

# **Women Leadership in Bangladesh Police Administration**



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# **Women Leadership in Bangladesh Police Administration**

A thesis submitted to the  
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by

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## **Declaration**

To the best of my knowledge, I confirm that this thesis contains no material previously published or written by another person except by way of quotation and duly acknowledged. It is based on my own research work and has not previously been submitted for a degree or diploma of any University at home or abroad.

Mst. Shahala Pervin

## **Certificate of Supervisor**

With regard to the thesis entitled “Women Leadership in Bangladesh Police Administration” submitted by Mst. Shahala Pervin for the Degree of Master of Philosophy in Political Science at the University of Dhaka, Dhaka, Bangladesh.

I certify that

(i) She has carried out the research work under my direct supervision and guidance and that the manuscript of the thesis has been scrutinized by me.

(ii) The entire thesis comprises the candidate’s own work and it is her own personal achievement. It has not previously formed the basis for the award of any degree, diploma, associate ship, fellowship or other similar title of recognition.

(iii) The thesis is not a joint research work with me or with anyone else.

(iv) She has completed her research work to my satisfaction.

(v) The final type copy of the thesis which is being submitted to the University Office has been carefully read by me for its material and language and is to my entire satisfaction.

(vi) The thesis is worthy of consideration for the award of M.Phil Degree and

(vii) I hope that this thesis will make a valuable contribution to the existing knowledge of the ‘Women Leadership in Bangladesh Police Administration’ focusing Bangladesh.

Dated, Dhaka

The ..... 2016

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## **Abstract**

Since Independence, Bangladesh Police has been one of the branches under the ministry of Home Affairs. The primary responsibility of Bangladesh Police is to maintain law and order, investigation the cases, to give justice to the victims, give services to the citizens. Bangladesh Police has 15 units. Today's policing the maximum police functions can be performed by either gender and there is little to support to myth that policing is men's work. Women Police are working in all units with the male police. To run this organization and provide the services to the citizens, women participation is inevitable. To lead the team, to lead the unit, to lead the organization women leadership is badly needed. The study was able to assess 66 women police personnel from different rank and file to senior level women police from 7 divisions all over the country. Data used in this paper is mainly primary but to some extent secondary data as well, Quantitative and Qualitative types were incorporated. Sample respondent were selected using systematic random sampling method and where placed questionnaires containing open ended and close ended.

This study aimed to identify to find out the problems of women leadership in Bangladesh Police Administration. The factors that help women police develop leadership qualities and recommend standard guidelines to improve the women leadership possession in Bangladesh Police administration. Finally, the researcher has forwarded some possible ways in which women police could appear in decision making and leadership position. My paper is organized in five chapters. The first Chapter deals with introduction, Second chapter describes with basic Information of Bangladesh Police Administration Third chapter deals with theoretical framework, Chapter four is women leadership in Police organization and Chapter five describes empowerment, participation and leadership in strengthening women police in Bangladesh police administration.

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## **Abbreviations**

Addl. IGP	Additional Inspector General of Police
Addl. DIG	Additional Deputy Inspector General
Addl. SP	Additional Superintendent of Police
ASI	Assistant Sub-Inspector
ASP	Assistance Superintendent of Police
ATSI	Assistance Traffic Sub-Inspector
BCS	Bangladesh Civil Service
BPSC	Bangladesh Public Service Commission
BPWN	Bangladesh Police Women Network
CID	Criminal Investigation Department
DIG	Deputy Inspector General
DMP	Dhaka Metropolitan Police
FPU	Formed Police Unit
IAWP	International Association of Women Police
IGP	Inspector General of Police
PBI	Police Bureau of Investigation
PRP	Police Reform Programme
SB	Special Branch
SI	Sub-Inspectors
SP	Superintendent of Police
SPBn	Special Security and Protection Battalion
Sr. ASP	Senior Assistant Superintendent of Police
UN	United Nations

# Women Leadership in Bangladesh Police Administration

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# **Chapter One**

## **Introduction**

The Bangladesh Police is the main law enforcement agency of Bangladesh. It is administered under the Ministry of Home Affairs of the Government of Bangladesh. It plays a crucial role in maintaining peace and enforcement of law and order within the whole of Bangladesh. Though the police are primarily concerned with the maintenance of law and order and security of persons and property of individuals, it also plays a vital role in the criminal justice system (Wikipedia).

The police have its long history from ancient period to the present Police of Bangladesh. The force has to struggle to reform its activities, functions and overall role in the society. The main structure of Police of this subcontinent was established in British regime. ‘After partition of the Sub-continent in 1947 police force in Bangladesh was first named as East Bengal Police and then as East Pakistan Police and it continued to function as provincial police force in the same lines as during the British rule (Bangladesh Police, 2010).

After the emergence of Bangladesh as an independent country on December 16, 1971 the police force was recognized and it assumed the role of a national police force. Bangladesh Police as like as other police forces all over the world is primarily responsible for the preservation of peace and order, protection of life and property of the people and prevention and detection of crime. The traditional role of police in Bangladesh has undergone significant change after the liberation. The role of police is no longer confined to maintenance of law and order and prevention and detection of crime. To meet the need of an independent and developing country the

police are now required playing a significant role by providing the basic security required for sustained economic growth of the country. Police also is contributing substantially in this field by keeping under control economic crimes which retard the process of the development. It is further playing a vital role in dealing with insurgency in some areas of the country which impedes development activities and threatens the security of the state.

In Bangladesh over the last three decades, emphasis has been given on ensuring gender equality and mainstreaming gender issues through various policies and strategies to ensure employment of women in various professions. The Government of Bangladesh has already made several policy decisions and taken special measures to ensure equitable female participation in civil service. A quota system<sup>2</sup> was introduced to increase the presence of women in the government employment sector. Ms Fatema Begum was appointed Assistant Superintendent of Police in 1986. For the first time a woman was recruited to the cadre level in Bangladesh Police.<sup>3</sup> She is the pioneer of women leader in policy level in Bangladesh Police Administration.

## **1.1 The Aim of Researcher**

This study critically examines the situation of women leadership in Bangladesh Police Administration. Today's policing the maximum police functions can be performed by either gender and there is little to support the myth that policing is a 'man is work' alone. Bangladesh Police and

Bangladesh Police Women Network<sup>4</sup> (BPWN) for that study was able to access 66 women police personnel from different rank and file to senior level women police from 6 divisions all over the country.

## **1.2 Objective of the Study**

The main objective is to find out the problems of women leadership in Bangladesh Police.

The sub-objectives are:

- 1) To give an overview of the administrative structure in Bangladesh Police Administration;
- 2) To give an elaborate description of the problem concerning the Bangladesh police;
- 3) To find out the existing scenario of leadership practice in Bangladesh Police Administration;
- 4) To determine relationship between leaders and followers and define their responsibilities;
- 5) To determine the areas where women can play vital role in police administration;
- 6) To measure the level of government inputs in terms of other resources namely, budget, physical facilities, services, and technology inputs;
- 7) To recommend a standard guideline to improve this situation.

### **1.3 Methodology of the Study**

The research was designed incorporate both the qualitative and quantitative approaches. Primary data was collected using structured questionnaires. Sixty Six (66) women police in different ranks from various departments of Bangladesh police from the 7 divisions of Bangladesh Police. The study tried to find out the problems of women leadership in Bangladesh Police, existing scenario of leadership practice, challenges to be a leader and how can reduce to problem. The primary data was collected from Sub-Inspectors, Inspectors, Assistance Superintendent of Police (ASP), Additional Superintendent of Police (Addl. SP), and Superintendent of Police (SP) in 2015.

A strategic survey was conducted through personal observation because researcher has practical experience as she is a senior police officer of Bangladesh police administration.

Interview was collected from senior women police officers from appropriate personalities in order to verify the validity of responses (regarding leadership scenario) from different branches of Bangladesh Police. Secondary sources of data were collected from literature survey, various text and reference books, journals, articles and website etc. As a secondary literature survey, various text and reference books, journals articles was analyzed and studied thorough the development of the background.



## **1.4 Limitations of the Study**

In the process of research my first impediment was that there was no research as well as rich literature on the subject matter.

Researcher was seriously suffering from the source of fund. Without fund I could not respond well. Sample size is not sufficient indeed. If I have better funding I might find out some extra-ordinary findings.

In a research program I had a plan in mind to take the opinions of the stakeholders and service receivers. Due to lack of fund and time constraint I could not do that.

Even all these limitation I left no stone unturned to make my research a fruitful one. At least it will serve as a harbinger of research for Bangladesh Police Administration.

## **Chapter Two**

### **Basic Information of Bangladesh Police Administration**

## **2.1 Basic Information of Police Organization**

The Bangladesh Police is a centralized police force which works under the administrative control of the Ministry of Home Affairs. It was established as a national service headquartered in Dhaka in 1971. Currently, the Bangladesh Police has a total strength of 1,55,891 for a population of around 16,89,57,745 (Central Intelligence Agency Website, 2015).

Structurally, the Bangladesh Police is divided into several units: eight ranges police, six metropolitan police, Special Branch (SB), Criminal Investigation Department (CID),, Battalions, Railway Police, Industrial Police, Highway Police, Police Bureau of Investigation (PBI), Training Institutes, Telecom and Information Management, Tourist Police, Special Security and Protection Battalion (SPBn) and Naval Police.

The rank structure comprises 14 ranks starting with Constable, Naiek, Assistant Sub-Inspector, Sergeant, Sub-Inspector, Inspector, Assistant Superintendent of Police (ASP), Senior Assistant Superintendent of Police, Additional Superintendent of Police, Superintendent of Police (SP), Additional Deputy Inspector General (Addl. DIG), Deputy Inspector General (DIG), Additional Inspector General of Police (Addl. IGP) and Inspector General of Police (IGP). Male and female police are working in the different ranks in police department. Male and female participation of police department in different ranks is given below-

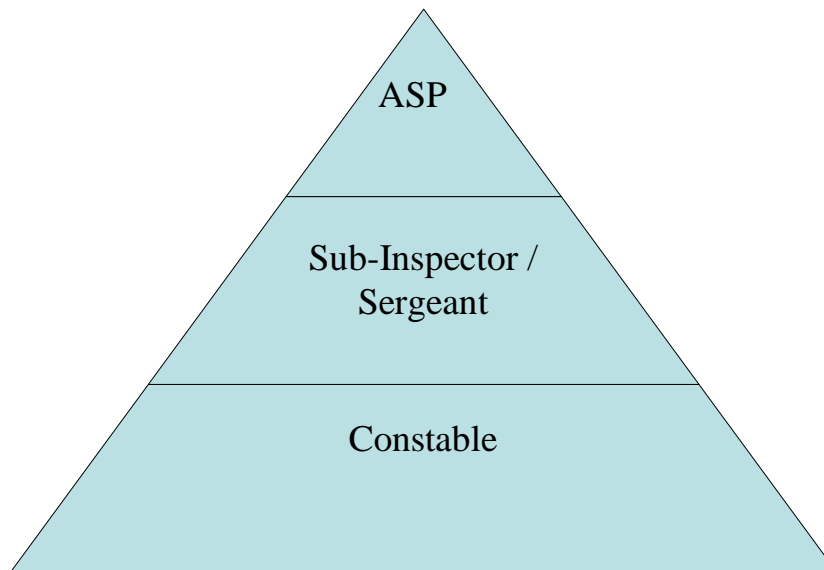
**Table 1****Male and female participation of police department in different ranks**

<b>SL. No</b>	<b>Designation</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
01.	Inspector General (IGP)	1	Nil	1
02.	Additional Inspector General (Addl.IGP)	6	1	7
03.	Deputy Inspector General (DIG)	44	2	46
04.	Additional Deputy Inspector General (Addl. DIG)	75	2	77
05.	Superintendent of police (SP)	247	19	266
06.	Additional Superintendent of police (Addl. SP)	455	67	522
07.	Senior Assistance Superintendent of police (A.S.P)	251	7	258
08.	Assistance Superintendent of police (A.S.P)	885	134	1019
09.	Inspector (Unarmed)	2721	84	2805
10.	Inspector (Armed)	550	Nil	550
11.	Inspector (Traffic)	532	Nil	532
12.	Sub. Inspector (Unarmed)	11,384	470	11,854
13.	Sub. Inspector (Armed)	2102	Nil	2102
14.	Sergeant	1456	28	1484
15.	Traffic/Town Sub- Inspector	285	Nil	285
16.	Assistance Sub-Inspector (A.S.I)	11617	470	12087
17.	Assistance Sub-Inspector (A.T.S.I)	1632	Nil	1632
18.	Assistance Sub-Inspector (Armed)	5083	Nil	5083
19.	Naike	5147	Nil	5147
20.	Constable	1,00,908	7403	1,08,311
	Total =	1,45,325	8725	1,54,050

Women participation in Police Department is 5.66%.

**Source:** PHQ 8<sup>th</sup> December 2015.

**Figure 1**  
**Recruitment System of Bangladesh Police**  
**Three Tires (3) of entry in police service**



Recruitment into the Bangladesh Police is done at three levels: Assistant Superintendent of Police (ASP), Sub-Inspector/Sergeant and Constable. All ranks, other than Constable, require at least a Bachelor's degree.

- 1) Assistant Superintendent of Police is the highest rank at which extraordinary candidates are recruited into the Bangladesh Police; it is the entry level in the cadre service. Two-thirds of ASPs are recruited directly and one-third of positions are filled through the promotion of Inspectors. Recruitment is conducted by the Bangladesh Public Service Commission (BPSC) through the Bangladesh Civil Service (BCS) examination, which has an overall 10% quota for women.
- 2) (i) Sub-Inspector is the mid-level rank at which candidates are recruited to the Bangladesh Police. Fifty per cent are recruited

directly and the remaining posts are filled through the promotion of Assistant Sub-Inspectors. Direct recruitment is conducted by Police Headquarters.

(ii) Sergeant is the same mid-level entry position. All Sergeants are directly recruited by Police Headquarters. Until 2014, only men were allowed to apply. In May of 2014, entry to this rank was opened for women.

Sub-Inspector and Sergeant are same rank. Sub-Inspectors main work investigation and maintain law and order. Sergeant's main work to congestion control and reduce traffic accident.

3) Constable is the lowest rank in the Bangladesh Police, and as such, is the primary entry-level position. The Superintendent of Police of the concerned district oversees recruitment for this position.

Reservation policies are in place at several levels of the Bangladesh Police to retain a set quota of posts for women. Following independence in 1972, the government's interim recruitment policy provided 10% reservation in the Bangladesh Civil Service for "war-affected" women. Very few women came forward to avail of this, so in 1985, the war-affected women's category was abolished and reclassified as a general 10% quota for women in the civil service (Yasmin, 2010). This remains in place up to the present. In addition,

there are quotas of 15% for women in two non-gazette ranks: Sub-Inspectors and Constables (Bangladesh Police).

## **2.2 Women Police in Bangladesh Police Administration: A Brief History Overview**

The Bangladesh Police remains governed by legislation enacted over 100 years ago – the colonial-era Police Act of 1861. It was among the first efforts of the British Raj to secure its empire using a hierarchical and militaristic police force. Provisions for women in police are entirely absent from the 1861 legislation, which is unsurprising given its heritage. In spite of this legacy, there has been no significant structural reform of the police since independence. The perception of policing as masculine also endures. Policing is still seen as a man's job.

Bangladesh women police started her journey in 1974 through 7 women constables and women Sub-Inspectors were appointed in the special branch. These early recruits primarily served in VIP or ceremonial duties. In 1976, 16 women joined the Dhaka Metropolitan Police in the rank of Sub-Inspector (SI). Bangladesh police gets first uniform women police.

In 1986, Ms Fatema Begum was appointed as Assistant Superintendent of Police, the first time a woman was recruited to the cadre service in the Bangladesh Police (Fatema). In 1988, another four women were recruited at

the cadre service. At this time, while the government was recruiting women, they were not being welcomed into the organization. Senior male officers openly questioned the ability of the new women recruits. Although they had passed the Bangladesh civil services exam with the aim of joining the police, some of these women were asked to opt for another department in the civil service other than the police (Interview with a senior woman cadre officers).

Inevitably, even this minimal early recruitment of women soon faced a strong backlash. In 1989, Major General Mahmudul Hasan, the Minister of Home Affairs for Bangladesh's then-military government, recommended suspending recruitment of women into the police at the cadre level on the ground that women were incapable of serving in these supervisory positions (Razzak, 2008). This was accepted by the military government and women were no longer recruited at the cadre level. Recruitment was suspended for women, this freeze persisted for a full ten years.

Only after Sheikh Hasina became Prime Minister in 1998 women were again recruited at the officer level into the Bangladesh Police. Since then, there has been a steady rise of women officers at the cadre rank. Still, those ten years lost their mark by severely stunting women's leadership growth within the police and entrenching a subculture of male domination. But women are coming forward in every sector. Women are joining in police service in different ranks with their creditability. Though women police started her



journey in 1974 in police department but Number of women police in Bangladesh is 8725 out of 1,54,050 total strength . Now women participation in police department is 5.66%

### **2.3 Representation of Women in the Bangladesh Police**

At present, the total strength (in service) of the Bangladesh Police is 1,54,050 and of this, as of 8 December 2015, women numbered 8,725 which is 5.66% of the police. Encouragingly, the percentage of women in the force increased by roughly 1.5% since April 2014 when women numbered 6,853. This is a significant increase within a short period. This builds on the steady rise from 2009-2015 when the percentage of women in the police in Bangladesh was 1.87% within the few years it shot up 5.66% (PHQ: HRM).

Table below shows the breakdown of the number of women police (in service) at each rank as of 8 December 2015.

**Table 2**

<b>SL. No</b>	<b>Women police by Rank</b>	<b>Female</b>	<b>Total</b>
01.	Inspector General of Police (IGP)	<b>Nil</b>	1
02.	Additional Inspector General (Addl.IGP)	1	7
03.	Deputy Inspector General (DIG)	2	46
04.	Additional Deputy Inspector General (Addl. DIG)	2	77
05.	Superintendent of police (SP)	19	266
06.	Additional Superintendent of police (Addl. SP)	67	522
07.	Senior Assistance Superintendent of police (A.S.P)	7	258
08.	Assistance Superintendent of police (A.S.P)	134	1019
09.	Inspector (Unarmed)	84	2805
10.	Inspector (Armed)	<b>Nil</b>	550
11.	Inspector (Traffic)	<b>Nil</b>	532
12.	Sub. Inspector (Unarmed)	470	11,854
13.	Sub. Inspector (Armed)	<b>Nil</b>	2102
14.	Sergeant	28	1484
15.	Traffic/Town Sub- Inspector	<b>Nil</b>	285
16.	Assistance Sub-Inspector (A.S.I)	470	12087
17.	Assistance Town Sub-Inspector (A.T.S.I)	<b>Nil</b>	1632
18.	Assistance Sub-Inspector (Armed)	<b>Nil</b>	5083
19.	Naike	<b>Nil</b>	5147
20.	Constable	7403	1,08,311
	Total=	<b>8725</b>	<b>1,54,050</b>

**Source:** PHQ 8<sup>th</sup> December 2015.

From this above Table shows that eight (8) categories of different ranks are nil. Bangladesh women are very much reluctant to join this post. Because these posts are basically armed handling issue is the priority. To control mob, maintain law and order when crises is arisen except Inspector General of Police (IGP) post. Inspector General of Police (IGP). Inspector (armed) Inspector (traffic), Sub-Inspector (armed), Traffic Sub –Inspector, Assistance Traffic Sub-Inspector (ATSI), Assistance Sub-Inspector (Armed) and Naik.

## **Chapter Three**

### **Theoretical Framework**

### **3.1 Review of the Literature**

Within the police organization as well as in many other occupations, women are under-represented at leadership level. Even though women in the police are increasing in number, they still face difficulties in reaching managerial positions and are also a target for harassment and discrimination (Somvadee & Morash, 2008). According to Silvestri (2003), the lack of research on police leaders reflects a general problem in reaching elite groups. In contrast to this, lack of research on female police leaders can be explained by way of their low numbers in the organization. However, Silvestri (2003) stated that “women in police leadership positions may offer a significant contribution to the project of organizational change within policing” (p. 2), and Moses Schultz (2003).

The majority of employees within the police are men and the police culture is looked upon as being imbued with masculinity, male values and norms (e.g. Aberg, 2001; Anderson, 2003; Ase, 2000; Dahlgren 2007; Metcalf & Dick, 2002; Silvestri, 2003).

Various training programs for leadership development exist for leaders at different levels and some police authorities also have specific programs for women. A gender perspective is supposed to be integrated in most programs in the organization (The National Police Board, 2008), a trend that is also pertinent to the UK police force (Metcalf & Dick, 2002).

Even though there is no consensus among leadership scholars of what constitutes good and efficient leadership, the majority argue that the leader plays a significant role in organizational success. However, leadership is no longer viewed as a set of individual characteristics; rather, it is looked upon as a holistic feature, a complex dynamic process affected by numerous factors within an organization (Avolio, Walumbwa & Weber, 2009). There is, however, a growing interest in adopting 'transformational' leadership styles within the police organization (Silvestri, 2007), since the traditionally autocratic or transactional leadership style is, according to Villiers (2003) and Silvestri (2007), outdated and looked upon as counter-productive for the development of the police organization. This traditional leadership style is, nevertheless, still a part of the organizational culture of the police force. Transformational leaders are defined as being participatory, relational and interactive, as being those who put organizational goals and vision before self-interest and who motivate personnel by increasing their self-esteem and autonomy (Villiers, 2003). Power and information are shared between the leader and the employees, as well as there being adopted an open communication approach (Silvestri, 2007). Transformational behaviors have been shown to have a positive effect on subordinates' attitudes, job satisfaction and commitment to the organization (Silvestri, 2007) as well as having a positive influence on leadership effectiveness and organizational outcomes (Avolio, Walumbwa & Weber, 2009). Transformational learning

for women can take place and be supported in formal leadership development training (Debebe, 2009).

The more common transactional leader, on the other hand, sees personnel as being instrumental functions (Villiers, 2003), and he or she uses a top-down approach, power and authority to exchange rewards for services (Rosener, 1990). Rosener's (1990) study is cited as being influential in showing the gendered aspects of transactional and transformational leadership styles (Silvestri, 2007), and it is argued in Rosener's (1990) study that women are more likely to adopt a transformational leadership style while men adopt the more transactional one. Silvestri's (2007) study on the descriptions provided by senior policewomen of their leadership styles is in line with Rosener's (1990) results, showing that the female leaders emphasize good relations, the sharing of power and information with subordinates, the use of open communication to create loyalty, and working through processes and promoting cooperation as well as working to reduce conflict, competition and hierarchy. The concept of transformational leadership stresses the need for organizations to become less hierarchical and more flexible, team-oriented and participative (Kark, 2004).

Female managers are, in their opinion, more likely to have a holistic, democratic and participative approach to leadership than are their male counterparts. Moving beyond the bureaucratic, paramilitary structure of

police organizations, Pagon (2003) suggested that new forms of organizational design and leadership style need to be adopted. This change includes extensive organizational transformation and the training of police leaders. Pagon (2003) concluded that police leaders should focus on increasing their communication skills, being sensitive to cultural diversity, and working on interaction, participation, networking, problem solving, and motivating employees.

Not only are leadership styles of interest in the literature available on women in the police force but so are aspects of pursuing a career within it (e.g. Burke & Mikkelsen 2005; Dick & Cassell, 2004; Gaston & Alexander, 1997; Metcalf & Dick 2002; Silvestri, 2006). By way of interviews with female leaders in the police, Silvestri (2006) described carrier paths within the police organization as well as the way in which female leaders construct their leadership. By making and managing time and by working full time and pursuing a long and clearly established period of service, policewomen can maintain their police identity and prove their commitment and trustworthiness as well as secure a career within the organization. The difficulties women experience in attaining the top jobs in the police are created by a traditionally male career model that hinders the opportunity they might have to reach managerial positions (Dick & Cassell, 2004; Silvestri, 2006). By way of questionnaires sent out to police officers in Norway, Burke and Mikkelsen (2005) showed that female police officers



experience greater difficulties in pursuing a career, they rank their leadership qualities as being lower than those of their male colleagues, and they experience more sexual harassment and less equality than do their male colleagues.

In another study, the traditional view of women being less committed to pursuing a career in the police is challenged, and shows instead that men and women display more or less the same levels of commitment (Metcalf & Dick, 2002). However, they stated that this fact “may not capture the totality of the female working experience in a male-dominated organization [...] women in male-dominated professions tend to develop the same attitudes and values as men in the profession” (Metcalf & Dick, 2002, p. 400). This adaptation on the part of women, prompted by the desire to fit in, and this acceptance of the existing culture is also identified in other studies (Dick & Cassell, 2004; Silvestri, 2003). This is given expression in the Swedish context by Cedermark Hedberg (1985), who concluded that female officers have limited opportunities to change the typically male police role, and that they adapt to the prevailing system of norms by identifying with stereotyped male characteristics synonymous with the role of a police officer. By the use of surveys, Somvadee and Morash (2008) showed that US policewomen experience sexual harassment in terms of suggestive jokes, offensive stories and behavioral and verbal sexism. Jokes and remarks were shown to be seen

as part of the male-dominated culture, and by accepting these, women could become part of the group – the price for fitting into the organization.

Other studies on the experiences, attitudes and behaviors of men and women at the beginning of their police careers describe the under-representation of women in positions of leadership (e.g. Gaston & Alexanders, 1997). After a couple of years within the police force, women are three times less likely to be interested in pursuing a career and engaging in the promotion process within the police compared with their male colleagues. This is seen as due to there being a smaller amount of perceived support and encouragement from senior management as well as a lack of female role models at leadership level. Senior managers are said to constitute significant role models and it is recommended that managers become mentors for their subordinates (Gaston & Alexander, 1997). Metcalf and Dick (2002) also stated that support from management is influential in shaping organizational commitment among both men and women. In contrast, Archbold and Moses Schultz (2008) found that female police officers who had been strongly encouraged by their male supervisors feel dissuaded from engaging in the promotion process. This was due to the women feeling that they were being promoted only because they were women and not because they were looked upon as effective leaders.

Being a woman in a male dominated organization can be lonely and Kanter's (1977) study showed that "those women who were few in number among male peers and often had 'the only woman' status became tokens: symbols of how-women-can-do, stand-ins for all women" (p. 207). Tokenism has been said to affect those who are few in number in a way that makes them more visible than the dominant group, as well as overstating their differences and bending their qualities to fit with the stereotyped image of them (Kanter, 1977). Perceptions of tokenism are shown to have an impact on the decision taken by women to participate in the promotion process in order to become a leader within the police (Archbold & Moses Schultz, 2008; Wertsch, 1998). Wertsch's (1998) interview study of female police officers demonstrated that tokenism combined with family responsibilities and organizational structures affect women's opportunities of engaging in the promotion process to become leaders within the police. One explanation for this is the reference to feelings of being trapped in gender-appropriate roles.

Being a woman is not the only incentive for becoming a leader within the police; there are also seen to be difficulties in being a non-sworn leader, as these are generally regarded as having a weaker position within the organization (Rowe, 2006; Stenmark, 2005). Non-sworn staff, seen from a Swedish perspective, is looked upon as a collectively heterogeneous group with limited opportunity for acting in relation to other sworn groups of

employees. About 70 percent of the non-sworn staff in the Swedish Police is women (The National Police Board, 2008). This gap between non-sworn and sworn employees is said to impact negatively on the organization's ability to act as a comprehensive unit (Stenmark, 2005). Rowe (2006) stated that non-sworn leaders "have to overcome considerable internal resistance" (p. 765) if they are to gain legitimacy in the police organization, as they lack the long experience of policing that is so important and that police leaders normally have.

Other studies from a Swedish perspective that are of interest include Anderson's (2003) research on the age-specific constructions of masculinity that affect the way male police officers describe and pursue their daily work. Aberg (2001) and Dahlgren (2007) stated that there exists an internal segregation according to sex of the division of tasks and that a stereotyping of male and female practices creates barriers that prevent female patrol officers from being regarded as 'real' police officers. Dahlgren (2007) as well as Cedermark Hedberg (1985) show that female police officers are looked upon as invaluable for their social skills and gentle way of dealing with women, children and the elderly. Ase's (2000) study focused on the way in which the female body is used for subordinating women in the police force and shows that women experience difficulties in being looked upon as "real" police officers.

As can be seen in this review of earlier research, little has been explored regarding female police leaders from a Swedish perspective, a discourse analytical point of view or a qualitative interview approach, which is why this study can be seen as an effort to fill in part of that gap. Also of interest to bear in mind is the study made by Van der Lippe, Graumans and Sevenhuijsens (2004), which illustrated the Swedish Police as being a model for the good work done on equality, a factor which implies that women's narratives from a Swedish perspective might differ from those of other nationalities. Moving on from this review of past research, the next section provides a description of the theoretical frame of reference and methodological considerations running through the whole research process.

### **3.2 A Gender Perspective on Leadership and Organization**

In taking a gender perspective on leadership, it proves interesting to study the conditions that exist for male and female leaders as well as the way in which male domination in leadership positions affects our ideas about leadership, masculinity and femininity. The critique, as set out by gender scholars on leadership research, is directed at the gender neutral view on leadership that has unthinkingly characterized a good leader as one based on male features (Freeman, Bourque & Shelton, 2001). Even though there is a large amount of literature on leadership, there is no consensus about what effective leadership looks like or in what way gender affects leadership. However, Rhode (2003) stated that good leadership is affected more by

context and other circumstances than by individual characteristics and qualities. There are different models for explaining the low number of women in managerial positions, but it is common for the under-representation of women to be connected to individual characteristics rather than to the features of the organization (Connell, 2006; Silvestri, 2006).

This article draws on the notion that organizations are not gender-neutral, a perspective that has its background in Kanter's (1977) and Acker's (1990) influential work on gender and organizations. These authors are said to be the most important originators of the development of a systematic theory on the gendered processes that infuse organizations at both institutional and individual level (e.g. Silvestri 2003 & 2006; Connell, 2005 & 2006; Ford, 2006). A definition of gender that focuses on processes and social relations rather than on personal traits and characteristics is the one used in this research (Connell, 2003; Haake, 2009). Social and cultural ideas about gender and leadership are both constructed and reproduced by way of societal and organizational structures and practices (Acker, 1990). The ways in which we act in different situations are thus dependent on normative ideas and broad structures in society. This study adopts Due Billing and Alvesson's (2000) ideas on taking a critical approach to the term of feminine leadership. Their critique is directed at a rather general and stereotypical view of men, women and leadership that has a tendency to essentialize gender and reinforce stereotypical views of women. They stress that

variations are as great within the categories of men and women as between them:

The social construction processes of gender are complex, multifaceted and heterogeneous. Masculinity and femininity are not static traits but change over time and over the lifetime of the individuals, and vary with class, race, occupation, organization, age, and individual conditions (Due Billing & Alvesson, 2000, p. 152).

While research in the areas of leadership and organization has been criticized for being centered on masculinity, gender research has been criticized for failing to consider the differences in the lives and experiences of men and women and for over-generalizing the subordination of women to men (Hesse-Biber & Yaiser, 2004). It is therefore important to consider which women are being studied as well as which women have become leaders within the police. In doing so, Hesse-Biber and Yasier (2004) indicated that the researcher can shed light on social structures that otherwise would be hard to see.

### **3.3 A Transformational Leadership Style**

In the discussion on how to be a good leader, different individual characteristics were mentioned that were similar to the approach regarding adopting a transformational leadership style (Kark, 2004; Rosener, 1990; Silvestri, 2007). The theme of the transformational leadership style emerged

from the leaders' discussion on the important characteristics for what constitutes a good leader. Good leaders are said to be successful in the work they do by their use of *communication, involvement and participation and creating and maintaining good relations*. It is also stated that there are *differences between men and women* and the way they lead, implying that women are more transformational in their leadership style than men are.

A good leader is said to use communication as a tool in order to be successful. This involves listening, inviting people to talk, conducting dialogue and discussion with co-workers, and communicating through cross-groups composed of both employees and civilians that have a range of competences, as well as passing on relevant information to co-workers. Communication is closely linked to the notion of realizing that the leader does not possess all types of competence or the answers him or herself. Instead, he or she has to be able to pinpoint where such competence can be found within the working group.

Involvement and participation is another significant nodal point, one articulated as an important feature for being a good leader. This means showing one's co-workers and others respect for their opinions when making decisions, a strategy that serves to increase feelings of motivation and involvement in the day-to-day work and strategic planning of the



organization. If employees take part in the decision-making, they will also feel more motivated to participate in the implementation of new strategies.

This way of working aims both to effectively reach decisions and move the organization forward and also to increase feelings of involvement and motivation. The top-down perspective is perceived as negative and a majority of the leaders interviewed stated that it is actually the police officers on the front-line and carrying out the work who know best and who come up with many of the good ideas that are eventually implemented.

An additional nodal point that arose from the interviews, one helping to construct the leadership discourse, is the notion that *creating and maintaining good relations* is something positive. This can be done by way of communication and involving people, and also by way of taking a sympathetic approach; for example, by being thoughtful, sensitive and prestige-free towards co-workers, as well as being natural, daring to be oneself and staying true to one's personality without being autocratic or authoritarian. Having an optimistic attitude, a sense of humor and the ability to appear humble are other features mentioned, as are proving your credibility and showing a genuine interest in the development of others. The interviewees reported that in order to maintain good relations, a leader should not distinguish between his or her co-workers, butt in too much, steamroller one's way through, or pass over one's subordinate leaders

regarding information that is supposed to go through them. Rather, leaders should let their subordinates take their own decisions and responsibility.

It is perceived that women are more social and more socially oriented in their leadership than are men, which means that they focus more on relations, communication, dialogue and the group dynamics. Critical consideration of these statements about the existence of feminine and masculine leadership styles, in line with the approach taken by Due Billing and Alvesson (2000), means challenging stereotypical notions about the differences between men and women, emphasizing the fact that femininity and masculinity are social and cultural constructions, and thus emphasizing the use of other expressions in order to promote gender equality.

### **3.4 A Transactional Approach**

However, talk about leadership in relation to making tough decisions or leading a crisis situation brings to mind a more transactional view on leadership. The theme of ‘a transactional approach’ emerged from the leaders’ discussion on the subject of being a good leader in situations tougher than that offered by the leader’s everyday work. Significant nodal points in this theme that construct this leadership discourse are being able *to make tough and uncomfortable decisions* and *to give orders*.

Discussion about the “leadership and managerial role” shows that this is not that of the usual transformational leader but more that of the traditional transactional leader. *Making tough and uncomfortable decisions* and standing up for them is mentioned in general as an important trait for a police leader when managing difficult situations. The leader has to be firm and straightforward and be brave enough to communicate difficult issues and also to take controversial decisions because he or she believes in them. Making tough decisions often means *giving orders* and being more authoritarian. This means having to be an active leader, being able to make fast decisions and make people do what they are told. This was said to be even more important in a crisis situation while dialogue, something looked upon as a female trait, was reported as being “good at times and less good at other times – for example, in a crisis – than the straight communication is needed”.

In line with Silvestri’s (2007) argument that “the culture of police management demands quick decision making and decision makers; the transformational approach takes too long and is therefore perceived to be ineffective when adopted by women” (p. 48), these women perceive a transactional leadership style as being more appropriate in managing crisis situations, and that such a style of leadership is easier because of not having to consider other people’s points of view. Even though these leaders talk in terms of a more transactional approach when referring to various crisis

situations, they still believe that good relations with employees are crucial and state the benefits of having a large network of good relations with others to turn to when necessary. Working in teams during a crisis situation means that you are able to use the right competences in the working group.

### **3.5 The Experienced Police Leader**

A good police leader is, however, characterized not only in terms of leadership style but also as someone who has had long experience in the police. The theme of ‘the experienced police leader’ emerged from the leaders’ discussion about *having long experience* as a police officer, and the importance of *being encouraged and recruited* to leadership positions.

A significant characteristic needed for being a good leader within the police force was to have *long experience* as a police officer before becoming a leader, according to these four leaders who had themselves been sworn police officers for between twenty and thirty years. It is also shown by Silvestri (2006) and Rowe (2006) that experience gained from a long and clearly established police career is perceived as being important by both leaders and subordinates in order to gain legitimacy and trust in the role of leader within the police. One finding in this study is that having long experience of the core activities of police work, e.g. patrolling, is said to bring about an understanding of the responsibility that police officers face in their daily work; become connected to the ‘reality’; bring about an

understanding of what can be implemented practically; and to provide the competence to translate strategic thinking into practical work. A leader with policing experience and the ability to manage crisis situations is said to gain greater respect, credibility and trust in the organization.

**Table 3**

**Different between Managers and Leaders**

Manager	Leader
Managers have employees	Leaders win followers
Manager react to change	Leader create change
Managers have good ideas	Leaders implement them
Manager communicate	Leaders persuade
Manager direct groups	Leader create teams
Managers try to be heroes	Leader make heroes of everyone around them
Managers take credit	Leaders take responsibility
Managers are focused	Leaders create shared focus

## **Chapter Four**

### **Women Leadership in Police Organization**

## **4.1 Defining Leadership**

There are many, many definitions of leadership. Here are just a few.

An activity or set of activities, observable to others that occurs in a group, organization or institution involving a leader and followers who willingly subscribe to common purposes and work together to achieve them (Professor Kenneth Clark).

The process of persuasion or example by which an individual (or a leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers (John Gardner).

The reciprocal process of mobilizing, by persons with certain motives and values, various economic, political and other resources, in a context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers (James McGregor Burns).

Leadership involves influencing task objectives and strategies, influencing commitment and compliance in task behaviour to achieve these objectives, influencing group maintenance and identification and influencing the culture of an organization (Gary Yukes).

An activity – an influence process – in which an individual gains that trust and commitment of others and without reliance on formal position or

authority, moves the group to the accomplishment of one or more tasks (Walter F Ulmer, Jr).

Leadership is the ability to get men to do what they don't like to do and like it (Harry S Truman).

## **4.2 The Myths of Leadership**

Bennis and Nanus (1985) have also identified, through their extensive research, five commonly believed myths surrounding leadership.

1. Leadership is a rare skill. Untrue. While great leaders may be rare, everyone has leadership potential. More important, people may be leaders in one organization and have quite ordinary roles in another. Leadership opportunities are plentiful and within reach of most people.
2. Leaders are born, not made. Not so. The truth is that major capacities and competencies of leadership can be learned, and we are all capable of learning given the will to learn.
3. Leaders are charismatic. Some are, but most are not.



4. Leadership exists only at the top of the organization. In fact, the larger the organization, the more leadership roles it is likely to have.
5. The leader controls and directs. Again, not so. Leadership is not so much the exercise of power as the empowerment of others. Leaders lead by inspiring rather than ordering – by enabling people to use their own initiative and experiences.

### **4.3 What is Police Leadership?**

Leadership in a company-in politics-in religion-in industry-is not leadership in police. In police, everybody is a leader in various ways. Therefore, it is difficult to say what police leadership is. Yet, any police officer who wants to be a leader must possess the following qualities. They are-

1. *A law enforcer should never be a law violator:* Respect the law and keep the law so that law will protect the one who shows respect to the law.
2. *A leader should not have lack of self-confidence:* If he has, his followers/associates will be diffident to act along with him. Take a firm decision and see that it is executed. But, before taking a decision, think several times the pros and cons of the decision.

3. *A leader should not lean on others to perform his work justly and honestly.* He must have knowledge, expertise and information on what to do and when. Instances are not rare in which senior officers are played upon by juniors and likewise the juniors are misdirected by ignorant seniors.
4. *A leader cannot avoid doing something unpleasant.* Police officers may have to do, sometimes, many things, which may frown others or irritate them. They are occupational hazards and should be done responsibly, honestly, rightly and with pleasantness.
5. *A leader does not procrastinate matters:* Procrastination is not a solution to anything, but the consequence of it can be devastating. It causes frustration, anxiety and distrust and results to have a host of unsolved problems for subordinates and co-workers. “If you want to make the life of a subordinate miserable, initiate a disciplinary inquiry and just keep putting off completing it”-and that is not a leadership quality.
6. *A leader feels that he is accountable to what he and his subordinates do.* Many in police are not prepared to take up the responsibility and be accountable to what they do. Often, the tendency is to see that

the weakest link is made accountable and it causes distrust of the leaders.

7. *A leader must own his failure and be with his subordinates when they are in trouble.* There may be failures and they are occupational hazards in police. Investigation of crimes, prevention of crimes etc... need not always yield good results. If a leader avoids failure, he may surely avoid success as well. Never try to take the merits or success which the subordinates deserve. Give what is due to subordinates to them. If a leader does not do so, they feel it and speak about it to others.

8. *A leader motivates others as motivation becomes essential for success.*  
A motivated leader only can motivate others. One can make others to feel good if he himself feels good about himself.

#### **4.4 Leadership Styles**

Every one, whatever may be his rank, in police has certain positive and negative qualities. One and the same individual becomes a leader and the led at the same time. Though constables who make the lion share of the police do not often have to play the role of leaders, still they have many expectations as to how their leaders should be. Sub-inspectors under whom the constables generally work, therefore, have a positive obligation to lead

the constables in accordance to their expectations. Sub-inspectors work under the inspectors and they too have expectations of how the inspectors must lead them. The inspectors work under the Assistance superintendents of police and they also have expectations.

Since the department is hierarchical in structure, one and the same person has many leaders at the same time.

All of them exert direct and indirect influence on one and the same person. In the above chart, the inspector general of police functions as the departmental leader and he heads all the personnel in the department.

Police department has to perform certain tasks and for it, the department makes use of the constables who are not generally consulted in anything.

Therefore, the leaders have to take into account two factors. They are-

1. The leadership must be task-oriented.
2. The leadership must be relationship oriented.

Task-oriented service means that the task is not only with the leaders alone. It is also with others who form the lion share of the department. In earlier days, the leaders of the police department had the courage to own the

responsibility even for the wrong they committed while they performed their duties. The group at the bottom level had a confidence that they would not be disowned by their leaders. Today, the lower level functionaries and also research studies show that the “so called leaders” do not have the mental ability to own the responsibility of what they or their subordinates do. Instances have been reported that the “leaders” put the entire responsibility on the weak, weaker and weakest weaker in the department. The impact has been that the lower levels lose their confidence on higher levels. They do not trust them and as such, the autocratic style of functioning can not yield results as it used to be in the past. In one situation, a sub-inspector was left alone when he was attacked by an aggressively angry mob and later, the policemen said: “He was an autocrat and let him suffer”.

The *Relationship Oriented* leadership is again a new concept in police administration. There exist a three tier relationship in police-The top level, the middle level and the lower level. The top level does not have many interactions with the lower levels and if there are some interactions, then they will be task-oriented. Middle level has relations with the top-level and also with the lower levels.

The leaders in the top level and also in the middle level are within an organizational environment of constraints so much so that they can not establish thicker human relations with lower ranks. Status-wise, salary-wise

and satisfaction-wise, there exists no relationship between the top level and the lower level. Then, in what ways can there be a relation oriented leadership in police? There is a dilemma and it lies between what they believe desirable and what they can actually do in practice. Hence, the leaders in police ask to themselves.

“How democratic can I be in police?”

“How autocratic should I be in police?”

The leader in police – no matter he is the S.I., S.P. or IGP – must see that the task is performed, but how? Democratically? or Autocratically? In many areas, the democratic styles may work well. Today in India “*administration through people’s participation*” is a declared policy and as such many steps are initiated to implement the philosophy. If that is the trend, administration through participation may be a better management style than the autocratic model of police administration. Hence, the police leader must listen to all points, before he takes a decision. *Shared responsibility* in police motivates people better and stronger and brings about longer effects.

Leaders in any organization think about long term strategies for the development of the organization and the members constituting the organization. For this, the leadership style must have the objectives like (1)

rising the level of the members' motivations, (2) improving the quality of decisions made at all levels and sub-levels, (3) developing mutual trust, respect, morale and team-work, (4) ensuring human rights friendly approaches to all including the lower, lowest and the lowest low functionaries in police, (5) increasing the organizational efficiency to the optimum level etc.

Management science accepts mainly two leadership styles- (1) authoritarian and (2) democratic.

Leadership, by its functions, has two aspects and they are (1) group needs and (2) task requirements.

Leader should be one who is accepted to be a leader by the subordinates.

#### **4.5 Qualities of a Police Leader**

The qualities of a leader in police are-

1. P - Patient
2. O - Open-mindedness
3. L - loyalty
4. I - integrity
5. C - caring
6. E - earnest

7. L - listening
8. E - enquiring
9. A - approachable
10. D - decent
11. E - enthusiastic
12. R - reasonable

There are many more qualities which a police leader should have and should develop. They are-

1. Appreciation of subordinate's capacities and potentialities
2. Benevolence and commitment
3. Consideration and consistent endeavours
4. Dedicated to the achievement of organizational goals and employees' welfare
5. Efficient in performing one's duties and responsibilities
6. Fairness, justness, decorum maintenance
7. Goal-oriented and well-planning approach
8. Honesty and effective interest in subordinates
9. Impartiality, large-heartedness and unbiased approaches.
10. Just, fair and decent in attitude and approaches
11. Keeping promises and being trust-worthy
12. Legal minded and unprejudiced
13. Mildness in appearance and firm in action



14. Neat and clean in dealings
15. Observation and open-mindedness
16. Promoting team-work and group spirit
17. Quieting and peace loving
18. Respecting and reciprocating
19. Self-control and controlling-others
20. Tolerating, teaching and reconciling
21. Understanding and allowing others to understand
22. Vividly transparent and accountable
23. Well-behaving or worthy of the position held
24. Xerographic to human rights principles
25. Yearning for co-operation and participation
26. Zeal for work and zealous in human approaches

The police leader must always try to improve his performance so that his style of functioning will be an incentive to others to better their performance. Perfunctory ways of doing things will cause serious damage of justice. Setting a high performance standard for the leader by himself will necessitate him to improve his knowledge. Policing a democracy is a task which should go in tune with accepted principles of performance recognized by other democracies in the world. Colonial police system is dead and democracy's police system is in vogue. Indian police, thus, becomes a part of the international police system.

A person with listening habits is a real leader in police.

#### **4.6 Effective Talking and Leadership**

A new born child does not speak but it acquires the ability to speak as it grows up. Likewise a leader is not born, but many become leaders by acquiring leadership qualities. A police officer is not born but he becomes so by recruitment and when he is enlisted, he needs not be a leader – but of course he can acquire leadership qualities. Does a police officer acquire this skill? An officer of the Indian police service, when he wrote his Memoirs, narrated his experience when he had during his training in horse-riding in the National Police Academy. He quoted a sentence which his instructor said as: “If you can control a horse and lead it to your destination, you will surely lead many people below you, in front of you and around you to the destination you want”.

#### **4.7 Leadership Qualities**

##### **List of Qualities**

When asked to list the qualities of an effective leader, few people hesitate to reply. We all have our ideas of what it takes. Our ideas do not, however, necessarily overlap a great deal nor do they necessarily agree with the evidence. In 1988 Management Centre Europe surveyed some 1500 top and middle managers across Europe (Syrett and Hoggt, 1992). Respondents’

replies to the question, ‘What qualities does the ideal CEO need?’ resulted in five key leadership attributes being identified:

- The ability to build effective teams.
- The ability to listen.
- The capability to make decisions on his (*sic*) own.
- The ability to retain good people.
- The ability to surround himself (*sic*) with good people.

Wess Roberts (1992), Vice-President, Human Resources, American Express, is an example of someone who derives his ideas about leadership qualities from his own experience in business. He puts his list of leadership qualities into the mouth of Attila the Hun in an allegorical essay originally published in his book, *The Leadership Secrets of Attila the Hun*. He gives 17 qualities:

- Courage.
- Desire, ie the strong wish to lead.
- Emotional stamina – the ability to persist in the face of disappointment.
- Physical stamina.
- Empathy – including sensitivity to other people’s values and other cultures, beliefs and traditions.
- Decisiveness.
- Anticipation.
- Timing.
- Competitiveness.

- Self-confidence.
- Accountability – in particular, never heaping praise on oneself for one’s own achievements or laying blame on others for what one fails to bring about.
- Responsibility.
- Credibility.
- Tenacity.
- Dependability.
- Stewardship – leaders are custodians of the interests and wellbeing of those they serve as leaders.
- Loyalty.

#### **4.8 Autocratic and Democratic Styles**

Most subsequent work in respect of styles of leadership has been based on two early studies. One of these on behaviour was carried out in 1939 and 1940 by two American researchers, White and Lippitt (1959), and is now regarded as one of the classical experiments in social psychology. Their aim was to evaluate the effectiveness of different ways of exercising the leadership role. In their first experiment they compared two contrasting ways of behaving or styles of leadership – the *autocratic* and the *democratic*. These terms largely speak for themselves; the autocratic leader takes decisions and imposes them on the group, expecting group members to put them into effect without questioning the reasons for them. The democratic

leader, on the other hand, encourages the members of his or her group to share the decision making process and sees him – or herself as a coordinator of group effort, rather than as the decision taker.

Tannenbaum and Schmidt (1958), who have suggested the idea that leadership behaviour varies along a continuum and that as one moves away from the autocratic extreme the amount of subordinate participation and involvement in decision taking increases. They also suggest that the kind of leadership represented by the democratic extreme of the continuum will be rarely encountered in formal organizations.

At least four leadership styles can be located at points along such a continuum:

- The autocratic: The leader takes the decisions and announces them, expecting subordinates to carry them out without question.
- The persuasive: The leader at this point on the scale also takes all the decisions for the group without discussion or consultation but believes that people will be better motivated if they are persuaded that the decisions are good ones. He or she does a lot of explaining and ‘selling’ in order to overcome any possible resistance to what he or she wants to do. The leader also puts a lot of energy into creating enthusiasm for the goals he or she has set for the group.

- The consultative: The significant feature of consultative leadership is that the leader confers with the group members *before* taking decisions and, in fact, considers their advice and their feelings when framing decisions. He or she may, of course, not always accept the subordinates' advice but they are likely to feel that they can influence the leader. Under this leadership style the decision and the full responsibility for it remain with the leader but the degree of involvement by subordinates in decision taking is very much greater than in the preceding styles.
- The democratic: Using this style the leader would characteristically lay the problem before his or her subordinates and invite discussion. The leader's role is that of conference leader, or chair, rather than that of decision taker. He or she will allow the decision to emerge out of the process of group discussion, instead of imposing it on the group as its boss.

#### **4.9 Male and female leadership styles**

Hooijberg and DiTomaso (1996) have summarized the main research findings on differences in leadership style between men and women. A number of studies found little difference. They quote findings by Bass (1992), for example, who found that once women have attained leadership positions they behave in very similar ways to men in such positions. Another study, which analysed 17 pieces of research on the subject, also found no differences. One reason suggested for this finding is that women who pursue

managerial careers differ from women who do not. Some other studies did, however, find differences.

Women were seen to use a more democratic, participative approach, compared with a more autocratic, directive style used by men. Rosener (1990), for example, found women not only encouraged participation and shared power and information to a greater extent than men, they went further still, practising what she calls *interactive leadership*, which involves enhancing the feelings of self-worth of others, believing that high levels of performance result from people feeling excited about their work and good about themselves.

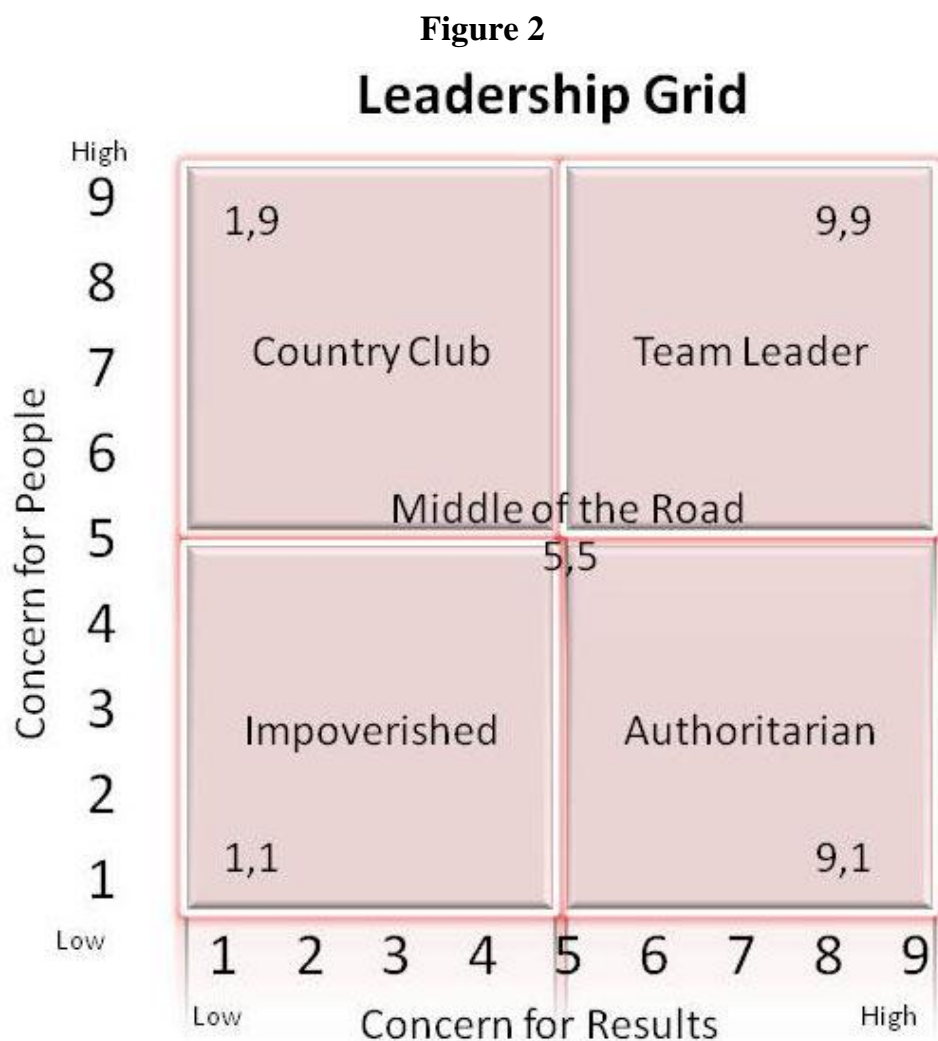
Jan Grant (1992) suggests there are six qualities which woman can bring to the leadership role:

- Communication and cooperation – finding ways of bringing about conciliation and resolving conflict.
- Affiliation and attachment: Valuing relationship with others over self-advancement.
- Power: Seeing power not as a means of dominating others but as something to be used on behalf of the community.
- Physicality: Women's physical makeup, with its emphasis on pregnancy and giving birth 'grounds women on the day to day realities of growth and development'.

- Emotionality, vulnerability and lack of self-confidence: Women can more easily express their emotions, their vulnerability and self doubts, and can more accurately assess their own strengths and weaknesses.
- Intimacy and nursing: Having greater capacity for empathy with others and able to get closer.

#### 4.10 Theoretical Analysis

The managerial grid model (1964) is a style leadership model developed by Robert R. Blake and Jane Mouton.





This model originally identified five different leadership styles based on the concern for people and the concern for production.

The optimal leadership style in this model is based on Theory Y.

The grid theory has continued to evolve and develop. The theory was updated with two additional leadership styles and with a new element, resilience.

In 1999, the grid managerial seminar began using a new text, *The Power to Change*.

The model is represented as a grid with concern for production as the x-axis and concern for people as the y-axis; each axis ranges from 1 (Low) to 9 (High). The resulting leadership styles are as follows.

#### **4.11 Five Leadership Styles**

The grid is divided into five possible leadership styles:

- Country club leader
- Impoverished leader
- Middle-of-the-road leader
- Team leader
- Produce or perish leader

### **Country Club Leader**

The country club leader has the most concern for people. This leader assumes that if employees are happy, they will work hard. This leader's high interest in the needs and feelings of employees affects productivity. With much of the focus on employee comfort, this leader finds it difficult to punish an employee. As a result, the relationship between employee and leader is very casual, like that of friends.

The country club leadership style is plotted at the top-left corner of the grid and shows the most concern for people but the least concern for production.

### **Impoverished Leader**

The impoverished leader has the least concern for people and for production. This leader has no system of getting work done, nor is the work environment satisfying or motivating for employees. This leader's low interest in the work and the work environment results in disorganized work, dissatisfied employees and a lack of harmony.

The impoverished leadership style is plotted at the bottom-left corner of the grid and shows the least concern for production and for people.

### **Middle-of-the-Road Leader**

The middle-of-the-road leader has a balanced concern for both production and people. This leader settles for average performance from employees.

This leader's balanced interest results in mediocre production and employee satisfaction.

The middle-of-the-road leadership style is plotted in the center of the grid and shows balanced concern for production and people.

### **Team Leader**

The team leader stresses high production and employee satisfaction equally. This leader stresses high production by employees and believes employees who are satisfied will be committed to high production. High trust levels on the part of both the leader and the employee lead to high employee satisfaction and production.

The team leadership style is plotted at the top-right corner of the grid and stresses high production from employees.

### **Authoritarian Leader**

Leaders who get this rating are very much task oriented and are hard on their workers. There is little or no allowance for cooperation or collaboration. Authoritarian leader mostly display these characteristics: they are very strong on schedule: they expect people to do what they are told without question or debate; when something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what went wrong and how to

prevent it ; they are intolerant of what they see as dissent thus it is difficult for their subordinates to contribute or develop.

#### **4.12 Women Leadership Role in the Bangladesh Police Administration**

- One female Addl. IGP and one female DIG are contributing to the police policy making issues in Police Headquarters (PHQ as Additional Inspector General (Finance) and Deputy Inspector General (Logistic), another female DIG is in the Criminal Investigation Department (CID) and two female Additional DIGs are leading as a commandant of Special Branch Training School and the Criminal Investigation Department (CID). All of them lead the chief of districts in various time by their own capacity, own skill, own competency. These five women senior police officers are the pio.
- Two female Police are leading two Districts as Superintendent of Police (SP) out of 64 districts in Bangladesh.
- Two female inspectors were appointed as officer in charge in two different Police Stations. Now One Female Inspector leads the Police station as an officer-in charge.

#### **The BPWN: A Great Initiative Born Out of Collaboration**

In 2008, the Bangladesh Police launched the Bangladesh Police Women's Network with the support of the Police Reform Programme (PRP). The BPWN is an organized and dedicated network for all women police in

Bangladesh to promote and advance their role. On joining the Bangladesh Police, a woman automatically becomes a member of Bangladesh Police Women's Network (BPWN). It provides women police an active, organized and extensive source of support, information and professional training. BPWN's vision is to develop leadership among women through skill-building and capacity enhancement. Further, it organizes national and international conferences for women police to engage with each other for support and exchange. To encourage representative decision-making, the 33 members of BPWN's central governing committee are drawn from all ranks and units.

## **Goals and Objectives**

### **Goals**

To attain qualification for providing leadership in the relevant field for the implementation of the goals adopted nationally and internationally for the promotion of women through the development of police women's abilities and skills.

### **Objectives:**

As a complete non-political organization, the network shall be operated to achieve the following objectives:

- (1) To strengthen the position of women in Bangladesh Police.

- (2) To promote professionalism through exchange of knowledge and ideas achieved worldwide being connected with the national and international network.
- (3) To ensure participation of police women in the process of empowerment and increment of the number and in policy making.
- (4) To increase police women's participation in government and the international jobs.
- (5) To adopt activities aimed at achieving the conditions favorable for women through taking all kind of welfare activities along with education, health, housing, social status, economic capability of police women.
- (6) To arrange training, meeting, seminar, symposium, etc. for the development of professional skills of Bangladesh Police Women and publish book, pamphlet, periodical and journal therefore.
- (7) To identify scopes and opportunities for cooperation by increasing the interaction between the members and take necessary steps.
- (8) To take fruitful initiative for the development of women through the establishment of effective communication with other associate agency and community.
- (9) To preserve the list of retired members and keep them involved in the activities of the Network.

Bangladesh Police Women Network (BPWN) has adopted some specific goals and objectives to flourish women leadership in Bangladesh. To materialize these goals and objectives Bangladesh Police Women Network (BPWN) executive committee arrange awareness building, to create women friendly working environment all divisions of the country. In the range conference BPWN arrange consultancy to the women police. It helps their professional ability as well as encourages them to render best services to the country.

Bangladesh Police Women Network (BPWN) conducts awareness program in the school and college level to motivate girls. BPWN has four mottos in these school awareness programs. Mottos are:

- (i) Prevent early marriage
- (ii) Discourage dowry
- (iii) Create awareness to report to the nearest police station in case of violence against women and girls like eve teasing, sexual harassment etc.
- (iv) After completing their education, join in police service as women police.

## **Women Police in the International Platform**

### **United Nations Peacekeeping Mission**

Bangladesh being the top contributor of female police officers to the United Nations Peacekeeping Operations as Formed Police Unit has become the crucial partner in the transition from war to peace. Ms. Mily Biswas was the first Contingent Commander of United Nations Peace Keeping Mission in 2000 in Haiti. Now she is a Deputy Inspector General (DIG) of Bangladesh Police. Presently, there are 190 female officers from Bangladesh working in different peacekeeping missions and helping the United Nations toward its goal of having 20 percent women employees in its recruitment system (UN Peace Mission). Bangladesh female Police Officers are working in three UN peacekeeping operations, including Darfur, Haiti, and Congo. Responding to the challenges in implementing the UN Mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 2 (two) Women Formed Police Unit (FPU) in Haiti (MINUSTAH) and Congo (MONUSCO).

On May 16, 2010, Bangladesh sent its first all-female police contingent of 160 women personnel on the UN peacekeeping mission in Haiti, headed by Additional Police Commissioner Begum Rokfar Sultana.

Bangladesh female peacekeepers have placed themselves as key driving force to reduce gender-based violence, conflict and confrontation, providing sense of security especially for women and children, mentoring female



police officer in the local area and thus empowering women in the host country and promoting social cohesion.

Bangladesh female police officer with its name and fame has established themselves as the role model in the community of the Mission area. Consequently, the demand for Bangladesh Female police officer is increasing day by day in the UN peace keeping operations.

**Table 4**

**Bangladesh Women Police are working in UN peace keeping mission**

SL	Mission Name	Person
1	Secondment	2
2	CIVPOL/UNPOL	60
3	FFPU	969
Total		1031

**Source: PHQ UN Desk**

**11% Female Police Contributed in UN**

Women in police leadership positions offer a significant contribution to the international arena to address gender equality, women empowerment and to fight violence against women globally. International Association of Women Police (IAWP) is a global platform of women police. Bangladesh women police are proud to work under such a platform on global agendas and lead

its regional committees. Ms. Amena Begum Superintendent of Police (SP) led the Asia region of IAWP for two terms as Region 15 Coordinator and Ms. Mily Biswas, ppm, DIG, is currently leading South and Central Asia of IAWP as Regional-22 Coordinator. Under the leadership of Ms. Mily Biswas, ppm, DIG, Bangladesh Police Women Network (BPWN) was affiliated to IAWP. She is the president of Bangladesh Police Women Network. The researcher has presented papers in different issues like Violence against Women, Combating Human Trafficking, Violence against Women in South Asian perspective in International Association of Women Police (IAWP) Conference, 1<sup>st</sup> and 2<sup>nd</sup> Asian Women Police Conference in different countries like USA, Canada, Indonesia, Nepal, etc. as a leadership role within the Bangladesh Police Administration.

## **Chapter Five**

### **Empowerment, Participation and Leadership in Strengthening Women Police in Bangladesh Police Administration**

## 5.1 Socio-economic Characteristics of Women Leaders in Bangladesh Police Administration

**Table 5**

### **Marital status of women police leaders**

Marital Status	Number	(%)
Married	56	84.84%
Unmarried	10	15.15%
Divorce	0	0%
Widow	0	0%
Total	66	100%

**Source: Field Survey (December 2015)**

56 out of 66 respondents are married. 10 out of 66 respondents are unmarried. According to PRB after joining as a Sub-Inspector, there is a three years bar of getting married. Recruiting system of police department for Senior Police Officers, there is no bar for marry.

**Table 6**  
**Educational status of women police leaders**

Educational Status	Number	(%)
BA	14	21.21%
MA/MSS	42	63.63%
Honour's	4	6.06%
SSC	4	6.06%
Higher Study	2	3.03%
Total	66	100%

**Source: Field Survey (December 2015)**

21.21% (14 out of 66) of the respondents educational background is BA, 63.63% (42 out of 66) of the respondents educational qualification is MA or MSS. 2 out of 66 achieved higher study. Only 6.06% (4 out of 66) respondents educational qualification is only SSC. These 4 persons joined in Police service as constables. But they got promotion as Sub-Inspector after a long time in their police career. The data was collected from Sub-Inspectors to Superintendent of police. According to code of Criminal Procedure (CrPC) 1878, Police officer is not the below of Assistant Sub-Inspector (ASI). So, the researcher collected data from Sub-Inspector to Superintendent of Police. In Police Department number of women police are 8,725. 7403 women police out of 8725 women police are followers. The majority of women police leaders were fairly highly educated.

**Table 7**  
**Different ranks of Police Department**

Occupation Status	Number	(%)
SI	26	39.39%
Inspector	10	15.15%
ASP	6	9.09%
Sr. ASP	10	15.15%
Additional SP	10	15.15%
SP	4	6.06%
Total	66	100%

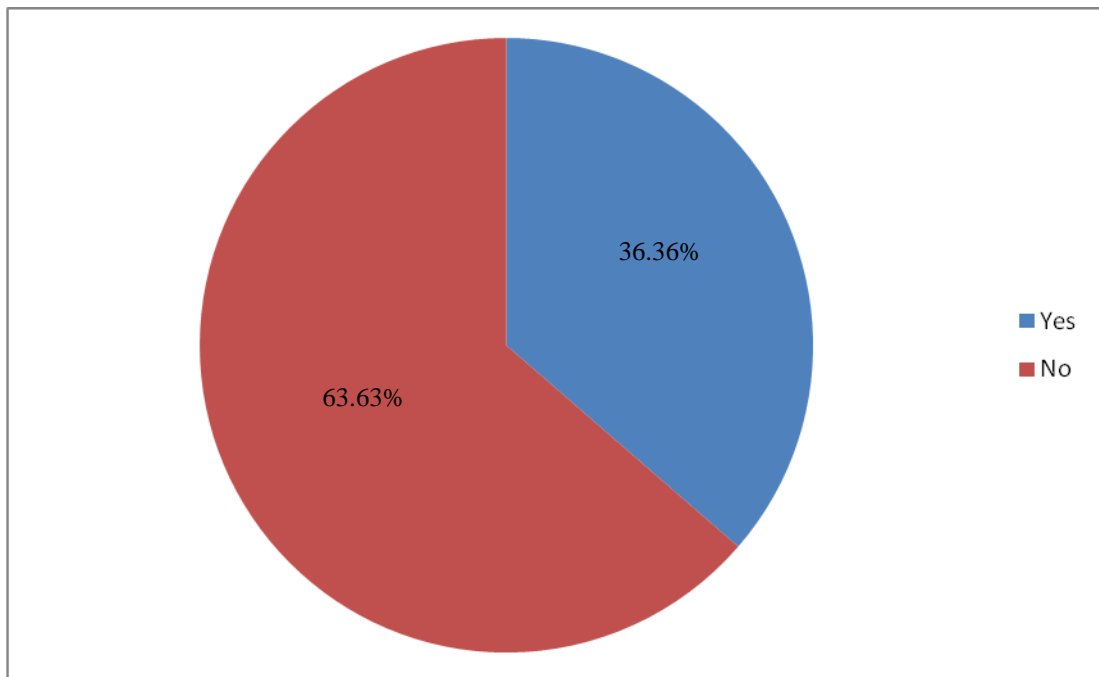
**Source: Field Survey (December 2015)**

Data was collected from different ranks of Police Department. 39.39% (26 out of 66) respondents are Sub-Inspectors (SI), 15.15% (10 out of 66) respondents are Inspectors. 9.09% (6 out of 66) respondents are Assistant Superintendent of Police (ASP), 15.15% (10 out of 66) respondents are Senior Assistant Superintendent of Police (Sr. ASP), 15.15% (10 out of 66) respondents are Additional Superintendent of Police (Addl. SP), 6.06% (4 out of 66) respondents are Superintendent of Police. Personal observation and interview was collected from senior women police officers regarding problems of leadership and way out from this problem in Bangladesh Police administration.

## 5.2 Strengthening Women Police of Bangladesh through Effectives Role of Leadership

Effective leadership is essential for the development or progress of an organization. Bangladesh women police is one of the inevitable parts of the Bangladesh police administration. The effectiveness of leadership measures on the basis of their performance.

**Figure 3**  
**Facing difficulty to give order in a particular situation**

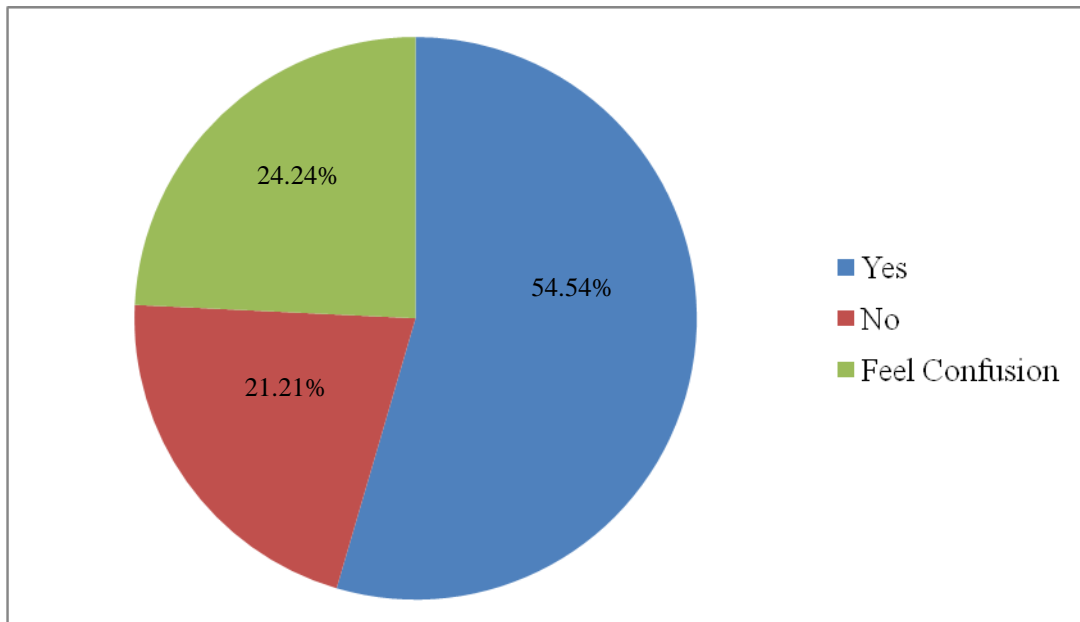


**Source: Field Survey (December 2015)**

This pie chart describes 36.36% respondents revealed that they faced difficulty to give order in a particular situation. 63.63% respondents expressed that they didn't face any difficulty to give order in a particular situation.

**Figure 4**

**Taking decision on the spot whenever situation demand**



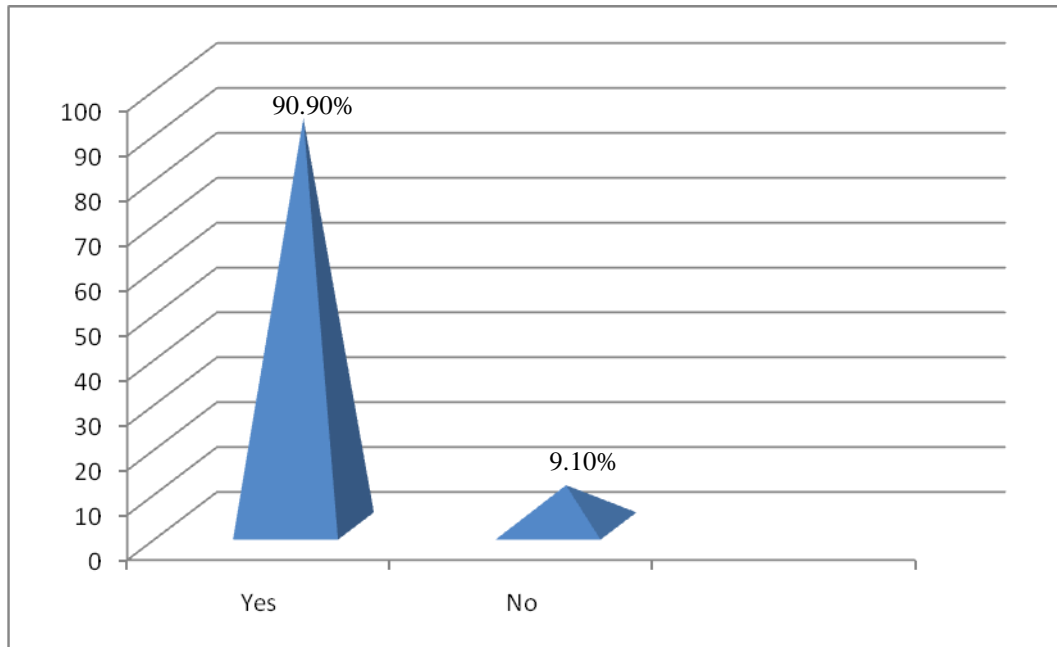
**Source: Field Survey (December 2015)**

This pie chart describes that experience of leadership who took decision on the spot before the situation. 54.54% respondents revealed that they take decision on the spot whenever situation demand. 21.21% respondents stated that they can't take the decision on the spot whenever situation demand. 24.24% respondents expressed that they feel confusion they would take the decision or not.



**Figure 5**

**Having capable enough to encourage the people who are under your leadership**

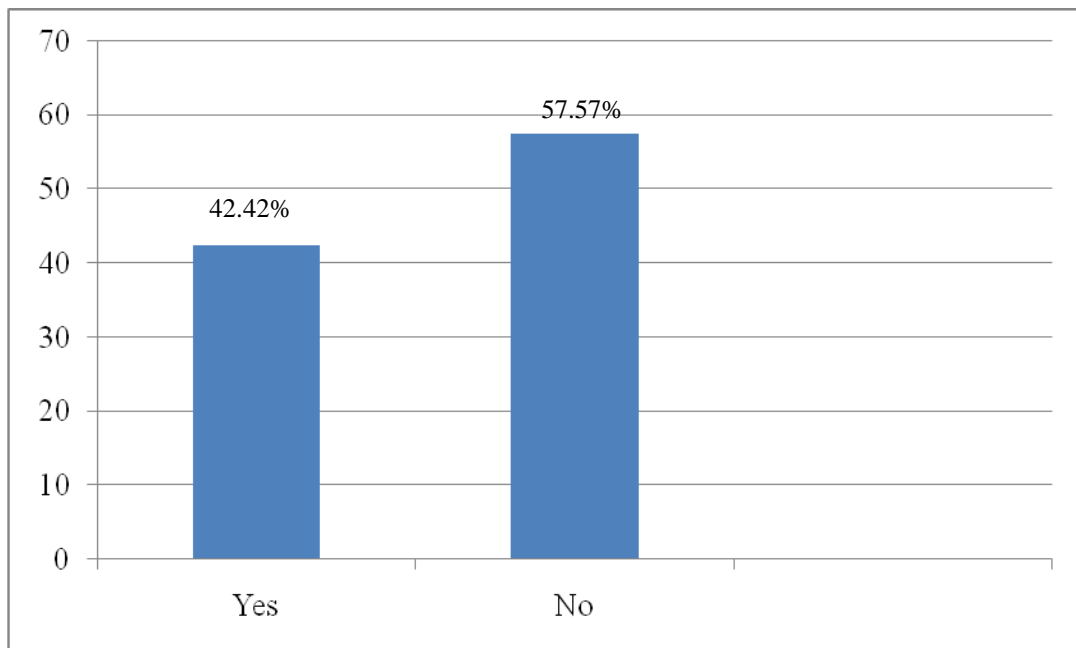


**Source: Field Survey (December 2015)**

The bar diagram shows 90.90% replied that leaders have ability to encourage the people whom remained under their leadership 9.10% identified that they are not able to encourage their followers. They have no confidence on them.

**Figure 6**

**Having unwanted experience among your group's members**



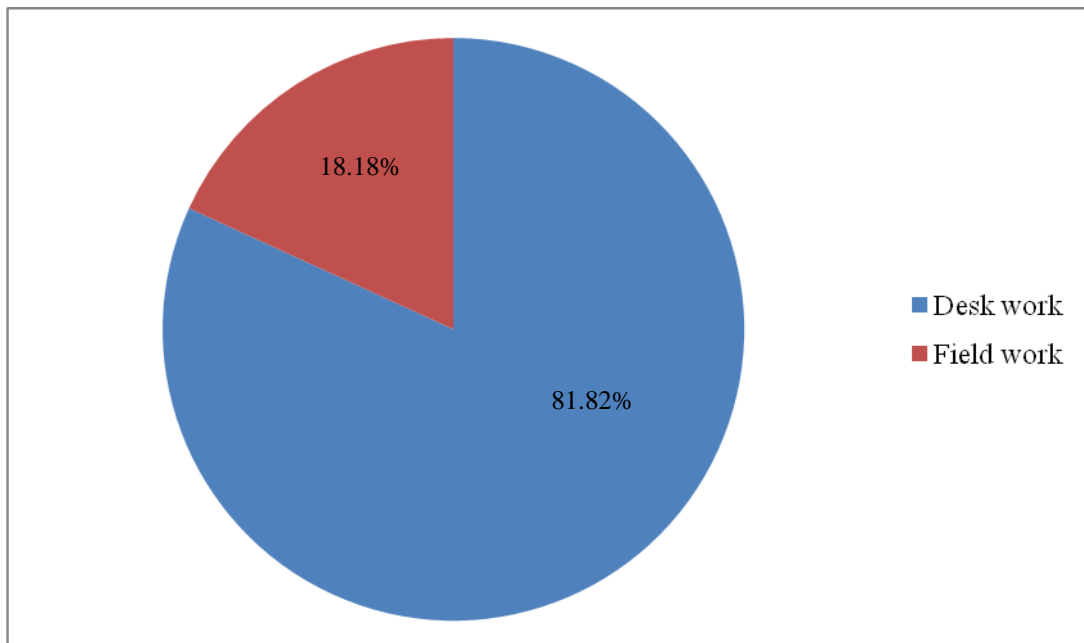
**Source: Field Survey (December 2015)**

42.42% recognized that they have discarded experience among their groups members 57.57% respondents identified they did not face any critical occurrence among the group members.

### 5.3 Factors that the impediment to become a leader in Bangladesh Police Administration

Figure 7

#### Women police prefer to work in policing



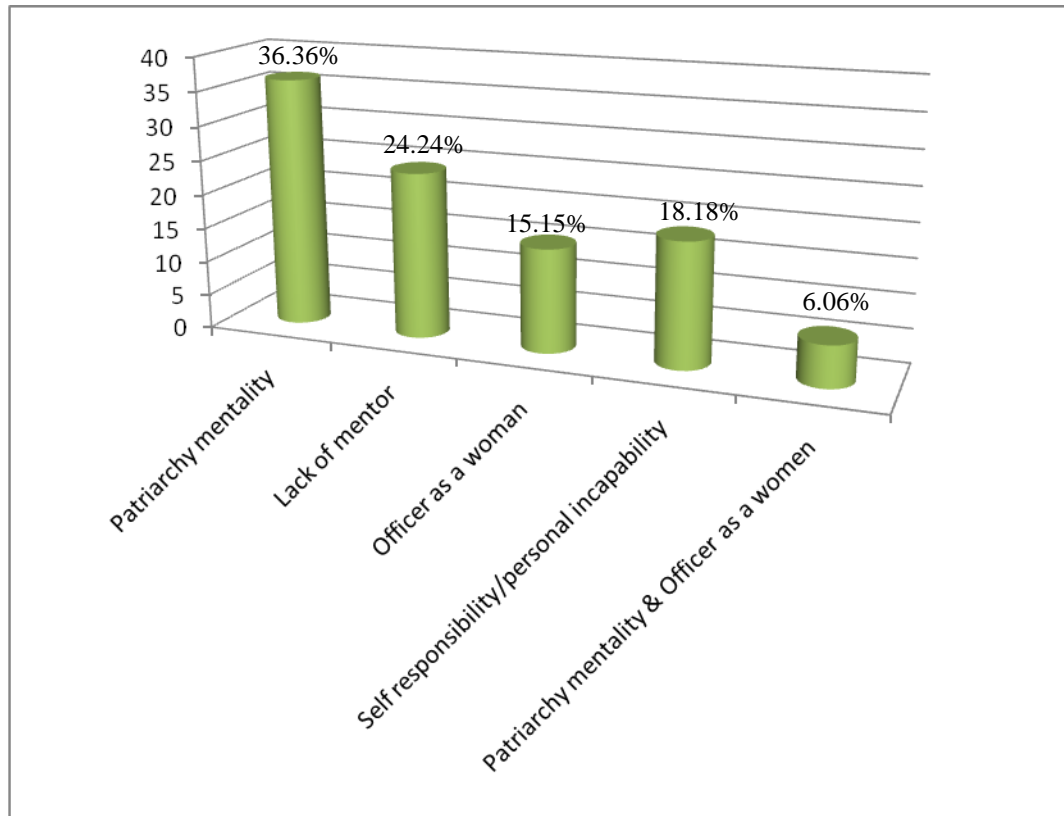
Source: Field Survey (December 2015)

Out of 66 Women police officers only 11 persons which are 18.18% gave their opinion that they prefer to work in field level. Policing activities are vast area. Women police are working in every division in police department. There are 15 units in police administration. Policing is a challenging profession. It is not like other government organization. Field level policing is the real policing where police officers supposed to give their decision very promptly. In these segments of policing, women can make sure

implementing their role of leadership because in crime division the modous of operandi of different crimes are not same. So, officers have to take their decision and give the order to their subordinate to execute every plan successfully. Researcher thinks it's a right place to make sure women to be a leader. In this survey, 81.82% women police prefer to work in desk work. There are reasons because those who work in desk. They work only 9 to 5 in office time like other government office. They need not to bear extra burden of duties beyond their office time as well as their reluctant to provide extra time for better policing. The extra time they have used to bear and care their kids, husband, and relatives at home because in our country child care centers are not available for working ladies.

**Figure 8**

**Impediments to become a leader in their posting place**



**Source: Field Survey (December 2015)**

36.36% respondents gave their opinion that patriarchy mentality is the impediments to become a leader in their posting place. Policing is a challenging profession. It is said that Policing is a muscle's work that means men's work. Though women were joining in Police service in 1974 but in 2015 total number of women police are 8725 out of 1,54,050. So, patriarchy mentality is prevailing in police department.

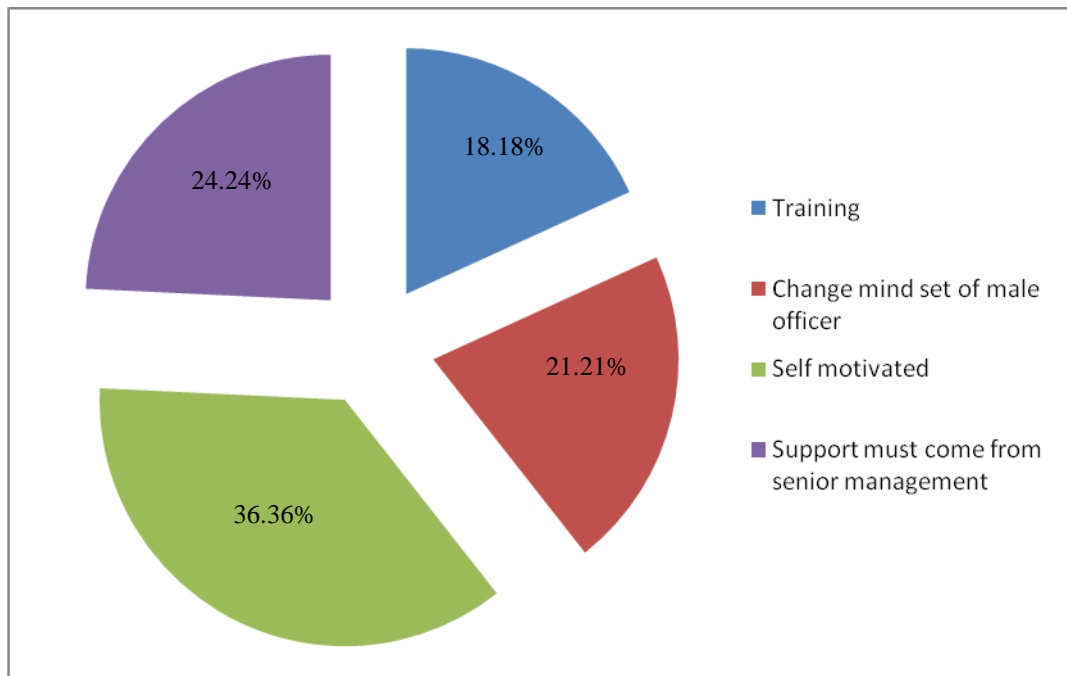
24.24% respondents gave their opinion lack of mentor is the impediment to become a leader in their posting place. 15.15% respondent said, officer as a woman is the negative influence of patriarchy mentality because in our country, woman police has to prove her performance in her work station. Then she was certified that yes, she can lead the team, lead the unit but in our society male police officers when they joined in Police service, they are capable for policing in every unit.

18.18% respondent gave their opinion that self responsibility on personal incapability is impediment to become a leader in their posting place. They have lack of confidence as a leader. Through training, counseling, mentoring they will overcome.

## 5.4 Factors that become a leader

**Figure 9**

### **The factors that help women develop leadership qualities**

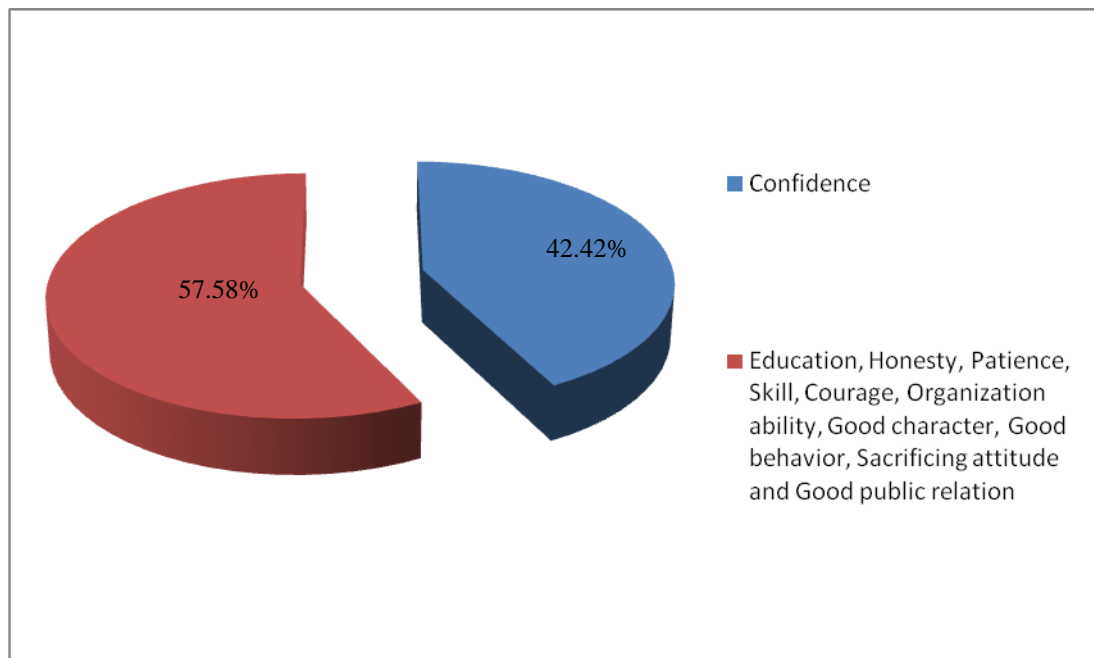


**Source: Field Survey (December 2015)**

This pie-chart shows that 18.18% (12 out of 66) respondents revealed that training could develop leadership qualities. 21.21% (14 out of 66) expressed if change mind set of male officer that can help women develop leadership qualities. When women police take the decision on any issues, they have to face difficulties from their male colleagues. 36.36% (24 out of 66) stated that self motivation can help women develop leadership qualities. It's a good sign of self motivation. Women can overcome everything if she is self

motivated. 24.24% (16 out of 66) said that support must come from senior management.

**Figure 10**  
**Qualities of a good leader**



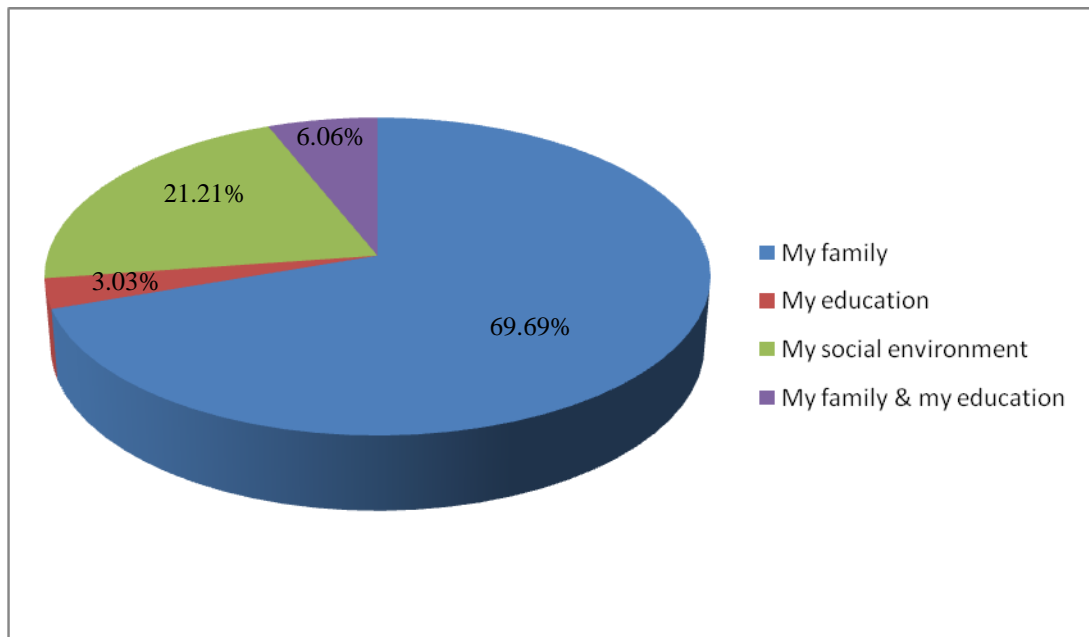
**Source: Field Survey (December 2015)**

This chart shows that 42.42% respondents said that confidence is the quality to be a good leader but 57.58% respondents stated that a good leader have to have Education, Honesty ,Patience, Skill, Courage, Organization ability, Good character, Good Behavior, Sacrificing attitude and Good public Relation.



**Figure 11**

**Factors that help women police to reach their position**

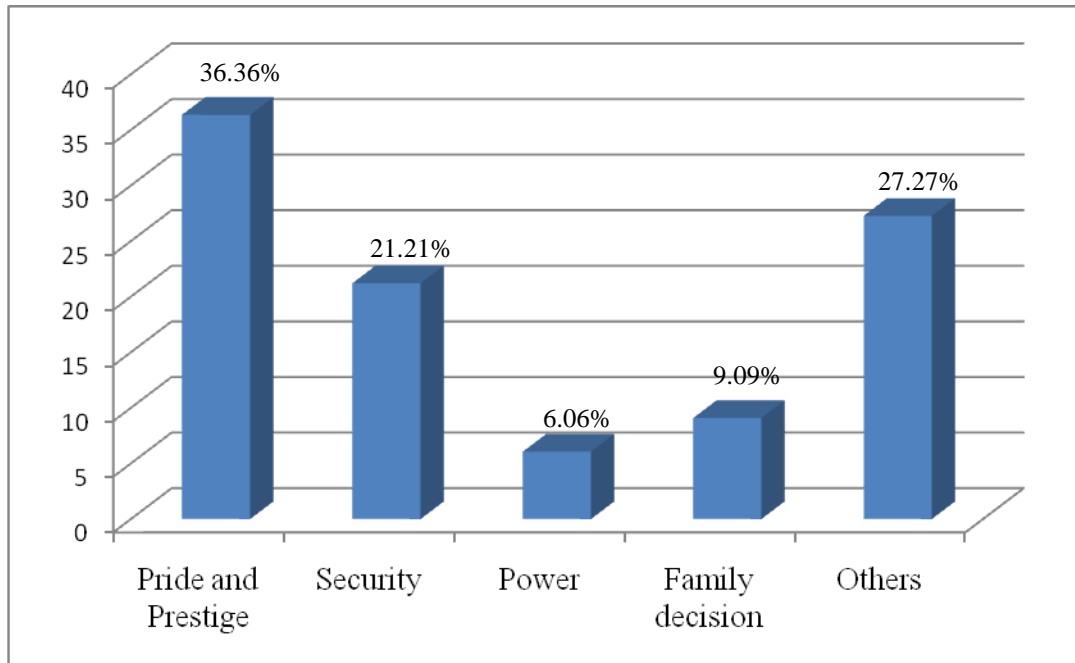


**Source: Field Survey (December 2015)**

This Pie-Chart shows that 69.69% respondents replied that they reach their position for the support of their family. 21.21% respondent said their social environment, 6.06% respondents expressed their family and education and 3.03% respondents revealed their education help them to reach their position.

**Figure 12**

**Reasons to join the police service**



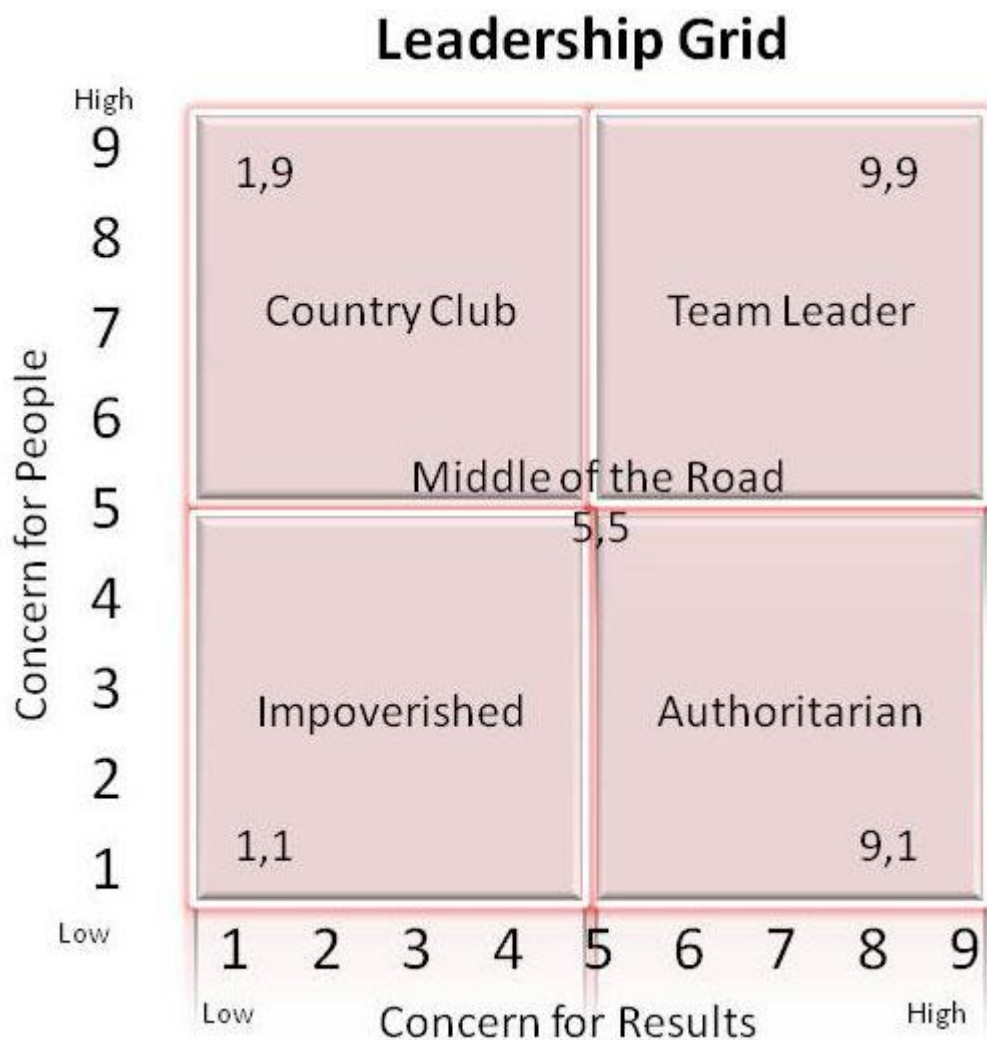
**Source: Field Survey (December 2015)**

This figure shows that 36.36% respondents replied that they joined in police service for pride and prestige, 21.21% respondent said security, 6.06% respondent expressed power, 9.09% respondent said family decision and 27.27% respondents revealed other reasons to join the police organization.

**5.5 Preferences of Leadership Style by women police in Bangladesh Police administration.**

**Figure 13**

**Types of Leadership Prefer in Police Administration**

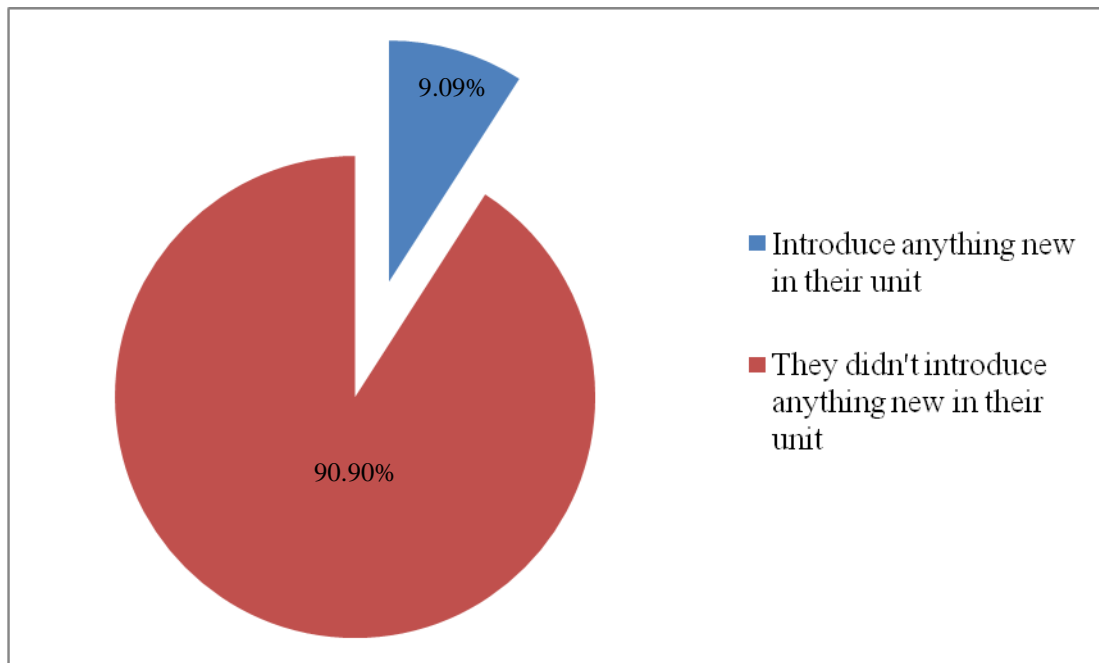


66 women police, out of 66 women police gave their opinion that they believe by heart in “Team Leader” style which is the best leadership model in the managerial grid model developed by Robert R Blake and Jane Mouton in 1964. The “Team leader” style leaders ensure more welfare of his/ her

subordinate and more attention on his/ her own work. But in Bangladesh Police administration, it is really difficult to implement “Team leader” style, because in Police department British legacy of chain of command is followed. Women Police could not think the out of the box. They always follow the chain of command. It is very much comfort for women Police to pay more attention for their follower’s or subordinate’s work but it is really tough all the time to pay attention for more welfare of their subordinate.

**Figure 14**

**Women Police introduce anything new in their unit which did not done by previous leader**



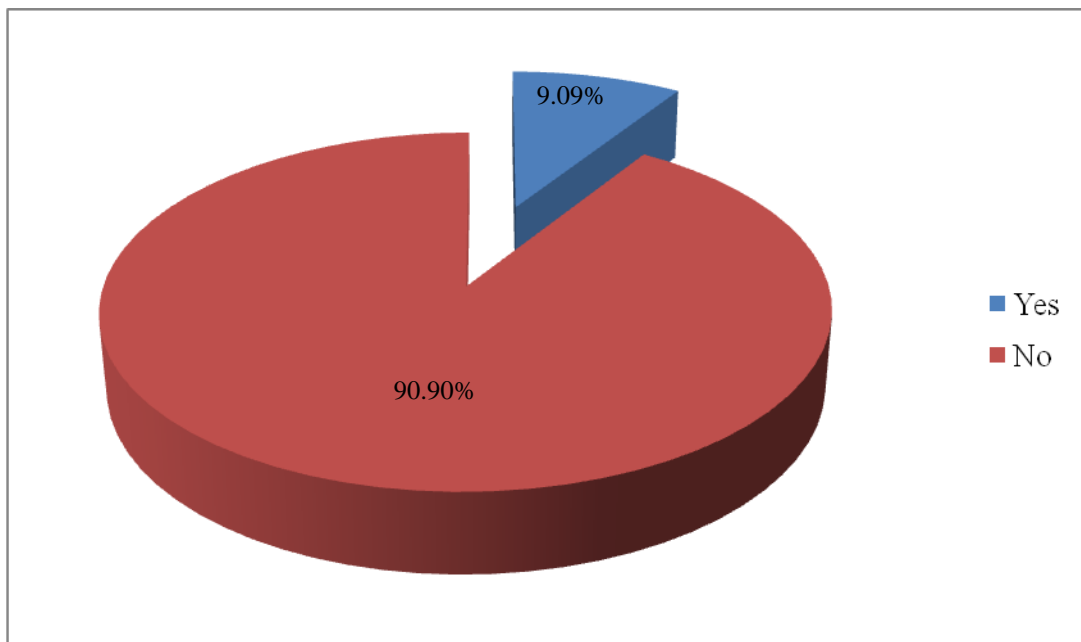
**Source: Field Survey (December 2015)**

This question was opened ended only 6 respondents of out 66 respondents expressed that they introduced anything new in their unit which did not done

by previous leader. But they took the permission from their senior management. In police administration, it is really difficult for women leader to introduce new thing because chain of command is strictly followed from British regime. But those women police are working in policy level, it is easy for them to introduce new things. But women participation in policy level is merely small.

**Figure 15**

**Women police have field level experience**



**Source: Field Survey (December 2015)**

From this survey it is found that only 9.09 %(6 respondents out of 66) respondents have field level experience. This question was opened ended. They took the chance to work in crime division, maintain law and order.

Women participation in police administration is 8725 persons which is 5.66% of total police personnel in police administration (up to 8<sup>th</sup> December 2015).90.90 %( 60 out of 66) respondent revealed that they didn't get any chance to work in field level in their police career.

# Recommendation

At the end of the research on “Women Leadership in Bangladesh Police Administration”, I realize the following matters should be address.

**(1) Posting Policy by Rotation**

Police Administration should introduce “Posting Policy by Rotation” so that every woman police creates her leadership role in policing. Research revealed that only 3 women police out of 66 women police said they have field level experience. If police administration introduce “Posting Policy by Rotation, then they realize their own capacity on leadership. They try to improve professionalism.

**(2) Create data based**

Data based should be introduced in police organization. Seeing this data base, it will easily realize who is working in field level more time and who has no experience in field work as well as performance, award, sensor etc.

**(3) Change patriarchy mindset**

Research revealed that to become a leader for women police, they address first impediment patriarchy mentality. So, mindset of male colleagues of the police department has to change. It’s not so easy that in fine morning all of

the male police officers become women friendly. It comes from family culture, educational organization, moral and ethics. So, women are capable doing policing work like male colleagues. Women police is inevitable part of the society because half of the population was women in our country. To serve women in Bangladesh, to address their family problems, social crimes prevention, prosecution and protection, women police inclusion is badly needed. So, this issue should be included in school curriculum.

**(4) Create women-friendly working environment**

Police station should be women friendly-working environment. Research finds out women-police is suffering wash-room facilities accommodation etc. In fractural improvement for women police should be increased as well as sensitize male colleagues to create women-friendly working environment for their women colleagues.

**(5) Training, mentoring should be specific for women police**

Leadership training, computer training, mentoring, networking enhance the quality of leadership. So, police organization should special measures for women police. Through this process they revive their confidence level.



**(6) Women police should have self-confident, self-motivation and self-esteem**

Women police should have self-confidence, self-motivation and self-esteem. Researcher finds out only 18.18% (11 persons out of 66) respondents prefer to work in field level. If women police have lack of confidence, motivation, and social taboo, no one can come out from this scenario. Nobody can give them leadership position. They have to work hard, have courage, dedicated for policing job, have passion, to capable herself as a leader, then she will reach the leadership position.

## Conclusion

Bangladesh women police started her journey in 1974. In that time women police were assigned only for female V.V.I.P. protection duty. But time is changing. Women are coming forward to join this challenging profession. In 2014 women participation of police department was 6853 which was 4.64%. But in 2015 women participation in police administration is 8725 which is 5.66%. Within the one year it was shot up 4.64% to 5.66%.

28 women joined as a sergeant in Bangladesh police for the first time in 2015. After completing their 6 months basic training, they are performing their duties very successfully in Dhaka Metropolitan Police (DMP). It's a positive sign for police administration. Bangladesh Civil Service (Police) recruitment was postponed for women from 1988 to 1997. Those ten years lost-their mark by severely stunting women's leadership growth within the police and entrenching a subculture of male domination.

Lack of women's representation and participation has been attributed to several factors and constraints. Constraints observed include organizational structure. Women personnel are working competently in almost all units alongside male colleagues, though the existing infrastructure is not always favorable for women to a great extent. For example, in most places, women personnel face the problems of

washrooms and transports; most of the female police officials are being posted in the metropolitan areas, as the infrastructure in police stations and outside metropolitan areas are hardly suitable for women police. Negative attitudes towards women police. Women capacity to participate at leadership levels is restricted due to over burden of family responsibilities cultural expectations and stereotyping that a woman's place is in the home. If men alone are seen to be making decision of public importance, then people can be led into believing that women have no legitimate place in such decision making.

Majority of respondents confirmed that if favorable conditions like support come from senior management, change mind set of male officer, proper training, mentoring, they are as effective and successful as or more than that of their male counterparts because in our country, woman police has to prove her performance in her work station. Then she was certified that yes, she can lead the team, lead the unit but in our society when a man join in police service, it is think that he is supposed to do the policing job. He has not proved that yes, I can. That's the patriarchy mentality which is bearing in mind in our society.

Bangladesh police have to break both brick wall and the glass ceiling to enter to work and survive in the unfriendly, deplorable environment, change their stereotyped mindsets and attitudes. Side by side women police have to make sure their leadership position through proper leadership training, hard working, and dedication for their job, passion, self motivation and self-confidence on their work.

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# Appendix 1

## Questionnaires

- 1) How many years you are working in police service?
  - a) Less than 5 years
  - b) More than 5 years
  - c) More than 10 years
  - d) Less than 10 years
  
- 2) Marital status
  - a) Married
  - b) Unmarried
  - c) Divorce
  - d) Widow
  
- 3) Educational qualification
  - a) BA
  - b) MA
  - c) Hons
  - d) SSC
  - E) Higher study
  
- 4) Do you enjoy the police service?
  - a) Yes
  - b) No
  
- 5) What is your rank?
  - a) SI
  - b) Inspector
  - c) ASP
  - d) Sr.ASP
  - e) Addl. SP
  - F) SP
  
- 6) Do you discuss with your subordinate if any problems arise?
  - a) Yes
  - b) No
  
- 7) Do you listen when your subordinate face any problems in her/his work place?
  - a) Yes
  - b) No
  - c) Feel boring
  - d) Less attentively
  - f) More attentively

- 8) What do you like more?
- a) Your subordinates feel you with fear
  - b) Your subordinates feel you with friendly
  - c) Your subordinates feel you with comfortable
  - d) Your subordinates feel you as a leader.
- 9) What are the factors that help to come to this position?
- a) My family
  - b) My education
  - c) My social environment
- 10) What are the factors that help you as a leader in your organization?
- a) Network
  - b) Mentors
  - c) Support comes from senior management
  - d) leadership training
- 11) When you are a leader to do assign works what do you refer?
- a) More welfare of your subordinate and less attention your work
  - b) More welfare of your subordinate and more attention your work
  - c) Less welfare of your subordinate and less attention your work
  - d) Less welfare of your subordinate and more attention your work
- 12) Do you think that women should work in crime prevention?
- a) Yes
  - b) No
- 13) What type of work do you prefer to work in policing?
- a) Desk work
  - b) Field work
- 14) If you are transferred in a crime unit will you go?
- a) Happily
  - b) Sadly
  - c) Encouraging
- 15) What are the impediments to become a leader in your posting place?
- a) Patriarchy mentality
  - b) Lack of mentor
  - c) Corruption
  - d) Officer as a woman
  - f) Self responsibility/ personal incapability

- 16) Did you face any difficulty to give order in a particular situation?  
a) Yes                      b) No
- 17) Do you have any experience to take decision on the spot before the situation demand?  
a) Yes                      b) No
- 18) Do you think that you are capable enough to encourage the people who are under your leadership?  
a) Yes                      b) No
- 19) If no, Why.....
- 20) Did you have any unwanted experience among your group's members?  
a) Yes                      b) No
- 21) Can you remember, anybody challenged your leadership into the group?  
a) Yes                      b) No
- 22) How many followers you have who are following you as a role model?  
Ans:
- 23) Did you introduce anything in your unit which did not done by previous leader?  
Ans:
- 24) Have you any experience to work in the field level (specially crime, to maintain law and order) in your policing carrier?  
Ans:
- 25) What do you prefer to do assign work?  
a) Self motivated                      b) Supervision by your senior.
- 26) Do you feel comfort to do big deal?  
a) Alone                      b) Group

- 27) What are the factors that help women develop leadership qualities?  
a) Training    b) Mentors  
c) Networking    d) Change mind set of male officer  
e) Self motivated    g) Support must come from senior management
- 28) What are the good qualities of a good leader?  
a) Education    b) Honesty    c) Patience  
d) Confidence    e) Skill    f) Courage  
g) Organization ability                                      f) Good character                                      h) Good behavior  
i) Sacrificing attitude                                      j) Good public relation.
- 29) Why do join in Police service?  
a) Pride and Prestige    b) Security    c) Power  
d) Family decision    e)others
- 30) Have you got any foreign training?  
a) Yes                          b) No
- 31) Are you benefited joining this service?  
a) Yes                          b) No    c) Family decision
- 32) Are you empowered getting this job?  
a) Yes                          b) No
- 33) Do you want more training to enhance your leadership ability?  
a) Yes                          b) No
- 34) If answer is no why?  
a) Accommodation    b) In security    c) Transport  
d) For children/Family    e) others
- 35) What is your working environment?  
a) Unfriendly                          b) Negative attitude    c) Friendly
- 36) How old are you?

# Appendix 2

## The Constitution of Bangladesh Police Women Network

Articles	Page
1. Name	
2. Constitution and Scope	
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**Introduction:**

A Network to establish justifiable rights of police women and equality, equity and rights, time befitting and consistent with their special needs, related to service under all other national and international law including the Constitution of Bangladesh and the United Nations Convention on the Elimination of all forms of Discrimination against Women (CEDAW).

**1. Name:**

This network may be called "Bangladesh Police Women Network". The short name and full name in English shall be BPWN and Bangladesh Police Women Network respectively.

**2. Constitution and Scope:**

- (1) This network shall be constituted and conducted according to this constitution.
- (2) All police women working in Bangladesh Police shall be considered as the members of the Network.

**3. Office:**

The head office of the Bangladesh Police Women Network shall be the Police Headquarters, 6 Phoenix Road, Dhaka-1000. Offices may be established in divisional headquarters with the consent of the Executive Council.

**4. Language:**

All activities of the Bangladesh Police Women Network shall be conducted in Bengali. But English language may also be used for the terminology which cannot be converted into Bengali language, and for communication with foreign states.

**5. Logo:**

The Bangladesh Police Women Network shall have a logo. It represents the image of the police women, encouraged in patriotism, unity, strength and progress on the

background of red and green, which demonstrates a strong determination for the overall safety and protection of the women.

## **6. Goals and Objectives:**

### **Goals:**

To attain qualification for providing leadership in the relevant field for the implementation of the goals adopted nationally and internationally for the promotion of women through the development of police women's abilities and skills.

### **Objectives:**

As a complete non-political organization, the network shall be operated to achieve the following objectives:

- (1) To strengthen the position of women in Bangladesh Police.
- (2) To promote professionalism through exchange of knowledge and ideas achieved worldwide being connected with the national and international network.
- (3) To ensure participation of police women in the process of empowerment and increment of the number and in policy making.
- (4) To increase police women's participation in government and the international jobs.
- (5) To adopt activities aimed at achieving the conditions favorable for women through taking all kind of welfare activities along with education, health, housing, social status, economic capability of police women.
- (6) To arrange training, meeting, seminar, symposium, etc. for the development of professional skills of Bangladesh Police Women and publish book, pamphlet, periodical and journal therefore.
- (7) To identify scopes and opportunities for cooperation by increasing the interaction between the members and take necessary steps.



- (8) To take fruitful initiative for the development of women through the establishment of effective communication with other associate agency and community.
- (9) To preserve the list of retired members and keep them involved in the activities of the Network.

Bangladesh Police Women Network (BPWN) has adopted some specific goals and objectives to flourish women leadership in Bangladesh. To materialize these goals and objectives Bangladesh Police Women Network (BPWN) executive committee arrange awareness building, to create women friendly working environment all divisions of the country. In the range conference BPWN arrange consultancy to the women police. It helps their professional ability as well as encourage them to render best services to the country.

Bangladesh Police Women Network (BPWN) conducts awareness program in the school and college level to motivate girls. BPWN has four mottos in these school awareness programs. Mottos are:

- (v) Prevent early marriage
- (vi) Discourage dowry
- (vii) Create awareness to report to the nearest police station in case of violence against women and girls like eve teasing, sexual harassment etc.
- (viii) After completing their education, join in police service as women police.

#### **7. The Chief Patron:**

Inspector General of Police, Bangladesh Police.

#### **8. Constitution of the Council:**

Three councils shall be constituted for efficient management and supervision of the work of the network, as follows:

- A) The General Council
- B) The Executive Council
- C) The Advisory Council

### **9. General Council:**

The General Council shall be the supreme council of the network.

#### **Structure, nature and powers of the General Council:**

- (A) The General Council of the network shall consist of all the members of the network;
- (B) The members shall have the right to be present in the annual general meeting and an emergency meeting of the General Council, cast votes in necessary cases, compete in any position of the Executive Council and submit any proposal not inconsistent with the principle, goal and constitution of the Network. However, no member can compete for more than one positions of the same Council;
- (C) Meetings of the General Council shall be held at least once a year.
- (D) The Annual General Meeting shall be known as the “Annual Conference”. Special meetings may be convened, if necessary, based on issue or emergency;
- (E) The Members shall constitute an Executive Council through simple majority of votes for the management of functions of the Network. However, in special circumstances a new Executive Council may be constituted at least one month prior to the expiry of the tenure of the Executive Council on the basis of the opinion of at least two-thirds of the members of the Executive Council with the approval of the Chief Patron;
- (F) The President of the Executive Council shall also be the President of the General Council.
- (G) The General Council shall consider and approve the annual report, the annual accounts of income and expenditure, the annual budget, allocation of

expenditure of the Police Women Network and shall determine the future work plan of the network.

**10. Advisory Council:**

- (1) Additional Inspector General of Police (all).
- (2) Joint Secretary (Police), Ministry of Home Affairs.
- (3) Joint Secretary, Ministry of Women and Children Affairs.
- (4) Joint Secretary, Ministry of Social Welfare.
- (5) Two police women officers working in the Bangladesh police.
- (6) Two police women officers from amongst the members of the previous Executive Council approved by Chief Patron on the basis of the proposal from the Executive Council.

**11. Executive Council:**

The Executive Council is responsible for all decisions of the network. The Executive Council shall consist of 33 (thirty) members.

- |      |   |     |
|------|---|-----|
| (1)  | President   | 1.  |
| (2)  | Vice- President   | 2.  |
| (3)  | General Secretary                                       | 1.  |
| (4)  | Joint secretary   | 2.  |
| (5)  | Finance Secretary                                       | 1.  |
| (6)  | Welfare Secretary                                       | 1.  |
| (7)  | Literature, Sports and Cultural Secretary               | 1.  |
| (8)  | Office Secretary  | 1.  |
| (9)  | Communications, Publicity and Information Secretary     | 1.  |
| (10) | Development and Research Secretary                      | 1.  |
| (11) | Ordinary members  | 21. |
|      | (A) Additional DIG and above                            | 3.  |
|      | (B) Superintendent of Police                            | 2.  |
|      | (C) Additional Superintendent of Police                 | 2.  |
|      | (D) Senior Assistant/Assistant Superintendent of Police | 5.  |

(E)	Inspector	1.
(F)	Sub-Inspector	2.
	directly appointed	1
	promoted	1
(G)	Assistant Sub-Inspector	2.
(H)	Constable	4.

**12. Necessary qualifications to become a member of the Executive Council:**

- (1) In the case of Constable Members, at least three (3) years as Constable.
- (2) In the case of ASI members, at least three (3) years as ASI.
- (3) In the case of SI members, at least three (3) years as SI.
- (4) In the case of Inspector members, at least two (2) years as Inspector.
- (5) In the case of ASP members, at least two (2) years as ASP.
- (6) Must have the ability to lead.
- (7) Educational qualifications shall be treated as special considerations.
- (8) Shall have overall idea about women related problems.
- (9) No Police Women member shall be the member of this Council within three years of getting any major penalty.

**13. Cancellation of Membership:**

- (1) In case of death;
- (2) Voluntary resignation from the Network;
- (3) Dismissal from Bangladesh Police;
- (4) Directly or indirectly involvement or engagement in any activity or behavior against the interest of the Network or of discipline;
- (5) Conviction of any offence by a criminal court;
- (6) Non-payment of subscription for successive three (3) years.

The decision for the cancellation of membership may be taken by the Executive Council for the above mentioned reasons, provided that, before taking the decision to cancel a membership the accused shall have the opportunity to defend him.

#### **14. Restoration of Membership:**

If any application for restoration of membership is made to the President after the cancellation of the membership such membership of the person concerned may be restored subject to the consent of two-thirds of the members of the Executive Council.

#### **15. Functions of the Executive Council:**

- (1) The Executive Council shall be responsible for appropriate role and executive functions for the overall performance to implement the objectives of the Network.
- (2) The Executive Council shall convene the meeting of the General Council once a year. The Executive Council shall submit a statement of the overall performance and income-expenditure and future plan of the Network in the meeting of the Executive Council.
- (3) The Executive Council may, from time to time, constitute sub-committee/regional committee for specific assignment.
- (4) To convene and conduct meetings related to the interest of the Network.
- (5) Acquisition, maintenance and management of all kinds of movable and immovable property of the Network.
- (6) To utilize, develop, sell, lease, mortgage or otherwise transfer the property acquired for the interest of the network.
- (7) To raise fund for the network and invest the money of the fund in profitable activities.
- (8) To establish communication and adopt joint venture activities with other partner agency and community, other service association or women's association or forum.
- (9) To assign responsibility for any special assignment upon the members of the Executive Council.
- (10) To adopt programs through communication with the public/private/domestic/foreign organizations.

- (11) To provide financial assistance to any member of the Network or members of her family dependent on him if any member face any financial crisis due to physical, psychological or any other reason or her sudden death.
- (12) To prepare list of retired members and to maintain contact with them if possible.
- (13) To perform all the necessary functions directly or indirectly for the fulfillment of the purposes mentioned above.

## **16. Functions of the officers of Executive Council:**

### **Functions of the President:**

- (1) The President shall be considered as the chief executive.
- (2) She shall instruct to convene any meeting. She shall preside over the meeting of Executive Council. She shall lead in general meeting, discussion, negotiation and delegation in the interest of the network.
- (3) She shall sign the statements, documents, demand letter and agreement jointly with the General Secretary on behalf of the network.
- (4) She shall take necessary initiative, communicate and provide advice in cases relevant with the development and profession of the women members working in Bangladesh Police. She shall inform the relevant authority and Chief Patron of Bangladesh Police, if necessary.
- (5) She shall inform the relevant authorities after nominating eligible representative to attend all the women related training, seminar, conference including International Association of Women Police (IAWP) in international arena.
- (6) She shall approve the Annual Report of the network.
- (7) She shall monitor the implementation and enforcement of the regulations adopted by the Executive Council.
- (8) She shall assign duty to the Vice President.
- (9) She shall countersign the voucher submitted by the General Secretary and the Finance Secretary.

- (10) She shall ensure the observance of all the rules and discipline of the network.

**Functions of the Vice President:**

- (1) In the absence of the President, the Vice-President (ex-officio senior) shall perform the functions of the President and may exercise the powers of the President.
- (2) She shall discharge properly the duties assigned by the President.
- (3) She shall take appropriate measures as auxiliary force of the President to implement the decisions taken by the Executive Council.

**Functions of the General Secretary:**

- (1) She shall convene and conduct all meetings in consultation with the President.
- (2) She shall present statement of the activities of the network at the meeting.
- (3) All responsibilities for management of the office shall be vested upon him.
- (4) She shall work according to the decision and instruction of the General Assembly and the Council.
- (5) Communicate with all members of the network and convey their views to the Executive Council.
- (6) All correspondence.
- (7) To prepare the annual budget. Meet all kind of expenditures in consultation with the President and shall take approval of the Executive Council in this regard at the next meeting.
- (8) To transact the money of the fund of the Network in joint signature with the Finance Secretary. Provided that no money may be withdrawn from the bank except signature of the President on the cheque.

**Functions of the Joint Secretary:**

- (1) In the absence of the General Secretary, the Joint Secretary (ex-officio senior) shall discharge the functions of the General Secretary and may exercise the powers of the General Secretary.
- (2) She shall assist the General Secretary to prepare annual budget and keep accounts.
- (3) She shall assist the General Secretary in discharging her duties if necessary.

**Functions of the Finance Secretary:**

- (1) The Finance Secretary and the President shall open an account jointly in any public or private bank within the country.
- (2) She shall maintain accounts and documents thereof such as receipt books, paid vouchers, pass book of the bank, cheques and cash books.
- (3) She shall be responsible for collection of admission fee and annual subscription.
- (4) The Finance Secretary shall keep the Executive Council informed about the condition of the Fund regularly. She shall present a recent list of all the members in the meeting for the purpose of collection of subscription.
- (5) She shall deposit the money collected in the bank within 3 (three) days.
- (6) She shall sign the cheque and paid voucher and make transaction in bank jointly with the General Secretary.
- (7) She shall submit statement of income and expenditure of every month at the next meeting and shall take approval of the Executive Council.
- (8) She may keep Tk. 50,000 /= (fifty thousand taka) in cash all time in order to meet the emergency costs. The President may increase the amount of such cash if necessary with the approval of the Executive Council. Provided that she shall not be able to spend or provide anybody any money without the approval of the President or the General Secretary.



**Functions of the Welfare Secretary:**

- (1) To prepare plan of welfare activities for the members of the Network and implement it with the decision of the Executive Council.
- (2) She shall liaise with other partner agency and community to participate in social welfare activities.
- (3) She shall arrange meeting if necessary.

**Functions of the Literature, Sports and Cultural Secretary:**

- (1) She shall take effective initiatives and necessary measures as regard literature and publications of the Network.
- (2) She shall organize cultural events.
- (3) To adopt and implement every initiative relating to sports.

**Functions of the Office Secretary:**

- (1) To preserve all papers, valuable documents, perform official functions and inform decisions of the Executive Council to the members.
- (2) She shall take necessary measures in accordance with the suggestions of the President and General Secretary about the correspondence of the Network.
- (3) She shall maintain all furniture of the office and office equipment properly.

**Functions of the Communication, Publicity and Information Secretary:**

- (1) She shall preserve information relating to the publicity of multi-facet program of the network, publicity and keep communication.
- (2) To transfer information of the activities of the Network through electronic and print media and website, facebook, e-mail and preserve updated information.

**Functions of the Development and Research Secretary:**

- (1) To adopt different type of development plans for the purpose of achieving the goals of the network.
- (2) To take initiative to conduct and publish research activities.

**Functions of Members of the Executive Council:**

To assist to perform the functions of the network. If at any time the post of the President and Senior Vice-President become vacant a Vice President shall be given the charge as an acting President with a decision at the meeting of the Executive Council. If at any time the post of the General Secretary becomes vacant a Joint Secretary shall be given the charge as an acting General Secretary with a decision at the meeting of the Executive Council. If at any time the post of the Finance Secretary becomes vacant an executive member shall be given the charge as an acting Finance Secretary with a decision at the meeting of the Executive Council.

**17. Tenure and election procedure of the Executive Council:**

- (1) The Executive Council shall be elected for two years by the members of the Network in the biennial general meeting of the Network. Provided that the Executive Council shall continue until a new Executive Council is elected.
- (2) The Executive Council shall constitute the Election Conduct Committee if necessary for fair elections. No member of the Election Conduct Committee shall participate in election, propose or support anyone. They shall arrange all activities for the election.
- (3) If any post of the Executive Council becomes vacant due to the death, resignation or any other reason the Executive Council shall fill up the vacant post from amongst the members of the Network in a special meeting called for this purpose.
- (4) The participant of an election of the Executive Council certainly have to pay subscription up to date.
- (5) The Executive Council shall hand over the responsibility to the newly elected Executive Council within one month of the election.

**18. Meetings and decision-making procedure:**

- (1) Meeting of the Executive Council shall be held twice a year at least.
- (2) A notice along with the agenda shall be sent prior to the meeting to the relevant authority by e-mail and publish on the website of the Network.

- (3) Two-thirds of the members of the Executive Council shall constitute a quorum for the meeting.
- (4) The meeting of the Executive Council shall be held twice in a year with the Chief Patron and once in a year with the Advisory Council at a convenient time.
- (5) The Executive Council, if necessary, may convene any meeting any time in case of special emergency.
- (6) A meeting shall be held at range level at least once a year in presence of the principal officer of the range and metropolitan unit or officers nominated by him. The President or Vice President of the Executive Council or one or more members of the Executive Council nominated by the President shall be present in these meetings. Police Women working field level shall participate in these meetings. The Executive Council shall submit the affairs identified at field level after review after the meetings at range level to the Chief Patron and the Advisory Council for consideration.
- (7) The annual general meeting of the Network shall be held once a year at a convenient time.
- (8) The decision shall be taken on the opinion of simple majority members present.
- (9) The members shall give their opinion by raising hands or, if necessary, by secret ballot in case of taking decision on any specific issue. The final decision shall be taken by a decisive vote of the President in case of equal vote for and against any proposal.

**19. Fund and the Accounts:**

- (1) Every police women working in Bangladesh Police shall pay TK. 100 (one hundred) as membership fee for being a member of the Bangladesh Police Women Network to raise funds. A 'membership book' bearing the serial number shall be provided to the members on the payment of the fee.
- (2) Annual subscription shall be collected once a year determining the monthly subscription specified according to the designation.

**The following books to be preserved for collection and preservation of Funds:**

- A. Cash book
  - B. Membership Book
  - C. Voucher Preservation Documents
  - D. Receipt book
  - E. Notice book
  - F. Meeting Reports Books
  - G. Correspondence Documents
  - H. Office Pad bearing the logo, etc
- (3) The membership fee and the fund consists of the annual subscription shall be deposited in the bank, which can be spent on the needs and welfare of the members.
- (4) Additional subscription may be collected in special need from the members of the Network.
- (5) Lawful donations may be accepted for proper management of the work of the Network with the approval of the Executive Committee.
- (6) Nobody except the authorized collector shall collect the subscription. The authorized collector shall deposit the subscription with receipt book directly to the Finance Secretary after collection of any subscription.

**20. Audit of income and expenditure:**

- (1) The President shall constitute an Audit Committee of at least three members for the purpose of auditing the accounts of income and expenditure of the previous calendar year before the annual meeting to be held in presence of the Chief Patron.
- (2) There shall be at least two members in the committee who are not members of the Executive Council.
- (3) The Audit Committee shall present the accounts of income and expenditure of the relevant calendar year after auditing the same to the President before at least 7 (seven) days prior to the annual meeting.

- (4) The General Secretary shall inform the essence of the report in the annual meeting.
- (5) All of the accounts of the network shall cause to be audited annually by an authorized audit firm or auditor.

**21. Retired Police Women Members:**

Any retired police woman may become a member of this Network. In this respect she shall pay monthly subscription according to her designation at the time of retirement. A sum of TK. 10,000 (ten thousands) has to be paid to become a Life Member.

**22. Rules, amendments and additions:**

Any provision of this constitution, amendment and addition may be made with two-third of the votes of the Executive Council.

**23. Miscellaneous:**

- (1) This Network shall be respectful to the advantage and disadvantages of each member of the Network.
- (2) If there is any complaint or suggestion, anybody may inform it to the President in writing or orally.
- (3) If there is no specific provision on any issue in this constitution, decision may be taken on such issue following the existing convention without prejudice to any provision of this Constitution.