
S A M H O U S T O N S T A T E U N I V E R S I T Y
Department of Criminal Justice and Criminology
Doctoral Research Assistant
Doctoral Teaching Fellow
P.O. Box 2296, 816 17th St.
Huntsville, TX 77341-2296

APPENDIX G

Second Follow-Up Email (4 of 4)
December 23, 2015

Dear Selected Participant,

You were contacted approximately two weeks in regards to participating in a study on female police officers. If you already completed the online survey, thank you for taking the time to share your opinions and experiences. For those of you who have not, below is a copy of the previous emails which lists information on the study, as well as the link to the online survey. Please take the time to share your opinions and experiences as a female police officer. I look forward to reading your responses.

This will be the last email and the survey will close on January 6, 2016. I will be in contact with those who volunteered to participate in a telephone interview the end of January or beginning of February.

Hello, my name is Kadee Brinser, and I am a doctoral research assistant at Sam Houston State University. I am conducting this research under the supervision of my faculty sponsor, Dr. Larry Hoover. I am contacting you to see if you are willing to participate in an online survey. You were selected because of your status as an active female police officer. The surveys are being conducted by myself to gather data for my dissertation that will focus on perceptions of gender inequality and the promotion process of female police officers. The purpose is to understand the current culture and dynamics, as well as the level of impact of equality, of female police officers in a traditionally male-dominated occupation. Findings will provide several potential policy implications for police departments, such as improving recruitment strategies, policy changes, and workplace accountability.

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my findings. If interested, provide your telephone number in the last question of the survey to set up a date and time for the phone interview. This phone interview is voluntary and you will be guaranteed anonymity. You can stop participating at any time, and you are free to not answer any questions without any negative outcomes from Sam Houston State University or LEMIT-sponsored professional development opportunities. By completing the telephone interview, you are giving me consent to use the information you provide for my dissertation.

If you have any questions about the research, please feel free to contact me by email at kadee.brinser@shsu.edu or by phone at 832-244-5666, or you may contact my faculty sponsor, Dr. Larry Hoover by email at larryhoover@shsu.edu or by phone at 936-294-1636.

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Email: irb@shsu.edu

I look forward to your participation. Thank you for your time.

Kadee L. Brinser
S A M   H O U S T O N   S T A T E   U N I V E R S I T Y
Department of Criminal Justice and Criminology
Doctoral Research Assistant
Doctoral Teaching Fellow
P.O. Box 2296, 816 17th St.
Huntsville, TX 77341-2296

VITA

KADEE L. BRINSER
Curriculum Vitae

Sam Houston State University
College of Criminal Justice
Department of Criminal Justice and Criminology
P.O. Box 2296, 816 17th St.
Huntsville, TX 77341-2296

EDUCATION

2013-2016   **Doctor of Philosophy**, *Criminal Justice,* Sam Houston State University

Dissertation: *An Examination of Perceptual Challenges Faced by Female Police Officers*
Committee Chair: Dr. Larry T. Hoover

2013   **Master of Arts**, *Criminal Justice,* Penn State Harrisburg

2011   **Bachelor of Science**, *Criminal Justice*, Penn State Harrisburg
Minor: *Business Administration*

ACADEMIC EXPERIENCE

2015-Present   Doctoral Teaching Fellow. College of Criminal Justice. Sam Houston State University.

2015-2016   Doctoral Research Assistant. Assigned to Dr. Larry T. Hoover. Sam Houston State University.

2014-2015   Doctoral Research Assistant. Assigned to Dr. William R. King. Sam Houston State University.

2013-2014   Doctoral Research Assistant. Assigned to Dr. Leana A. Bouffard and Crime Victims' Institute. Sam Houston State University.

2013   Doctoral Research Assistant. Assigned to Dr. William R. King. Sam Houston State University.

Research Interests: Policing: Female Police Officers, Organizations, Ethics, Police Response Strategies; Missing Persons: Kidnapping, Human Trafficking; Criminological Theory; Gender and Crime.

PUBLICATIONS

PEER-REVIEWED JOURNAL ARTICLES

Brinser, K. L., & King, W. R. (In Press). Organizational permeability to environmental conditions: Local police agency assessments of threats posed by disasters, accidents, and terrorism. *Police Quarterly*.

MANUSCRIPT UNDER REVIEW

Brinser, K. L., & Fansher, A. K. Correcting misperceptions of kidnapping: An analysis of victim-offender characteristics. Under review at *Law Enforcement Executive Forum*, December 2015.

MANUSCRIPTS IN PROGRESS

Bouffard, L. A., Nobles, M. R., Goodson, A., Koeppel, M., **Brinser, K.**, Marchbanks, T., & Chaudhuri, N. Service providers' knowledge and perceptions of the legal service needs of crime victims. (*Completed draft and preparing for submission.*)

Brinser, K. L., & Hoover, L. T. The work of a Texas probation officer: A validation of Texas Probation Officer Certification Examination. *(Completed literature review, methodology, and currently working analysis.)*

Mitchell, M. M., & **Brinser, K. L.**, & Di, J. Hope is around the corner: Determining the effect of neighborhood revitalization on crime through an evaluation of Houston HOPE. *(Completed draft and preparing for submission at* Journal of Research and Community Development.*)*

ENCYCLOPEDIA ENTRIES

Brinser, K. L. (2016). Amanda Knox Case. In S. Chermak & F. Y. Bailey (Eds.), *Crimes of the Centuries: An Encyclopedia of Notorious Crimes, Criminals, and Criminal Trials in American History*. Santa Barbara, CA: ABC-CLIO.

Brinser, K. L. (2016). Elizabeth Smart. In S. Chermak & F. Y. Bailey (Eds.), *Crimes of the Centuries: An Encyclopedia of Notorious Crimes, Criminals, and Criminal Trials in American History*. Santa Barbara, CA: ABC-CLIO.

Brinser, K. L. (2016). Mark Goudeau. In S. Chermak & F. Y. Bailey (Eds.), *Crimes of the Centuries: An Encyclopedia of Notorious Crimes, Criminals, and Criminal Trials in American History*. Santa Barbara, CA: ABC-CLIO.

Brinser, K. L. (2016). Mary Kay Letourneau. In S. Chermak & F. Y. Bailey (Eds.), *Crimes of the Centuries: An Encyclopedia of Notorious Crimes, Criminals, and Criminal Trials in American History*. Santa Barbara, CA: ABC-CLIO.

Brinser, K. L. (2016). Tina Watson. In S. Chermak & F. Y. Bailey (Eds.), *Crimes of the Centuries: An Encyclopedia of Notorious Crimes, Criminals, and Criminal Trials in American History*. Santa Barbara, CA: ABC-CLIO.

TEACHING EXPERIENCE

DOCTORAL TEACHING FELLOW, SAM HOUSTON STATE UNIVERSITY

Undergraduate Courses (Online):

CRIJ 3340   Gender and Crime, Spring 2016

CRIJ 3396   Juvenile Delinquency and Juvenile Justice, Summer 2015

Undergraduate Courses (Residential):

CRIJ 2361   Introduction to the Criminal Justice System, Fall 2015

CRIJ 3378   Introduction to Methods of Research, Spring 2016

GUEST LECTURES

Brinser, K. L. (2015, September). *Policing: Role, Functions, and Culture*. Guest lecture in Introduction to the Criminal Justice System at Sam Houston State University (CRIJ 2361).

Brinser, K. L. (2015, February). *Policing*. Guest lecture in Introduction to the Criminal Justice System at Sam Houston State University (CRIJ 2361).

ACADEMIC CONFERENCE PRESENTATIONS

Brinser, K. L., & Hoover, L. T. (2016, March). *The Work of a Texas Probation Officer: A Validation of Texas Community Service Officer Certification Examination*. Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Denver, CO.

Mitchell, M. M., **Brinser, K. L.**, & Di, J. (2016, March). *Hope is Around the Corner: Determining the Effect of Neighborhood Revitalization on Crime Through an Evaluation of Houston HOPE*. Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Denver, CO.

Brinser, K. L., & King, W. R. (2015, March). *Organizational Permeability to Environmental Conditions: Local Police Agency Assessments of Threats Posed by Disasters, Accidents, and Terrorism.* Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Orlando, FL.

Brinser, K. L., Koeppel, M., Bouffard, L. A., & Nobles, M. R. (2014, November). *An Assessment of the Legal Service Needs of Crime Victims.* Paper presented at the annual meeting of the American Society of Criminology, San Francisco, CA.

Brinser, K. L., Nobles, M. R., Bouffard, L. A., & Koeppel, M. (2014, February). *Mapping of Victim Services across Houston, Texas*. Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Philadelphia, PA.

Hummer, D., **Brinser, K. L.**, Miranda, C., & Seabooks, K. (2013, April). *The Efficacy of Faith-Based Organizations in Offender Reintegration.* Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Dallas, TX.

UNIVERSITY CONFERENCE PRESENTATIONS

Brinser, K. L. (2016, April). *The work of a Texas probation officer: A validation of Texas Community Supervision Officer Certification Examination*. Paper presented at Sam Houston State University: 3rd Annual Woodlands Research Symposium.

Brinser, K. L. (2015, February). *An Assessment of the Legal Service Needs of Crime Victims.* Paper presented at Sam Houston State University: Graduate Research Exchange.

Brinser, K. L. (2014, March). *Mapping of Victim Services across Houston, Texas.* Paper presented at Sam Houston State University: Graduate Research Exchange.

AWARDS AND FELLOWSHIPS

2014   Sam Houston State University Summer 2014 Doctoral Research Fellowship

2013   Penn State Harrisburg 2013 Alumni Society's Outstanding Graduate Student Award

2013   Penn State Harrisburg 2013 Masters of Criminal Justice Outstanding Graduate Student Award

PROFESSIONAL DEVELOPMENT

2016	Bill Blackwood Law Enforcement Management Institute. Larry T. Hoover Distinguished Speaker Series of LEMIT. Speaker: Dr. George L. Kelling.
2015	Sam Houston State University: Teaching Conference
2015	Sam Houston State University: Individual Diagnostic Education Assessment (IDEA) Workshop
2015	Online Faculty Course Development: Blackboard Certification
2015	Sam Houston State University: Online Teaching and Learning Conference
2015	Sam Houston State University: Understanding Individual Diagnostic Education Assessment (IDEA) Workshop
2014	Charles Koch Institute Mediaite Event: Rule of Law. Austin, TX
2013	Sam Houston State University: Teaching Conference
2013	Doctors for Change: Anti-Human Trafficking Bus Tour. Houston, TX

SERVICE TO DEPARTMENT, COLLEGE, AND PROFESSION

2016	Reviewer for Policing: An International Journal of Police Strategies & Management
2015	Sam Houston State University: Walk a Mile in Her Shoes Committee Member
2015	Employment Exchange Program at the 2015 Academy of Criminal Justice Sciences Annual Meeting
2014	Sam Houston State University: Outreach Table for Sexual Assault Awareness Month (SAAM)
2014	Employment Exchange Program at the 2014 Academy of Criminal Justice Sciences Annual Meeting
2013	Employment Exchange Program at the 2013 Academy of Criminal Justice Sciences Annual Meeting
2013	Outreach Table for the Division on Corrections and Sentencing at the 2013 American Society of Criminology Annual Meeting. Atlanta, GA

2013	Sam Houston State University: High School Summer Camp. Chaperone to the Southeast Texas Applied Forensic Science Facility. Huntsville, TX

FIELD EXPERIENCE

INTERNSHIPS

2012-2013	Dauphin County Prison, Harrisburg, PA, 150 Credited Hours
2011	Swatara Township Police Department, Harrisburg, PA, 150 Credited Hours
2010	Susquehanna Township Police Department, Harrisburg, PA, 150 Credited Hours

RIDE-ALONGS

2015	Orange County Sheriff's Office, Orlando, FL
2013	Conroe Police Department, Conroe, TX
2013	Houston Police Department, Houston, TX

SCHOOL ORGANIZATIONS

2013-Present	Criminal Justice Graduate Student Organization, Sam Houston State University
2011-Present	Penn State Alumni Association
2009-2013	Blue and White Society, Pennsylvania State University
2009-2011	Phi Sigma Upsilon: Criminal Justice Club, Penn State Harrisburg
2010-2011	Inner Club Council, Penn State Harrisburg
2009-2011	Penn State THON, Pennsylvania State University

PROFESSIONAL AFFILIATIONS

Academy of Criminal Justice Sciences

American Society of Criminology

International Association of Chiefs of Police