



RECOMMENDATIONS FROM CONSULTATION ON RECRUITMENT OF UNIFORMED WOMEN FOR U.S. POLICE MISSIONS OVERSEAS

The following recommendations for increasing the recruitment of U.S. policewomen to international civilian police missions were developed on June 20, 2007, at a consultation convened by the Initiative for Inclusive Security and the Woodrow Wilson International Center for Scholars, with support from the Bureau of International Narcotics and Law Enforcement Affairs (INL) of the U.S. Department of State (see attached participant list).

Female officers serving in Liberia, Afghanistan, and the U.S., joined leaders of national associations of policewomen, academics, private contractors, and others to address the dearth of U.S. female applicants for overseas peace missions.¹ The recommendations are directed at the U.S. Department of State, private contractors, and police agencies. They focus on three topics: improving incentives for female applicants, facilitating recruitment of women officers, and improving outreach.

TOPIC I: What incentives can contractors offer to increase the number of female applicants?

1. Communicate a realistic and comprehensive description of mission experiences.
 - a. Emphasize appealing aspects, such as the opportunity to undertake new challenges and engage in meaningful service.
 - b. Describe tasks typically undertaken by women officers and, when possible (such as when a mission has been in place longer), recruit for specific positions.
 - c. Provide an accurate picture of the conditions and support women can expect while on mission (e.g., leave policy, accommodations, the zero-tolerance of alcohol, and reporting procedures for mission employee conduct issues).
 - d. Create opportunities for women to speak directly with current or former international women officers.
 - e. Enable women with overseas missions experience to interact with each other and with potential recruits (e.g., create and maintain a mission veteran website and discussion board).
2. Offer inducements to women applicants.
 - a. Consistently offer significant signing bonuses.
 - b. Offer long-term medical insurance.
 - c. Establish education trust funds for officers' children.
 - d. Assist in repaying student loans.
 - e. Offer tuition assistance for education during and after mission.
 - f. Develop facilities at mission sites for distance learning programs.
 - g. Where possible, allow married officers to serve in missions together.

¹ Of the nearly 800 officers the United States contributes to U.S. and United Nations led police missions around the world, less than five percent are women. State and local police agencies across the U.S. average 12 percent women, while federal agencies average 16 percent.

3. Implement outreach and programs to enhance contractor image.
 - a. Showcase contractors' contribution to the community (e.g., scholarships, funds for local police departments, and training opportunities).
 - b. Establish closer relationships with police departments.

The Department of State-INL could encourage contractors in the following ways:

- a. Offer weighted consideration of proposals with affirmative strategies for female recruiting.
- b. Offer weighted consideration of contractors with established record of successful recruitment of women.
- c. Allow and encourage recruitment from Federal and State law enforcement agencies (e.g., U.S. Marshals, Uniformed Secret Service, U.S. Park Police, Department of Homeland Security, Drug Enforcement Administration, etc.), as well as university police departments.

TOPIC II: How can police agencies facilitate the recruitment of female officers for international police missions?

1. Eliminate unnecessary physical requirements for recruits.
2. Allow for time served overseas to count towards retirement and enable officers to accrue seniority while abroad or, at minimum, return to their departments at pre-mission level of seniority. Where necessary, enable officers to 'buy back' seniority upon return.
3. Establish 'sister department' partnerships with police in mission countries.
4. Allow officers to wear a State Department-issued insignia honoring service in international police missions.
5. Recognize training received in preparation for mission deployment as part of officers' continuing education.
6. Allow international mission veterans to speak about their experiences at police department events.
7. Clarify and publicize leave and right-of-return policies.

The Department of State-INL could encourage police agencies in the following ways:

- a. Issue an official insignia for service in international police missions.
- b. Acknowledge police chiefs and departments who contribute officers to missions with a letter from the Secretary.
- c. Create an award for police department contributions to peacekeeping efforts.



TOPIC III: What communication and dissemination strategies can the Department of State and its contractors use to reach more policewomen more efficiently?

1. Conduct a formal evaluation of current communications and dissemination strategies.
 - a. Convene all contractors to elicit information on current outreach to policewomen.
 - b. Develop a consistent message with all contractors. Periodic meetings with all contractors would help ensure consistency and continuity of message.

2. Use alternate channels of communication and alternate communication strategies.
 - a. Speak at conferences of policewomen's associations and other major police conferences.
 - b. Place ads in specialized and general interest magazines read by women.
 - c. Enhance contractor and INL websites.
 - i. Ensure websites are up-to-date, multimedia, and user friendly.
 - ii. Link to appropriate organizations and departments.
 - iii. Design for ease of navigation and follow-through.
 - iv. Link to international police mission websites.
 - v. Include video profiles to demystify officers' work.
 - vi. Include clear information regarding benefits and pay range.
 - vii. Position international missions as an opportunity advance to other levels of law-enforcement.
 - d. Advertise on television (e.g., on local-access cable or through YouTube), through Public Service Announcements, and in police exam study guides.
 - e. Update INL's website to serve as centralized resource.
 - i. Link to all contractors and missions.
 - ii. Provide up-to-date information on recruitment and application processes.
 - iii. Implement recommendations on website content and messaging found in other sections of this document.
 - f. Publicize State Department awards and recognition for recruiting women.
 - g. Encourage members of Congress to profile international police missions in newsletters to constituents and to send letters of recognition to officers upon completing service at a mission.

3. Re-brand messages for a female audience.
 - a. In outreach, highlight local women leaders in the security sector, female role models, and women in decision-making roles.
 - b. Involve women in outreach to potential recruits.
 - c. Highlight the opportunity to "give something back", benefits such as comparative pay and insurance, and the opportunity to take on new and different challenges.
 - d. Show women in ads; don't emphasize solely men in physically challenging roles.
 - e. Show men and women officers engaged in the 'softer' side of policing.
 - f. Emphasize that the recruit will be working for the State Department or the United Nations, rather than for a contractor.



4. Identify and target sub-groups with marketing and outreach.
 - a. Target retirees and those about to retire.
 - i. Through associations of retired officers, AARP, and unions.
 - ii. Through financial planning workshops and pre-retirement seminars offered through unions or federal agencies.
 - b. Reach out to recent college graduates of specialized schools (e.g., the John Jay College of Criminal Justice).
 - c. Contact active-duty officers pursuing post-secondary degrees, especially online programs.
 - d. Adopt a longer-term perspective on recruitment by emphasizing outreach and awareness raising among college students of relevant majors.

5. Collaborate with women's professional associations.
 - a. Speak at conferences.
 - b. Place ads in journals.
 - c. Use word-of-mouth recruitment strategies.

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