When a job needs to be done efficiently and done well, one can count on Lieutenant Colonel Genny May. Whether it’s speeding recovery efforts after Hurricane Katrina (established Emergency Call Center; developed permit process) or working with graduate marketing students to launch a campaign to increase safety belt awareness (won award; increased usage by 10 percent), May gets the job done.

As Lieutenant Colonel of the Bureau of Investigations, May is responsible for the operation of the Detective, Narcotics, Insurance Fraud, Special Crimes, Intelligence, Investigative Support, and Gaming Divisions, one of the largest and most diverse commands with the Louisiana State Police. On January 17, 2008, she was named Deputy Superintendent, Bureau of Investigations.

May’s personal philosophy is to always remember that she is a public servant. She leads by example, and vigorously campaigns for a diverse, educated, and balanced workforce. Throughout her career, she has visited each female State Police Training Academy cadet to offer guidance, support, and mentorship. She coordinated the first Louisiana State Police women troopers’ training day in 1996; and planned, coordinated and directed the 2007 National Association of Women Law Enforcement Executives 12th Annual Conference.

In spite of her tremendously busy professional life, she also makes time to lend a hand in the community. May directed Louisiana State Police Girl’s Camp for disadvantaged girls from 2002-2006 and served as Girl Scout Troop Leader for Troop 225, Audubon Council from 1993-2003. She currently serves on several councils to raise funds for community projects and participates in Habitat for Humanity projects in both New Orleans and Baton Rouge.

Lieutenant Colonel May holds a Masters of Public Administration from Louisiana State University; Masters of Science in Criminal Justice from Southern University, Baton Rouge; and
Welcome to NAWLEE ~ Inspire, Mentor, Lead

NAWLEE - The National Association of Women Law Enforcement Executives is a non-profit organization sponsored and administered by law enforcement practitioners. Our mission is to serve law enforcement by supporting the goals and interest of its women executives and by mentoring women law enforcement professionals who aspire to be executives in law enforcement. We strive to motivate, inspire, enlighten, mentor, and encourage women to defy the odds and reach infinite possibilities during their law enforcement careers.

Promotional opportunities for women in law enforcement, corrections, and criminal justice careers are expanding. Thanks to those dauntless women who paved the way for us by choosing careers in law enforcement and who broke through the glass ceiling by excelling in their chosen profession, public safety organizations across the nation are acknowledging the value of having women serve in executive positions. Recent counts reflect that approximately 300 women serve as chief executive officers in municipal, county, state, and federal entities. The vast majority of these leaders are willing to reach out to other women who aspire to achieve and excel. These leaders also seek out and encourage qualified women in law enforcement who are reluctant to step out of their comfort zones and seek promotions to positions they are well qualified to handle. NAWLEE provides a venue for this kind of encouragement as well as an opportunity for those serving in leadership to network and support each other. In short, NAWLEE offers its members a wealth of experience, education, training, networking, and kinship. By joining and actively participating in NAWLEE, members can affirm the prosperity and promotional opportunities afforded to them through their professional preparation for progress. Each year the number of women moving forward in law enforcement increases, and NAWLEE celebrates and applauds these achievements at the annual NAWLEE conference.

On behalf of the NAWLEE Executive Board, I truly hope that you take a moment to explore the resources at your fingertips on our website, www.nawlee.com, and the wealth of experience and expertise of our membership. The Magic of NAWLEE is truly about mentorship and fellowship. We have a wonderful programs designed to meet your needs. If you want to learn more about NAWLEE support or to participate as either a mentor or a protégé, please contact Executive Director Diane Skoog @ NAWLEE Central - dmskoog@juno.com.

Law Enforcement is truly a noble mission and we believe it to be a calling – one that we would love to share the “SYNERGY of NAWLEE MAGIC”.

In closing, I challenge each of you to remember, “Blessed are the peacekeepers that have been given the tools, talents, and resources to protect and serve. Blessed are the women peacekeepers who bring a different and necessary approach to the service and who dare to defy the odds by elevating themselves and the law enforcement profession. You and I, the women law enforcement professionals of the twenty-first century, have been put here for a season such as this ....”

Godspeed,
Patty Jaye Garrett Patterson
Chief Of Police, Sumter Police Department (SC)
President, NAWLEE
As usual, I am back from our annual conference refreshed, revitalized and raring to go – full of the “Magic of NAWLEE”!

Our conference this year was a little different. For the first time ever, we did most of our training and socializing off site. And I have to compliment Chief Patterson and her staff for pulling it off without a hitch.

And speaking of staff, where did she get these people? I wish I had had just half of the people she has working for her when I was in office. I could have played golf all day and still looked like a star.

We were all treated like we were the most important person visiting Sumter – Southern hospitality at its finest. Well done!!

2009 finds us in Kansas City, Missouri. Chief Ellen Hanson will be our host. Chief Hanson’s assistant, Lieutenant Dawn Layman, has been hard at work for months already setting things up for our visit. Our mid year strategy meeting will be held in Kansas City so we can check out the site and have some pointers ready when we all get there in August.

I know it’s earlier than usual, but we are now operating on our new succession of Board Vice Presidents’ plan. In 2009/10 1st Vice President Susan Rockett will become our sitting President, and our current 2nd Vice President, Katherine Perez, will move to the 1st VP spot. Chief Perez will be our President in 2010/11.

So, the positions open in August will be 2nd Vice President, Secretary and our new Member At Large position.

Our current Secretary, Michelle Nuneville, has reached her term limit so the office will be wide open. This will be a 2 year term. Michelle has done a stellar job and it has been a privilege to work with her.

Our new Member At Large position is open for its first re-election in August. This is a 2 year term and you must be an Associate member to run for this position.

If you are considering a run for the 2nd Vice President’s position, please keep in mind that this will be a 4 year commitment. The first year as 2nd VP, the second year as 1st VP, the third year as the President and the fourth year as the immediate Past President.

It sounds like a lot but believe me the time flies by. As a person who has been on the Board for over 10 years I can attest that its hard work but also a great deal of fun and I wouldn’t have missed one day of it!

If you had any questions about an open office, please feel free to contact me at 781 789 9500 or info@nawlee.com.

Chief (Ret.) Diane Skoog
Executive Director

Congratulations
Promotions & Changes

Debra Baker  -  from Lieutenant to Captain at the New Jersey State Police
Catherine Haggerty  -  from Sergeant to Lieutenant at the Austin Police Department, Austin, TX
Ramona Prieto  -  from Chief to Assistant Commissioner at the California Highway Patrol, Sacramento, CA
Lieutenant Colonel Genny May continued from page 1

is a certified Louisiana Emergency Manager. In addition, she proudly serves as a Master Chief Intelligence Specialist in the United States Navy and is a graduate of the FBI National Academy, 168th session, and the United States Navy Senior Enlisted Academy, Class 09.

She is the recipient of numerous awards and honors from both her law enforcement and military service. Most recently, she was awarded the 2007 Louisiana Legislative Women’s Caucus Women of Excellence Award in Law and Justice and the Joint Service Commendation Medal for her military service overseas in 2007.

May has been an active NAWLEE member since 1996 and is directly responsible for the increased membership of NAWLEE in the states of Louisiana and Mississippi.

Tips for Effective Leadership

By Jinnie English, LCSW

For women law enforcement executives, who would like a friendly nudge reminding them of how to effectively lead a traditionally male workforce, try the following:

• Remember why you do this work. You decided to become an officer for a reason. Let that be the lens through which you see the world. This makes it easier to deal with conflict and get through tough days on the force.

• Stay regulated. If you are emotionally high jacked, it is difficult for people to trust your leadership and judgment; this ultimately leads to lack of respect and in-fighting. It is OK to feel, it is what you do with those feelings that matter to your team, department and your reputation as an executive.

• Stay focused. Try to avoid the shiny objects that take your attention from the issue at hand and place it onto something less relevant (e.g. no one says anything to officer Daniels!) Keeping to the point at hand allows you to address an issue more effectively and with greater accuracy in judgment.

• Mind your ego. Being an executive is powerful. Power is a drug. Don’t overdose on it. Keep in mind that in order to lead, you must have followers. You isolate your followers when you disconnect from them in a way that makes them feel so far beneath you that they no longer get you. Remember, you need them and they need you.

• Start with something in common. Stay connected to your department by focusing on what you all share in common both personally and professionally. You are able to address differences more effectively and get through them with less conflict and emerge as a wise and respected leader.

• Get to yes quickly. Once you connect with someone and they agree that they see your point, close the deal quickly. End on a positive note and with a plan to move forward TOGETHER!

Jinnie English is the CEO of Chicago’s High Achievers, a relationship enhancement and work-life balance firm for high achievers and their families. Jinnie can be reached at Jinnie@HighAchiever.net or 312-382-8710. You may visit their website by going to www.ChicagosHighAchievers.com
Special Thanks to NAWLEEL Membership

_from President Patty Jaye Garrett Patterson_

To the NAWLEEL Membership I wish to extend my sincere gratitude to each of you for allowing me the opportunity to serve as your President over the past year and special thanks for the vote of confidence to serve again for one more year. I am indeed honored and humbled to serve you and I pledge to be the best ambassador I can possibly be to represent you, your voice, and your mission as consummate professionals striving to mentor, lead, and empower other women peacekeepers to aspire true leadership in their respective entities. In fact, I believe that for those of us that are Chiefs, it is incumbent upon us to motivate, encourage, and teach lessons learned, so that each of us can achieve our goals as we rise to greater heights in our profession. I believe that it is significant that we have come to this place in our tenures for a reason. There are many amongst us who have been trailblazers yet it has not been without sacrifice. In my humble opinion, we must foster a legacy that challenges us to give back, ease past burdens with triumph, and provide a positive profound footprint for our successors in professional policing. This will and ensure each of you achieve success for all the right reasons in the law enforcement profession.

I salute and applaud each of you for sharing in this amazing journey as your President and as 2008 draws nigh and we embark on a new year my vision is that NAWLEEL will continue to prosper great wealth, achievement and recognition as an empowered national and international association with commitment to service above self. The days ahead will not be without challenges, tribulations, difficult task with respect to the economy, criminal element, and strain on our respective communities but I am confident that each and every one of you will persevere. Please do not hesitate to call on me or reach out to one of the other members throughout the year so that we maintain, sustain, and expand the network circle of NAWLEEL’s magic. Unarguably each of you are premiere professional peacekeepers. For such a time as this ~ many are called yet few heed the call. America must hear the battle cry of hope. Law enforcement must be proactive and vigilant as we protect and serve in these trying times. As leaders in our respective communities may we seek instruments of peace – strive for justice and pursue wisdom in our task and deed. I bid you Godspeed and my prayer is that you and yours will receive blessings and prosperity during Thanksgiving, Christmas and the New Year.

~ 2008 Conference Wrap Up ~

_by President Patty Jaye Garrett Patterson_

As your conference host I wanted to provide an overview of the conference and seize this opportunity to share with you the cherished excitement of having NAWLEEL in Sumter. The 13th Annual Leadership Training Conference held August 7-10 in Sumter, SC was truly an experience of dedication, commitment and a labor of love to ensure that each participant was treated to executive leadership training; first class entertainment; South Carolinian hospitality, grace, dignity, humor; and Southern showers of surprises, sweets, smiles and special terms of endearment. The men and women Peacekeepers of South Carolina along with the men and women Peacekeepers of the Sumter Police Department were indeed humbled to serve each of you - members, guests, vendors, sponsors, speakers, contributors, performers, and dignitaries. Because of you, our vision was realized as depicted in our theme - Embrace the Spirit of Empowerment. Thank you so very much for permitting us the significant endeavor to share with you the synergy of NAWLEEL – Southern Style, in the middle of everything, here in Sumter, South Carolina. Each of us sincerely hope you have had the opportunity to rest since your journey south; we truly have found ourselves missing you and all the event planning. We had a great time planning, preparing, and participating in hosting the conference and hope that you will consider a future visit to our city home of the Swan Lake Iris Gardens; New York Yankee MVP Bobby Richardson; 1st Municipality to establish the Council-Manager form of government; General Thomas Sumter; The Gamecock of the Revolutionary War; Shaw AFB - 9th Air Force Centafl, 20th Fighter Wing, 4th BDG, and soon, the 3rd Army Infantry; and native son, US Congressman James Clyburn, 3rd Majority Whip.

Conference attendance was absolutely superb with approximately 165 attendees, inclusive of 125 members and 40 vendors excluding SPD personnel who diligently worked the various task throughout the conference. To the men and women of blue with the SPD I extend my humble thanks and gratitude for your support and unconditional participation in the 13th Annual NAWLEEL Leadership Training Conference. At the conference, for the first time, we embraced 12 International women executives, which traveled greater than 24 – 48 hours to join us from Nigeria. We hope this will be merely the beginning of a new found partnership with the women law enforcement professionals across the country that we have had some contact with over the past year. We are hopeful that they along with others will join us in Kansas City from other parts of the world as we strive to share the magic of NAWLEEL amongst Executive Leadership and mentor those aspiring to be the future leadership. We are committed to our Legacy – to Inspire, Mentor and Lead...What a rewarding experience to see and share first-hand all the diverse networking as we forge ahead with diversity of women in policing. The conference events encompassed a welcome reception for pre-conference arrivals on Wednesday evening at the beautiful Swan Lake Iris Gardens Visitors Center with our two main courses of BBQ and Cornish Hen prepared by law enforcement detectives, city personnel, and Fire Chief Ford. Thursday pre-conference events engaged the participants in a 5K run, pistol match, golf tournament,
and simulation range (like Fats) along with an awards lunch all hosted at Shaw AFB. The President’s Reception was held on Thursday evening at the historic James E. Clyburn Intermodal Transportation Center with world entertainer Bernard Harris and delicious cuisine from Brenda Lee. Thursday’s Opening Ceremony was held at the historic Opera House inclusive of the Sumter PD Honor Guard; training by national/international presenter Sam McCuen, “YOU, Can Win With the Media”; national/international - world renowned phenomenal Keynote Speaker Lieutenant Colonel Consuelo Castillo Kickbusch, U.S. Army (Retired), Founder and President of Educational Achievement Services, Inc., Highest Ranking Hispanic Woman, U.S. Army Combat Support Field sharing her Journey of Leadership; special guest South Carolina Department of Juvenile Justice Will Lou Gray Choir; Breaking the Glass Ceiling promotion recognition of 27 plus women; and the prestigious award ceremony of the NAWLEE/Motorola Woman Law Enforcement Executive Officer of the Year, recipient Louisiana Lieutenant Colonel Genny May, State Trooper presented by Jackie Wasni, 3rd Vice President of Motorola. Lunch was held at the University of South Carolina with IACP 4th Vice President candidates Chief Craig Steckler of Fremont, CA and Chief Scott Knight of Chaska, Minnesota speaking to the membership requesting endorsement; and guest speaker Nancy Mace, the first female graduate of the Citadel shared her historical experience as a female cadet in a military academy of men. A ribbon cutting ceremony was held to open the doors of The Law Enforcement Exhibition Hall boasting a myriad of 32 vendors for police technology, training and education; inclusive of the Christmas in August shopping district with an elegant 12 foot Christmas Tree decorated by Ozzie of Ozzie’s Rustic Market. The Silent Auction of greater than one hundred (100) miscellaneous items was a success and yielded a wealth of excitement. With the executive training I hope that we fulfilled everyone’s expectations.

We count all of this joy as we express special thanks to significant forged partnerships with: Motorola; Dyn Corp; TASER; InfoCop; Blauer; Target; Northwestern University Center for Public Safety; AMU; University of South Carolina – Sumter (training facility); South Carolina Legislative Delegation; City of Sumter; Shaw Air Force Base 20th Fighter Wing – 9th Air Force – 4th BDG - pre-conference events of pistol/golf/5K fun run/simulator challenge/luncheon and semi-formal banquet and gala; GLOCK, Otis Technology Inc. along with Remington; Carolina’s Alarm Security of Charlotte, NC; Lance Crackers of Charlotte, NC; Zebra Designs and Got Signs; Symbol Arts; Richland County Sheriff’s Department – hospitality room and H&S Wholesale; Sumter County Museum; The James E. Clyburn Intermodal Transportation Center, formerly known as Santee Wateree Regional Transport Authority (RTA), President’s Reception and Transportation, TASER sponsored President’s Reception; SAFE Federal Credit Union; TARGET; Comfort Suites/Sleep Inn; Outback Steakhouse; Catering for All Occasions – Caterer Extraordinaire Brenda Lee; The Police and Sheriffs Press, Inc.; Coors of Florence and Coca Cola of Sumter (refreshments); and multiple SC law enforcement entities – city, county, state, and federal, along with the diverse group of shopping district vendors. THANK YOU for making a NAWLEE difference.

Executive Training consists of the following diverse topics presented by excellent professionals: Sam McCuen, President of Sam E. McCuen & Associates, national/international presenter, “YOU, Can Win With the News Media”; Nancy Mace, In The Company Of Men: A Woman at the Citadel; Dr. Beck Molnar of Dyer-Molnar & Associates, Purposeful Communication – Powerful Appreciation; Chris Bray, Retired Police Lieutenant, Law Enforcement Trainer ~ “A Child Is Missing” Alert Program; Director Eric Skidmore, SC Law Enforcement Assistance Program, Post Deployment Peer Support Team For South Carolina Law Enforcement Officers and Their Families; Rita Shuler, Retired Lieutenant SC Law Enforcement Division (SLED), Forensic Photography; Captain Stan Gragg, Mount Pleasant Police Department, Franklin Covey Training: 7 habits of Highly Effective People; Deputy Director Cameron (Ron) Fisher, Northwestern University Center for Public Safety, Hiring and Keeping the “Right” People; Jackie Olsen, Retired Educator, sister of Mary Lynn – Mary Lynn’s Law; Chief Annette Spicuzza, University of California at Davis (UC-Davis), Community Survival Strategies For An Active Shooter; Holly L. Gibeaut, Litigation Counsel for TASER INT’L, Update on Legal Liability; Chief Scott M. Knight, Chaska, MN, Chairman of IACP Firearms Committee, Gun Violence Report On Behalf Of IACP; and Deanna McClary, former beauty queen, gifted soloist, and wife of Vietnam War Hero, Marine Lieutenant Patrick Clebune “Clebe” McClary (Retired), Commitment to Love.

Entertainment was fabulous by: Lead bass and solo artist who’s performed across the globe Bernard Harris; David L. Browning, The Mayberry Deputy; Riptide (Banquet Gala Band); and Sumter’s very own Saint Nicholas.

Each participant received various tokens bearing the 2008 conference logo and a host of door prizes awarded throughout the conference. Once again, many thanks to each of you that sent or brought door prizes to distribute to the winning attendee’s during the conference. We hope that you have fond memories of Sumter, South Carolina and that your future vacations find you contemplating our beautiful state. In the future may Sumter, South Carolina be your vacation, career or retirement destination. Please consider us your family and think of us as your home away from home for fun in the sun, friends with a smile to embrace you and welcome fellow peacekeepers. Be Blessed.

NAWLEE ENDORSES KNIGHT

This year two chiefs approached the NAWLEE Board of Directors for an endorsement for the open 4th Vice President of the International Association of Chiefs of Police. Chief Craig Steckler of the Fremont, CA Police Department and Chief Scott Knight of the Chaska, MN Police Department both came to our recent conference seeking NAWLEE’s endorsement.

The Board voted to give the nod to Chief Knight and we wish him the best in the upcoming election.
The NAWLEE conference kicked off Wednesday night with a Welcome Reception at the Swan Lake Visitors Center. The evening was filled with southern hospitality and good southern food. Arriving guests were greeted by the Sumter Mounted Patrol Officers. Many thanks go out to Chief Patterson and her staff for all the work they did to host a great conference.”
The pre-conference day this year was filled with Fun and Games Competitions at the Shaw Air Force Base. NAWLEE members along with many of the staff who worked hard to make the conference a reality came together for a morning of competition including golf, a 5K run, and shooting match. The morning concluded with the Competition Luncheon where all the participants came together to congratulate the winners and start on the conference’s networking.
Friday morning was the conference opening ceremony and it was uniform day. We started with networking and breakfast at the City of Sumter Opera House. After the networking, the South Carolina Department of Juvenile Justice Girls’ Chior of Willow Lane performed for the group. This was followed by keynote speaker Retired Army Lieutenant Colonel Consuelo Kickbush. She has great passion for encouraging youth and ended her presentation by presenting each of the young women who had performed earlier with pieces of the jewelry she was wearing. It was a very heart-touching moment.

Some of you who attended NAWLEE’s 13th Annual Training Conference in Sumter know me as Chief Patty Patterson’s administrative assistant, but even more you know me as the “Voice of Conference Planning 2008!”

As a young person and civilian, I felt challenged and perhaps a little apprehensive when asked to participate in the planning of our conference. (I had never been on the planning end of an event of this magnitude, but I was quite certain it would be more complicated and demanding than being on the attending end!) In spite of my original misgivings, I accepted the challenge, and I am so glad I did. I had the best time over the past year talking on the telephone with NAWLEE members, organizing events, meeting new people, and trying to fulfill Chief Patterson’s vision for our conference.

All of Sumter’s working crew, including me, loved having NAWLEE in Sumter and thoroughly enjoyed meeting everyone. We are honored to be part of the memories you carried with you from South Carolina - and they were all good memories, right? I hope that you enjoyed Sumter and our “Southern Hospitality” as much as we enjoyed sharing both with you.

All the best,
Jamie
The conference had a large vendor area Friday afternoon and Saturday for members to browse. This year not only featured law enforcement products and education opportunities, but also featured an area for shopping for personal items as well.

**NAWLEE**

by Sumter SPD Captain Gary Fowler, Administrative Support Services/Logistics

*Sumter Conference Commander of Security and Transportation*

“I was afforded the opportunity to establish and implement the security and transportation for this conference. I am confident that as a result of early preplanning, preparation, and implementation of logistics that potential conference problems were diminished. I observed some of the training presented to the attendees and found the information to be very beneficial and the instructors/presenters very professional. I also saw there was an excellent opportunity to establish a network of professionals that I believe may not be available in another setting—especially concerning women in law enforcement, not to mention in an executive position. A very worth-while organization!”
Friday night Genny May was honored as the Woman Law Enforcement Officer of the Year at a reception hosted by Motorola. The comedy entertainment of the evening was David Browning in the role of Barney Fife patrolling the reception keeping everyone in line. Music for dancing was provided Bernard Haris while we enjoyed a southern evening at the Sumter County Museum.

Sharing Notes from a few excerpts on NAWLEE 2008 received from emails, cards, and calls received after the conference. The comments following are not verbatim but portions have been extrapolated for sharing thus, the author is anonymous for purposes of this newsletter.

‘Congratulations on a well executed NAWLEE Conference..., the event was quite successful...enjoyed meeting the quality women present.’

‘Thanks for hospitality, time to network and relax...’

‘Thanks to the fine people of SPD, you all made the 2008 NAWLEE Conference wonderful!... You can all be proud...’

‘Thanks for being a gracious host..., the food was wonderful, the training and entertainment were outstanding, Saturday evening was spectacular; Kudo’s to the team.’

‘Nothing could be finer than being in Carolina with NAWLEE, it was a first class affair.’

‘Hey, did you know I won at the auction, and had a truck of stuff showered by SC, absolutely marvelous.’

‘Absolutely, Southern Style - it couldn’t have been any better, the best!’
On Saturday, elections were held for three open board positions. At the gala, the board members were sworn into their positions. They are (left to right) Katherine Perez, 2nd Vice President, Patty Patterson, re-elected President, and Penny Fischer, re-elected treasurer.

DynCorp Scholarship goes International this Year: This year, the DynCorp Scholarships to the NAWLEE conference were awarded to international members. A contingent of 12 women from Nigeria attended the national conference. Many of them received a scholarship from DynCorp for their conference registration.
The conference came to a close Sunday morning. We experience further southern hospitality as we were served breakfast by members of the Bethesda Church of God. Breakfast was followed by Marine Lieutenant Clebe McClary introducing his wife Deanna McClary. She provided an inspirational message to the group as she shared her story of faith in overcoming the many obstacles placed before her and Clebe including his horrific injuries received while serving our Country in Viet Nam.

Saturday night was the semi-formal banquet and gala: Christmas in August. Shaw Air Force Base once again opened its doors inviting NAWLEE on the base. A great time was had by all who attended. Santa Claus made a special trip from the North Pole to visit and entertain us. The evening concluded with each person receiving a NAWLEE Christmas ornament.
The workplace is where most people spend a majority of their time throughout their careers. Job settings can vary depending upon the nature and type of employment. Some employees may remain in one job for a long period of time or even years until they retire. Others, throughout their careers, may switch jobs rather frequently and find themselves in various work environments. Some are confined to offices while others, like police officers, are more mobile and perform their functions on foot, in cruisers, on motorcycles, and in some areas, on horses. Regardless of the situation, the anticipation is that, as employees, they will be in an environment that is efficient, productive, and relatively congenial.

The most important asset of any organization is the people who comprise it. Thus, leadership plays an important role in how well the organization will function and how well the people under it will perform. A good leader will strongly encourage employee development so that individuals can meet their potential within the workplace and offer positive contributions. Teamwork is often touted as a goal of the organization and when it works as it should, the results benefit all involved.

Frequently, however, not all the anticipated desires of employees or the purported goals of an organization evolve as they should. As a consequence, issues can develop in the workplace that can progress to problematic stages within the work setting. Depending upon the severity and extent of the problems that present themselves, the atmosphere in the work arena can rapidly change for the worse. When this occurs, it is not at all unlikely for workplace victimization to occur.

Victimization in the work environment can take many forms and can be, in varying degrees, dependent upon the conditions and circumstances. Sometimes problems occur that are more blatant than others, and there are those that are insidious and, ultimately, highly destructive in nature to both the individual and the organization itself.

The Queen Bee Syndrome is one such relevant phenomenon. This syndrome usually predominates in environments where a female is the supervisor or leader of the organization or department and has female employees working under her. Female leaders in positions of power, and who comprise this syndrome, have an overwhelming desire to be in control of all things and all people at all times. They can, oftentimes, be ruthless in their quest to do so.

It is not uncommon for Queen Bees to feel threatened by one or more female employees who work for them, particularly if they are highly educated and skilled in their profession with a commendable work history. The Queen Bee views the employees under her as competition. If the employees are well-liked and respected in their chosen career field, and have developed a positive reputation beyond the immediate workplace, the Queen Bee can find that intimidating and lash out at the employees in revenge. Consequently, employees who work for a Queen Bee supervisor may become victimized in their work environments as a result of the power plays that occur and the manner in which they are treated.

Queen Bee supervisors have a desire to feel important at the expense of others. They may treat female employees differently than males, levy more difficult requirements on them, and set unreasonable standards for them to meet. The Queen Bee may target a specific employee and deliberately initiate derogatory and unfair comments that cast an unfavorable impression of the employee to others. As a result, the supervisor may taint the perception of colleagues concerning the employee. In these situations where the syndrome prevails, it is not uncommon for the supervisor to deny a female employee requests for pay increases, training, and other growth opportunities. The Queen Bee does not want the employee to further develop within the organization or enhance her skills or expertise for fear that she could outshine the supervisor. Moreover, the supervisor prefers to keep the female employee confined to the office where she can be closely observed and does not want the employee to be placed in other situations where she has exposure to other people and opportunities that could likely enhance her professional image.

During staff meetings, any input by the female employee may be counteracted with negative reactions by the supervisor that include disapproval of ideas and suggestions, unfavorable responses, and obvious body language such as rolling of the eyes and headshaking that connotes unremitting disapproval. It is not inconceivable for the Queen Bee, in the employee’s absence, to search the employee’s work area to see what mail she is receiving and who she is having contact with.

When it comes time for the employee’s performance review, the Queen Bee is in a position to cause egregious harm to the employee. Despite the fact that the employee may be doing her job and doing it well, the supervisor can choose to give her a poor evaluation and cite her for a less than satisfactory performance. Though the employee may be able to write a rebuttal or have an appeal, the employee is still affected and may not be believed because the Queen Bee is in a position of power that, in and of itself, has clout to carry legitimate weight. Thus, the supervisor may be deemed credible simply because of the position she holds, and the employee is victimized in the process.
A victim of the Queen Bee Syndrome feels isolated and will not confide the extent of her victimization to others because of uncertainty about whom she can trust. The victim who suffers in the work environment can be greatly affected by all that occurs. Due to the continual stress she experiences, the victim can develop health problems that can commonly include gastrointestinal disorders, dysfunctional sleep patterns, and anxiety.

The victim may realize that the Queen Bee is doing all in her power to either force her out or have her fired by writing negative performance ratings. Before that happens, the victim experiences a sense of urgency and knows she must leave to survive—both professionally and personally. When she attempts to look for other jobs, she faces the possibility that her Queen Bee supervisor can provide a negative referral to any interested prospective employer which can result in the employee feeling victimized to an even greater extent.

Despite the ideology put forth that women look out for other women and help them advance, this is not necessarily valid in all circumstances. Though there are many female supervisors who are secure within themselves and recognize that a quality employee who excels will enhance the organization as well as reflect positively on the supervisor’s leadership, there still remain those who view the relationship as competitive and threatening. For employees who are conscientious, responsible, and highly qualified in their field of expertise, the victimization that can occur as a result of the Queen Bee Syndrome in the workplace is a devastating blow. Victims whose lives are impacted by this syndrome are negatively affected in numerous ways that can have deleterious consequences accompanied by enduring bad memories.

• Karen Bune
Karen L. Bune is a Victim Specialist in the domestic violence unit of the State’s Attorney’s Office for Prince George’s County, MD.

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Save the Date:

14TH ANNUAL NAWLEE CONFERENCE
“Nurturing the Spirit, Nurturing the Future”
Kansas City
August 6-9, 2009

Ladies and Gentlemen:

The National Association of Women Law Enforcement Executives (NAWLEE) is a non-profit organization sponsored and administered directly by law enforcement practitioners. It is the first organization established to address the unique needs of women holding senior management positions in law enforcement.

NAWLEE’s mission is to serve and further the interests of women executives and those who aspire to be executives in law enforcement by promoting the ideals and principles of women executives within law enforcement. As such, NAWLEE conducts training seminars to train and educate women executives in law enforcement in areas such as leadership, management, and administration. In addition, NAWLEE provides a forum for the exchange of information concerning law enforcement and mentoring opportunities for women in mid-level management positions and those new to senior management positions and senior management roles.

NAWLEE conducts an annual training conference each summer. The conference is well attended by approximately 150 people from local, state, university and federal law enforcement agencies across the United States. The 14th Annual NAWLEE Conference, “Nurturing the Spirit, Nurturing the Future” will be hosted by the Lenexa, Kansas, Police Department, August 6th – 9th, 2009. We encourage participation from the “future” leaders in your organizations not only in attending the conference but serving on the various conference committees. This conference will undoubtedly benefit members from patrol through supervisory and management ranks.

The conference committee is comprised of highly dedicated law enforcement members from both Kansas and Missouri. The conference will feature nationally recognized speakers. The host hotel for the conference is the Kansas City (MO) Downtown Marriott, which is within walking distance to the Kansas City Power and Light District, a vibrant new eight block entertainment neighborhood in the heart of downtown.

We would appreciate your providing this information to any members of your department that may have an interest in our association, attending this conference or serving on a conference committee. Please contact Lt. Dawn Layman at nawlee@ci.lenexa.ks.us or visit www.nawlee.com for additional information. Thank you very much for your support.

Sincerely,

Chief Ellen Hanson
Lenexa Police Department
The Second Amendment is one that spurs controversy among citizen groups on what is allowed or required regarding the right of citizens to bear arms. This U.S. Supreme Court opinion in the 5-4 decision from District of Columbia, et al v Heller that was decided on June 26, 2008 brings some clarity to that issue for law enforcement and licensing boards. Although this case does not directly impact law enforcement, it may tangentially affect how police encounter cases involving firearms in their own jurisdictions and an interesting case to read with almost 90 pages of dissenting opinion. What one might feel is an easy case to decide, the Court was struck with how to balance an individual interest to protect their home with a governmental interest to protect society.

The District of Columbia enacted some handgun laws that prohibited the possession of handguns and made it a crime to carry an unregistered handgun. It also prohibited the registration of those handguns, stating that no person can carry a handgun without a license that the Chief of Police may issue for 1 year increments. While that may seem extreme, the Justices did not have as much concern over those portions of the law as they did the next portion that required residents to keep their lawfully owned firearms “unloaded and disassembled or bound by a trigger lock or similar device unless they were in a place of business or used for a lawful recreational activity.” In essence, the government was instructing the citizens that they were not allowed to keep a loaded firearm in their homes for protection, unless it had a trigger lock device on it.

Mr. Heller was a special police officer within D.C. and wished to register his handgun that would also allow him to keep it loaded in his home for protection. The District refused and he filed civil suit to seek a decision on whether this law was valid. The District of Columbia argued that Mr. Heller was not a member of a “militia” as described in the Amendment and so he was not entitled to a “right to bear arms” as outlined in the Second Amendment. The U.S. Supreme Court ultimately struck down this law that negatively impacted the rights of citizens to have protective handguns in the home and determined that this restrictive clause interfered with an individual right guaranteed by the Constitution.

The Court dissected the language of the first phrase of the Second Amendment to describe what was meant by the framers of the Constitution. The Second Amendment claims that “a well regulated Militia, being necessary to the security of a free State, the right of the people to keep and bear Arms, shall not be infringed.” The Court determined that the first part of the Amendment was a “prefatory clause” that was meant to set up the purpose for the Amendment, while the second portion of the phrase was the “operative clause” to define what was intended to be limited or protected. In this case, the law was meant to protect the “right of the people” to bear arms and that language was intended to be an individual right, not a collective right as with a group forming a militia. Additionally, the Court drew upon the language of other Amendments to reinforce the sanctity of the home for protection of citizens.

In this decision, the Court took great care in defining the meanings of all of the words, as well as the context in which they were written as a sentence. In this decision they did uphold some jurisdictional rights to limit or regulate firearms, but remind us that this is done by weighing the rights of a government and individual rights.

While many decisions do not turn so discreetly on the individualized meanings of words, these were described in detail by the majority opinion writers. The separate dissenting opinions written by Justice Stevens and Justice Breyer do not agree with those interpretations and may form the basis for a different decision in the future. All 157 pages of this opinion are a good read to understand how the Court frames a good argument and decision. As with all cases, please seek the advice of your own local legal counsel for the effects of District of Columbia, et al v Heller within your own jurisdictions.

The League of Minnesota Human Rights Commissions has honored Chief Scott Knight with the Commission’s Human Rights award. The League of Minnesota Human Rights Commissions is made up of individual city and county Human Rights Commissions throughout Minnesota.

The Chaska Human Rights Commission nominated Chief Knight for the award. Knight was recognized for the creation of the Chaska Dialogue on Race “It’s Time to Talk” series, his assisting other Minnesota cities with developing their own “dialogues”, his serving as a Minneapolis YWCA Human Rights Commissioner, and his work with Chaska’s Latino community and all diverse peoples. Chief Knight is a frequent Minnesota and national presenter on topics concerning “Human Rights and the Police”. The award was presented at the League’s Annual Conference, in Rochester (MN), on Saturday, October 4th. Chief Knight was “commended for [your] commitment and accomplishments in the cause of human rights”.

“I am deeply moved by being nominated and receiving this award”, said Chief Knight. Chief Knight went on to say, “The core values and mission of the Chaska Police Department are centered on, 1) Serving, and 2) Protecting… everyone. The advocating for, the insuring of, and the protection of human rights is at the very heart of my professional and personal – faith – mission”.
Welcome
New NAWLEE Members!

Assistant Superintendent Nemishinghan Oyin F. Adamu  -  Nigeria
Police Force, Kano, Nigeria
Deputy Superintendent Oluwakemi Esther Adedeji  -  Nigeria
Police Force, Ikeja, Nigeria
Ms. Helen Ajaegbu, Secretary  -  Nigeria Police Force, Abuja, Nigeria
Lieutenant Karla S. Beck, Ph.D.  -  Lafourche Parish Sheriff’s Office, Thibodaux, LA
Sergeant Lisa M. Brown  -  Douglas County Sheriff’s Department, Lawrence, KS
Deputy Commissioner Bosede Ayodeji Dawodu  -  Nigeria Police Force, Lagos, Nigeria
Senior Corporal Hazel Layvonna Dennis  -  Sumter Police Department, Sumter, SC
Assistant Commissioner Akinpelu J. Ghemisola  -  Nigeria Police Force, Lagos, Nigeria
Chief Superintendent Ehinbero Sarah Idowu  -  Nigeria Police Force, Plateau, Nigeria
Assistant Commissioner Akon B. Ironu  -  Nigeria Police Force, Lagos, Nigeria
Lieutenant Jennifer L. Kemp  -  Lake County Narcotics Agency, Painesville, OH
Captain Libby Lytle  -  Oxford Police Department, Oxford, MS
Administrator Dawn Marshall  -  Girl Scouts of Broward County, Inc., Oakland Park, FL
Master Officer Elizabeth Metzger  -  Naples Police & Fire Department, Naples, FL
Attorney Pam McDonald  -  McDonald Law Firm, Greenville, SC
Lieutenant Sandra F. McLeod  -  South Carolina Highway Patrol, Camden, SC
Superintendent (Ret.) Ruth Montgomery  -  Edmonton Police Service, Edmonton, Alberta, Canada now with Pyxis Consulting Group, Inc., Vancouver, British Columbia, Canada

Captain Sara B. Morris  -  Wichita State University Police Department, Wichita, KS
Barr./Assistant Commissioner Augustina Ihesiaba Ngozi  -  Nigeria Police Force, Lagos, Nigeria
Deputy Commissioner Diseye Nsirim  -  Nigeria Police Force, Abuja, Nigeria
Assistant Superintendent Nkechinyere C. Obasi  -  Nigeria Police Force, Lagos, Nigeria
Superintendent Ego Ifeoma Okpalugo  -  Nigeria Police Force, Lagos, Nigeria
Deputy Commissioner Grace Chita Okudo  -  Nigeria Police Force, Lagos, Nigeria
Supervisory Special Agent Carolyn M. Pandolfo  -  Federal Bureau of Investigation, Washington, DC
Deputy Chief Wendy Potts  -  Gallaudet University Police Department, Washington, DC
Major Cathy Ryan  -  Vanderbilt University Police Department, Nashville, TN
Chief Superintendent Susan Samuel-Horsfall  -  Nigeria Police Force,
Lieutenant Jilleian Sessions-Stackhouse  -  Coastal Carolina University Department of Public Safety, Conway, SC
Deputy Chief Kathleen Suey  -  La Vegas Metropolitan Police Department, Las Vegas, NV
Corporal Stacy Simmons  -  Douglas County Sheriff’s Office, Lawrence, KS
Assistant Chief Karen M. Tempinski  -  De Sales University Police Department, Center Valley, PA

Help Us Keep In Touch With You
Please forward any name, address, rank and agency changes to:
Exec. Director, Diane Skoog at dmskoog@juno.com