

***WIFLE President
Catherine W. Sanz
in Chile***



April 2016

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Remarks by Catherine Sanz, Executive Director WIFLE at a Reception Hosted by U.S. Ambassador Hammer April 2016

Good Evening. This has been quite a week for me and it has been an honor to meet each of you and have the opportunity to listen to your stories. I have learned so much about your work, your dedication to service, and your love of Chile.

Mr. Ambassador, there are not enough words to thank you for the kindness and graciousness that you and your staff have extended to me to me over the past week. In my family, we always thank special kindness with some kind of personal service. Over the years, I have learned that this usually ends up being some form of physical labor. However, should I be able to help you or your staff in the future, please do not hesitate to call upon me.

I want to leave you with a thought that I think may help all of you as you live your lives. My mentor was one of the first women to achieve a leadership position in U.S. federal law enforcement and some of you have heard me mention her. She lived her life by the Robert Frost Poem "The Road Not Taken" which talks about two roads diverging in the woods. She would tell each graduating class about these two roads that diverged in the woods and how choosing the one less traveled will make all the difference in their lives. I am glad to have found you on this road with me. It can be tough road to travel but don't worry, the women up ahead left flashlights for us.

I hope we get to meet again and until we do, I wish each of you great success with your careers, that you enjoy your families, and that you find just a little time to share your hopes, and dreams and yes, even your frustrations, with other women from within and outside your agencies.

Thank you.



**Keynote Address by Catherine Sanz, Executive Director WIFLE
“Women Leading in Security and Justice Seminar” Santiago, Chile April 2016**

Minister Blanco,
U.S. Ambassador Mike Hammer,
Vice Dean of the Law Faculty, Maricruz Gomez,
Other authorities,
My fellow police and members of law enforcement,
Ladies and gentlemen,

Good morning and thank you for inviting me to take part in such an important seminar. My visit to Chile has been such an honor and one of the most incredible opportunities in my career.

For the past week I have had the opportunity to meet here in Santiago women (and a few men) in all law types of justice and citizen security – Carabineros, PDI, Gendarmeria, prosecutors, judges, and the military. We have been talking about the skills women have and how those skills change the culture of law enforcement for the better. How including women at all levels of justice and in all types of law enforcement jobs, helps improve security for the nation. I have met a group of amazing women. So many are “firsts” – women who paved the way as the first in their agency to go on a peacekeeping mission to Haiti, or the first woman to join GOPE, to take an assignment in the Easter Islands, the first and only prosecutor in a region that faces internal strife, or the first to command a Prefect. These are all women who have shown through their professionalism, hard work, and sheer determination, that women and men are equally effective at police work, investigative work, security work, legal work and administering justice.

Today we focus more on how women lead in security and justice and this is critical because no society can really feel safe if they do not trust the institutions carrying out these duties. The men and women who respond to calls for help, catch thieves, investigate crimes, assist the nation in times of crisis, and so many other duties are the face of any government to the citizenry.

Women leading in Security and Justice are key to attaining public trust and confidence.

Let me start with one recent example for the U.S. On September 16, 2013, a civilian contractor entered his workplace at the headquarters of the Naval Sea Systems Command inside the Washington Navy Yard in Washington, D.C. (our country's capitol) where he fatally shot twelve people and injured three others in a mass shooting. The response was immediate and the attack ended when around 9:20 a.m. EDT, the lone gunman was killed by police. It was the second-deadliest mass murder on a U.S. military base. As you can imagine, there was a real sense of fear and uncertainty in the city for many hours. However, something unusual happened. As the law enforcement leaders assembled to brief the press, all but one were women. The leaders of the Washington DC Police Chief, the U.S. Park Police, and the operational office of the Federal Bureau of Investigation were all women. Even the press took note of this. Later, WIFLE convened a panel with these women, including the Naval Criminal Investigative Service leader, also a woman, to discuss how the response and investigation unfolded. Women from around the country learned about the good and the bad, about the response and the changes that must be made to make future responses to these incidents better. In her comments, Washington DC Police Chief Catherine Lanier mentioned that she had briefed her fellow Police Chiefs from across the country. One Chief asked her to what she attributed the smooth coordination. She basically said, "Well let me see..." and then listed the names of all the women. So here we have top U.S. law enforcement officers and the press wondering why there was no agency "infighting," something agencies are known for. The answer was simple: it was women working together to solve a problem. We in WIFLE weren't surprised. Communicating and collaborating is what women do!

For the past 18 months, my organization WIFLE – Women in Federal Law Enforcement, a network of women across all 90 federal law enforcement agencies in the U.S. - has been one of the organizations working to change the culture of U.S. Law Enforcement to improve our capabilities and build greater trust with the public.

I am certainly not here to tell you we have THE answer how to do this. We don't. As you certainly know from the news, the U.S. faces many challenges in law enforcement, not the least of which are excessive use of force and lack of cooperation from the people we are supposed to be protecting. In the U.S., these challenges are exceedingly difficult to address in part due to the decentralized nature of our system. There are over 18,000 different police

departments in the U.S. This would be like every town and city in Chile having their own separate police department. All with different uniforms and badges, cars, laws and different penalties for those laws. We have state courts and federal courts. We have federal law enforcement officers and very local law enforcement officers. There is not one agency that has control over all of them. The only thing that they all follow are legal decisions handled down by our Supreme Court.

While many will argue how our problems came about, this is sure: Our relationship with portions of our communities has been fractured and law enforcement is experiencing a lack of trust in it by our communities. I cannot tell you how devastated this makes many of us in law enforcement feel because most of us got into these professions to work hard to protect and serve our communities. It was the call to public service that sparked our interest in becoming police officers, investigators, judges, etc. And it has been the love of this work that has kept us there.

What do I mean by it will be the women leading? I believe it will be skill sets that women possess that will help us restore trust and solve problems. This is something that we cannot train our way out of and walk away. It requires culture change and research indicates that we need to approach a higher percentage of women to effect real culture change. But this is not just my own belief, my organization WIFLE, working with academics and think tanks and others, has done academic studies with data that shows this is true.

I do not mean that we do this by just hiring a lot of women and all the problems will go away. If only that were true..... This is not about numbers. It is what women bring to this profession. It is our unique skills that up to now are still not fully utilized that will help restore trust. According to Linda Tarr-Whelan, “Women Lead the Way” (2009): “A few ‘first women’ are making key decisions in high places...a few is not enough to have a significant impact.” She further states that, “changing what gets decided takes changing who makes the decisions.” According to her research, “the proven tipping point, surprisingly, is just 30%...when women’s representation at the top reaches 30%, real change starts to happen.” She further asserts that “closing the leadership gap is a win for everyone—it brings in new ideas, creates a more balanced and productive work environment, and revitalizes social compact and demonstrable positive effects on the bottom line in business and government.”

When trust exists between the public and the police the citizens believe the police are fair and just. We cannot have real security and a sense of justice if we, and this includes all members of our societies, cannot trust the police who are the face of the criminal justice system.

So what are these skills that I keep talking about. Some know of them through experience and women know them intuitively. But these skills have been documented through 30-40 years of research and published reports. For example, in 2000, the U.S. Commission on Civil Rights published "Revisiting Who is guarding the Guardians? A Report on Police Practices and Civil Rights in America." This report looked back on the last 20 years since they had made their first set of recommendations. They had found those issues still persisted with little meaningful change. Reviewing the Commissions report ourselves, we found that the same topics were noted in in research conducted from 2000 to the present.

The first one is the one you likely already know, and certainly might expect. Women excel at handling crimes against women and children, sexual assault, human trafficking, and domestic violence. Victims often talk to policewomen and female prosecutors and judges more comfortably than they do to men in these positions.

However, in a 2000, U.S. Department of Justice research grant to develop a guidebook on the Recruiting and Retaining Women in Law Enforcement, the authors who included Chiefs of police, representatives from the Department of Justice and members from the National Center on Women in Policing, found other more interesting skills - women perform every aspect of the law enforcement missions equally well as their male counterparts regardless of the types of crime - women are operationally sound and make sound judgments. Women just do it differently.

Women diffuse situations upon their arrival, before they begin to speak, their mere presence begins to calm people.

The public finds women more approachable, we are perceived as less intimidating.

Agencies with higher percentage of women have lower sexual discrimination and harassment complaints

Although this research was written in 2000, it is still cited by present day research conducted by organizations such as the Rand Corporation and the Police Executive Research Forum.

Agencies with higher percentages of women have lower complaints of excessive force, which translates into fewer lawsuits and compensation for excessive force. Dr. Kim Lonsway 's research in 2002 analyzing the use of excessive force found that research dating back to 1987 that female officers were less likely than their male colleagues in the New York Police Department to discharge a firearm. In 1991 the Christopher Commission convened after the Rodney King incident, which spurred riots in Los Angeles, California; analysis of the police department found that "virtually every indicator examined by the Commission established that female officer are involved in excessive force complaints at substantially below males officers.

Finally women help change the internal culture of their agencies. Agencies analyze policies and become more family friendly, and this is just not for the women. This benefits men as well. More and more men are seeking a balance between career and family and they take advantage of opportunities that allow them to become more involved with their children lives.

This change in how institutions view and treat their employees actually translates to the way they interact with the public and becomes a cornerstone of building security and justice by building trust.

As I say this it seems so simple, just do this and you get that. But all of us here know that trust takes years to build and only seconds to destroy.

I had the honor of discussing these issues with many representatives of your judicial and security institutions this week and with all of the distinguished panel members who will present this morning.

I hope this is the beginning of a continuing conversation between Chile and the United States. There is a lot we can do to share best practices, research, and experiences in order to achieve a higher standard of justice and security for both our nations.

Thank you again for inviting me. I am happy to take a few questions and I look forward to hearing this distinguished panel.



Seminar on Women Leading in Security and Justice

hosted by the University of Chile Law School

Pictured are

Teniente Coronel Sra. Yexica Salas Roa- Gendarmeria de Chile (Prisons Division, Ministry of Justice)

Judge Lidia Poza, President of the Chilean Association of Women Judges (MACHI)

Prefecto Inspector Veronica Lagos, (PDI Investigative Police)

Francisca Werth, Executive Director, National Prosecutors Office

General Marcia Raimann, Carabineros de Chile (uniformed police)

Catherine Sanz, Executive Director WIFLE

Vice Dean Maricruz Gomez de la Torre who gave opening remarks

The Minister of Justice Javiera Blanco spoke and Ms. Sanz was the Keynote speaker on Women Leading in Security and Justice.

Lonsway, K., Wood, M., Flicking, M, Deleon, A., Moore, M., Harrington, P, Smeal, E., Spillar, K. (April 2002) *Men, Women, and Excessive Force: A Tale of Two Genders; A Content Analysis of Civil Liability Cases, Sustained Allegations and Citizen Complaints*, National Center for Women & Policing, Feminist Majority Foundation

Lonsway, K., Moore, M., Harrington, P, Smeal, E., Spillar, K., *Hiring & Retaining More Women: The Advantages to Law Enforcement Agencies*, National Center for Women & Policing, Feminist Majority Foundation

National Center For Women in Policing, 2000, A self Assessment Guide for Law Enforcement funded by grant from the Bureau of Justice Assistance Grant # 99-LD-VX-0003

Linda Tarr-Whelan, “Women Lead the Way” (2009):
Implementing a Comprehensive Performance Management Approach in Community Policing Organizations; An Executive Guidebook, Police Executive Research Forum, Shannon Branly, Andrea Luna, Sarah Mostyn et al. 2015



WIFLE President Catherine Sanz in Chile this Week

President Sanz was invited to Chile by the U.S. Department of State to give presentations to several groups of women officers. These are photos from yesterday sharing with you.

April 5, 2016. President Sanz at the Policia de Investigaciones de Chile (PDI) at the police academy. These women participated in the round table discussions which included the top ranked woman officer to the new cadets. Training at the academy is three years long and is a live in situation. The officers graduate with the equivalent of a college degree. The agency size is 6000; 30% are women.





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Above Photo: Roundtable with the Fiscalía, National Prosecutors Office. This photo is during the discussion of the skill sets women bring to the profession. The gentleman in middle is the equivalent to the U.S. Attorney General who was initially scheduled to give opening remarks but stayed for the whole program. We were all delighted.



Above: Carabineros de Chile Chilean national police force have jurisdiction over the entire national territory of Chile.



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hosted by the University of Chile Law School

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