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The Second Shift."
Female Police Officers and the struggle of Work/Life Balance and Promotion.

by
Ashlyn M. DeCruise

An Applied Dissertation Submitted to the
Abraham S. Fischler College of Education
and School of Criminal Justice in Partial
Fulfillment of the Requirements for the
Degree of Doctor of Philosophy

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2020

Approval Page

This dissertation was submitted by Ashlyn DeCruise-Fortune, under the direction of the persons listed below. It was submitted to the School of Criminal Justice, Abraham S. Fischler College of Education, and approved in partial fulfillment of the requirements for the degree of Doctor of Philosophy at Nova Southeastern University.

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"To whom much is given, much is required." This line of wisdom has been a constant mantra of mine since starting my dissertation process. Repeating it kept me accountable and focused throughout this journey. It also reminded me to always hold myself responsible for what I have and use my blessings to benefit others. To be able to embark on this journey has been a blessing, one that has only been made possible thanks to the support of others. It feels like saying, "Thank you" is not enough so I wanted to dedicate this section to all the following individuals:

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Finally, I would like to thank my beautiful daughter, Laylen Grey Fortune. Thank you for being mommy's source of inspiration to continue and finish this process. You are truly the human manifestation of GOD's love and blessings.

Statement of Original Work

I declare the following:

I have read the Code of Student Conduct and Academic Responsibility as described in the *Student Handbook* of Nova Southeastern University. This applied dissertation represents my original work, except where I have acknowledged the ideas, words, or material of other authors.

Where another author's ideas have been presented in this applied dissertation, I have acknowledged the author's ideas by citing them in the required style.

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Ashlyn M. DeCruise

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September 24, 2020

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Abstract

The Second Shift."Female Police Officers and the struggle of Work/Life Balance and Promotion. 2019: Applied Dissertation, Nova Southeastern University, Abraham S. Fischler College of Education and School of Criminal Justice.
Keywords: female police officers, policewomen, AAPD, Motherhood, domestic

This study examined how women in law enforcement maintained a work-life balance with responsibilities such as motherhood, domestic responsibility and other care-taker roles. While there has been some research conducted on female police officers, much of the literature was outdated. Further, many of these studies focused on women's performance and competence as police officers, and the associated burnout rate of female police officers. Very few studies examined the gender gaps in supervisory positions in relation to the Law Enforcement field within the United States, as well as the continued underrepresentation of women in Law Enforcement. Additionally, previous literature did not offer much insight on barriers that may hinder female police officers when trying to advance their careers. Instead, most studies focused on discrimination as the main barrier, excluding other variables that should be considered when examining the barriers to career advancement. Since information regarding this topic remains limited, results of this study provided valuable insight into current female police officers; increased awareness on the professional and personal struggles of female police officers; and can assist police administrators with guidelines on how to retain and increase female representation in the workforce especially within supervisory positions.

Keywords: female police officers, policewomen, AAPD, Motherhood, domestic

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Chapter 1: Introduction

This study examined the difficulties faced by women in law enforcement, regarding career advancement. Focus was given on themes such as discrimination in the workplace and the added domestic responsibilities placed upon female police officer. Furthermore, this study investigated the reasons female police officers decided to advance their careers despite the added pressure and obstacles with which they must deal. Although some previous research surveyed this topic, the majority of the extant research literature focused solely on female police officers throughout Europe and included little insight on American female officers (Silvestri, 2006). Moreover, the need for this study persists as women have been involved in Law Enforcement for over a century, yet there remain significant gender gaps when it comes to the employment and supervisory positions (Silvestri, 2006). Recent data suggests that women accounted for 12% of full-time police officers throughout the United States, with only 3% in positions of power (Bureau of Justice Statistics 2015). The representation of women in roles of authority within law enforcement was significantly lower when compared to other fields such as public relations, and business (Bureau Labor of Statistics, 2014).

The Research Problem

According to data compiled by the Bureau Labor of Statistics (2014), women accounted for 63% of the public relations workforce, with 59% of women in managerial roles and within business fields, in which women account for two of every five business owners (Wolfe, 2017). Furthermore, statistics (Politico, 2017) reveal that despite expanding rapidly over the past two decades, federal law enforcement agencies remain almost as male dominated as they were during the Clinton administration. In 1996,

women held about 14 percent of the country's federal law enforcement jobs; today, women represent just 15 percent. At this rate, one may predict that it will be 700 years before women hold half of these jobs.

Purpose of Study

As women are well represented in authoritative roles throughout other fields, it was imperative to understand why women were so underrepresented within Law Enforcement, and what can be done in the future to mitigate this disparity. As the disparity of male and female representation continues, it was important to conduct this qualitative study in order to examine why women continue to be highly underrepresented within Law Enforcement from females' perspectives, especially in authoritative roles. To best explain these discrepancies, exploration of barriers that female police officers encounter was imperative especially when those barriers exclude them from steady employment or advancement.

This study also examined how women in law enforcement maintained a work-life balance with responsibilities such as motherhood, domestic responsibility and other care-taker roles. Since information regarding this topic was limited, results of this study provided valuable insight into current female police officers; increased awareness on the professional and personal struggles of female police officers; and assisted police administrators with guidelines on how to retain and increase female representation in the workforce especially within supervisory positions.

Background and Justification

The Law Enforcement field has long held the title of being "an all-boys club," leading to the belief that law enforcement is a male-dominated field (Rabe-Hemp, 2018).

It appears from current statistics, this belief may be a reality, as current statistics show women account for only 12% of the total employees within Law Enforcement throughout the United States (Bureau of Justice Statistics, 2015). This underrepresentation is not reflected in other careers (Bureau of Justice Statistics, 2015), or within the overall role of females in American culture, considering women earned the primary income in 4 out of 10 homes, and comprise nearly half of the American workforce (Institute for Women's Policy Research, 2012). However, women are still significantly underrepresented when it comes to Law Enforcement. A preliminary review of the literature indicated that gender discrimination may be a possible reason for the significant gender gap (Brough & Frame, 2004). Despite the fact the Civil Rights Act in 1972 made it illegal for police agencies to discriminate because of gender, it appears some police departments have been slow to accept this change. Moreover, much of this discrimination could be unintentional, or indirect, like giving women less strenuous assignments, assigning them to more administrative roles, or restricting which types of cases women officers can work (Brough & Frame 2004).

Results from a Pew Research Center survey (2015) reveal many females felt discriminated when it came to assignments and promotions within their department. According to their study of 7,917 female police officers, 43% of respondents felt that the men in their department are treated better than female counterparts in regard to assignments and promotions. Research gathered from Woosley (2010) also highlighted discrimination in police departments, as female police officers reported they were forced to work harder than men to gain recognition for similar accomplishments and were more often confined to certain work roles, especially secretarial roles. Further women surveyed

reported having an absence of mentors/role models within their departments and a higher prevalence of physical constraints on similar jobs compared to male law enforcement officers (Woosley, 2010). Further, many female police officers also reported that personal struggles such as domestic and maternal responsibilities often become a significant hindrance when trying to advance their careers (Woosley, 2010). O'Hara (2009) shed some light on the personal struggles female police officers faced. Her study revealed female police officers in Ireland often faced difficulty advancing in their careers due to domestic responsibilities such as becoming mothers. O'Hara stated, many respondents discussed that were often reluctant to apply for certain jobs, because they either planned on having children in the future or were already mothers. In addition, many women believed that they would not be granted certain promotions due to their supervisor's bias, believing that Mothers would be unable to be available at all times (O'Hara, 2009). Doughney (2005) also revealed similar results as O'Hara's survey after results of their study, found persistent gender roles had a significant influence on many women's career decisions. As discrimination and domestic responsibilities have been established as significant influences regarding gender gaps in Law Enforcement, further research was needed to determine if there are there other external factors that should also be considered as potential barriers. Undertaking this proposed study was important in order to address this question, as well as to uncover important trends that may be significantly impacting female retention in police departments.

Statement of the problem. While there has been some research conducted on female police officers, much of the literature is outdated (Archbold & Schulz, 2012). Further, many of these studies focused on women's performance and competence as

police officers, and the associated burnout rate of female police officers. Very few studies examined the gender gaps in supervisory positions in relation to the Law Enforcement field within the United States, as well as the continued underrepresentation of women in Law Enforcement (Archbold & Schulz, 2012). Additionally, previous literature does not offer much insight on barriers that may hinder female police officers when trying to advance their careers. Instead, most studies focused on discrimination as the main barrier, excluding other variables that should be considered when examining the barriers to career advancement. These other variables, such as motherhood and other domestic responsibilities, become important particularly in police departments that have recruitment efforts in place specifically to target women, as research has shown that for those departments, despite recruitment and hiring initiatives, numbers are still extremely low in regards to overall workforce (Archbold & Schulz,2012). Finally, there appears to be an absence of research literature focused on exploring the experiences of women who have effectively advanced their career, while managing personal responsibilities such as motherhood. For these women especially, differences between these two groups of female police officers: The women who were able to balance domestic responsibilities while still advancing their career, and the women who struggled to juggle domestic responsibilities and advancement of their career will be invaluable. By ascertaining these differences, this study provided insight to women on how they can successfully handle domestic responsibilities, and advance their career, as well as added to the overall literature dedicated to female police officers.

Definition of Terms

The following terms was used throughout the study. Definitions of the terms were provided to ensure the reader understood the context in which the terms are being used:

Career advancement. This term was used to refer to career moves within or outside the same organization based on proficiency, work experience or training. Career advancement, as well as getting promoted, often comes with increased resources and responsibility.

Discrimination. This term was used to refer to the unjust or prejudicial treatment of different categories of people or things, especially on the grounds of race, age, or sex. Discrimination can be direct; as openly hostile acts or remarks, or indirect; as adhering to outdated biases and ideals, even with good intentions.

Female police officers. This term was used to refer to women who are employed as full-time police officers. Roles for these women can include street cops, administrative positions, traffic cops and supervisory roles.

Police. This term was used to refer to the civil force of a national or local government, responsible for the prevention and detection of crime and the maintenance of public order.

Police Department. This term was used to refer to a governmental department concerned with the administration of the police force. It is within the police department that the majority of procedural and administrative duties are executed, as well as where interviews are carried out.

Second Shift. This term was used to refer to women's responsibility to handle domestic responsibilities at home. These responsibilities were referred to as a second

shift due to the amount of time it takes to fulfill them. Examples include, care of child, elderly parent, cooking, cleaning, running errands etc.

Summary

Through the use of interviews, results from this study provided more knowledge on American women in law enforcement. Prior to this study, there was limited research that focused on the struggles female police officers encountered when trying to advance their careers. The goal of this study was multifaceted: First, to assist in increasing the amount of literature focused on female police officers within the United States and second to provide valuable insight to future candidates and current female officers on how to advance their career and balance domestic responsibilities. Finally, this study sought to highlight challenges and barriers female police officers experienced so that policy makers and department officials can potentially rectify these problems.

Chapter 2: Literature Review

Introduction

While there has been a significant amount of research conducted on female police officers, most of the literature has focused on the competence and performance on female police officers in their respective positions. Little research exists that examines the role of women in law enforcement and how it is perceived to interact with the responsibilities that most women must tend to outside of the career path. It is imperative to understand the history of women within law enforcement and the obstacles that have prevented females from maintaining the level of representation and authority given to male law enforcement officials. Further insight must be gained of how contemporary female law enforcement agents view their positions, and what obstacles they identify within the workplace. Once the history of current philosophies within law enforcement, as well as the perception of female police officers, is better understood, then addressing the issues that continue to create such low representation of women within law enforcement can be possible.

Due to this gap of knowledge, it was important to review the literature in order to create a relationship between women's initial entrance into the workforce, women's initial entrance into Law Enforcement, and finally, women's current role in Law Enforcement to best address the issues that marginalize female law enforcement. The goal was to use this timeline to expound influences that can explain the prevalence of gender gaps for female police officers specifically in relation to career advancement. This study will also focus on comparing the experiences of women in the Law Enforcement

versus other career fields to assess why there were significant disparities in retention rates and representation in supervisory positions within this field.

Women's Initial Entrance Into The Workforce

Women have contributed to the success of society for millennia. Women in many cultures were initially charged with most of the child rearing and domestic responsibilities; including gardening, sewing, cooking and cleaning. Although these tasks require acquired skill and innate ability, these "women's work" tasks were not classified as jobs, and certainly not careers (Waltner and Maynes, 2018). Instead, the activities tasked to women were appreciated, but not validated as true jobs, by their male counterparts (Waltner and Maynes, 2018). Further, prior to the late 1800's, a woman's primary job was to serve as the caregiver of the house. This opinion and segregation of tasks persisted throughout the majority of Western culture until the latter part of the 18th century with the beginnings of Industrial Revolution.

The Industrial Revolution would mark the first change of work for women in the Western world, as thousands of women were put to work in factories (Gourley, 1999). It was during this time that throughout much of Europe, and other portions of western society the essence of work was altered, especially for women. The Industrial Revolution brought about an enormous amount of change. For the first time, women were tasked with filling positions created by the influx of need as mechanized occupations began (Waltner and Maynes, 2018). Although hired into validated jobs for the first time en masse, women were often hired into positions that reflected skills that were stereotypically associated with women. Women primarily were hired as seamstresses and in textile mills, in mechanized agricultural positions and as cooks for workhouses.

Initially these positions relied on the tradition of values passed between maternal generations, however women were becoming validated for the first time (Waltner and Maynes, 2018). Moreover, although not common women were sometimes hired alongside men to work in mines in support roles. Although not directly a miner, women as well as children were hired to run coal carts up shafts and deliver tools and supplies to male miners (Waltner and Maynes, 2018).

Not only were women hired into the workplace for the first time at the end of the 18th century, they were the given compensation for their efforts. Although women were not paid as well as males, regular compensation was further validation that women were viewed as viable members of the workforce (Bailey, Colwell, & Hotchin, 2018). Most women were paid a working wage, meaning that they were only paid for completed work in an agreed upon period of time. This is occurred in male occupations as well but was relegated to unskilled or more laborious positions. More men were paid a salary, the same amount of compensation regardless of achievement. This type of payment was considered commonplace within more skilled positions, and towards the end of the 18th century and beginning years of the 19th century, increasing numbers of female workers were compensated with salaries. As more women were granted salaries, increasing reinforcement of value in the workplace was demonstrated (Bailey, Colwell, & Hotchin, 2018).

Although many women had entered the workplace by the commencement of the 19th century, the types of occupations involving women workers diversified. Although the majority of women were still employed in agricultural fields, involved in animal husbandry and within flower-shops, women were now regularly employed within

factories and on assembly lines (Bailey, Colwell, & Hotchin, 2018). Further the occupations for women within the 18th century were now more industrialized creating new roles within traditionally female-held jobs like embroidery, textile mills and farming. In America, the tragedy of the Civil War facilitated the necessity of many more American women to enter the workforce than within previous years. Women workers were necessary to fill the roles of their husbands, brothers, fathers and sons, within the community (Hur, 2015). Often it was the women of many families that would assume responsibilities for family businesses to ensure success while the men fought for either the North or the South.

Women were also needed to assume more active roles in manufacturing war materials; such as uniforms, guns and ammunitions, transport needs and processed sundries (Hur, 2015). Women increasingly were given roles that were granted almost entirely because of the lack of male presence as the war continued. When the Civil War ended in 1865, the need for increased American female workers persisted as heavy mortality rate amongst able bodied men became apparent. Due to the mass casualties of men from the war, women were forced to enter the labor force in increasing numbers in order to fill factories and work other jobs (Hur, 2015). These new positions created more authoritative roles for women in the workplace, although women commanded far less respect than male counterparts, and subsequently held less managerial roles in industrialized occupations, women were empowered within this time to create their own small businesses in greater number (Bailey, Colwell, & Hotchin, 2018). Women often created opportunity to make money by selling their produce and flowers within markets, sell embroidery and silks, and create more professional roles within food service and

hospitality (Bailey, Colwell, & Hotchin, 2018). Although a tough and inadequately subsidized existence, women were allowed to set their own prices, work their desired hours and create their own rules in a persistently male dominated world.

Women employed within the factories had an equally difficult, and often inadequately compensated existence. Shifts within factories were routinely long, with most workdays exceeding 16 hours (Bailey, Colwell, & Hotchin, 2018). Breaks were short, or completely absent. Often working conditions were terrible, with employees having to endure unsafe and treacherous conditions (Bailey, Colwell, & Hotchin, 2018). Factories were dirty, often-smoke or soot filled and home to a variety of pests like roaches and vermin. However, by enduring these repulsive conditions women were able to ensure their own future. By creating their own income, women were able to save money in case the primary income earner, the husband, would become too sick or old to work. In those days the interruption of a husband's income could be disastrous, as commonly women would not have the means to mitigate the household debt, often losing their home, and having to trade services to pay off the outstanding debt after the already devastating loss of their husbands, or fathers (Walker, 1971).

In the 19th century, inequality in pay became a more explored issue. Unfortunately, their work in factories would result in struggles and inequality. Alexander Hamilton's report on Manufacturers would be the first to initiate conflicts for women after his report detailed the benefits of employing women and children as cheap labor (Hamilton, 1791). Factory owners would take Hamilton's advice, offering young women from surrounding farms as workers, paying them as little as $3 per week. During this time women workers made approximately half of what male counterparts earned, even

though most male managers preferred to hire, and utilize, women workers within their factories or shops (Walker, 1971). Many supervisors reported that their preference for utilizing a primarily female workforce was based on the observation that women were more easily persuaded to work longer, harder and in worse conditions for less pay than were male counterparts (Walker, 1971). These observations were rather accurate as women were treated as more expendable employees and were fired more easily.

As many women depended on these extra wages to care for children and pay their bills, losing a job regardless of condition would be devastating (Perkin, 1993). Moreover, women were often so dependent on their respective income that pregnancy was not a deterrent to working in these conditions (Perkin, 1993). It was often reported that women within the 19th century would work almost until the birth of their child and would return to their position as soon as physically capable for fear of retribution or replacement. As childcare was still the sole responsibility of most of the female workers, children often accompanied their mothers to work, and sometimes were put to work themselves (Perkin, 1993).

There persists a misconception that during the 19th century that most women were content to stay in the home, however surveys conducted at the time, suggest that more women were active members of the workforce than nostalgia suggests. The data collected from a census completed within the United States in 1870 indicated, for the first time, how many women were engaged within a variety of occupations, as well as the composition of workplace demographics. Census data collected disclosed that approximately 15% of American workers were female. Of this 15%, two thirds of women were employed in occupations like textile manufacturing, tailoring and

embroidery (Walker, 1971). Another two-thirds of American teachers were female, although most female teachers were employed within primary school positions. Finally, the census revealed that the remaining 15% of the female workforce was employed within various factories and warehouses throughout the United States. Although women within the American workforce comprised almost a fifth of the overall workforce, many women still married young, relied on their husbands for financial security and only entered the workforce out of necessity, often with little other option (Walker, 1971).

Women in the 20th century workforce. At the beginning of the 20th century, women in the workforce experienced a great deal of rapid change. Although still primarily employed throughout factories, and within roles with domestic influence, women workers became increasingly validated within the workforce throughout the 20th century (Coates, 1994). This validation was facilitated by the changing social norms that prevailed during this time. Education for women became more accessible, and more accepted. As an increase in educational opportunity helped women attain higher levels of academic achievement, women became exposed to an influx of new experiences, including job training and finance courses (Coates, 1994).

World War I (WWI), much like the Civil War approximately fifty years prior, once again created need for an influx of women into the American workplace (Grayzel, 2013). However, this time, women were more eager and entered the war effort more willingly even though the necessity was still present. Women were tasked to manufacture war supplies, to sew bandages, to sell war-bonds and to nurse the wounded and tend to the deceased (Grayzel, 2013). This was however the first war that marked an increase of women in active, not just supportive roles, within the military. Women played active

roles within WWI as field doctors, intelligence specialists and spies, women that were exceptional stenographers transcribed and recorded intelligence, and women also began work as the builders of ships, planes and heavy artillery. Although the attitude of women in the workplace had evolved into a more proactive stance on working, many issues still faced the women of the workforce (Grayzel, 2013).

First, women were still compensated far less than male counterparts, with most women still receiving about half of the wage of men. Women still had to endure dangerous and often unsanitary working conditions, as many factories had little in the way of safety protocols. Many women underwent often irreversible damage to lungs, kidneys and heart as they worked with dangerous chemicals, such as sulfur, in munitions factories (Grayzel, 2015). Women were also placed on the battlefields of WWI as field doctors and nurses were needed in ever increasing number. Many women were exposed to potentially lethal situations regularly to aid in the war effort. After the end of WWI women in the workforce were widely accepted as much of the past stigma of a women's right to work had diminished through both educational opportunity, and success in the war effort. Although women were becoming more common place in the workforce it did not necessarily mean this acceptance was permanent (Grayzel, 2015).

The multitude of women in the workforce would ebb and flow throughout the rest of history. After WWI, America underwent economic devastation with the stock market crash of 1929 that eventually would lead to the Great Depression. Throughout most of the 1930's women once again were either forced out of jobs, or once again discriminated against as male-dominated unions would argue that only men were entitled to jobs, especially as the scarcity of jobs increased. (Hur, 2015) Males were given priority in

much of the workplace roles for manufacturing and skilled labor as derogatory views of women in the workplace were once again commonplace, and even created legislation hindering women workers. During the Great Depression 26 states prohibited a female's right to work completely, while other states enacted laws that limited one member of the household to the work force, discouraging females from employment, and in some parts of the United States married teachers were refused employment. Female workers were forced to endure a lowering in minimum wage, even though they already earned half as much as male coworkers. Further governmental programs like social security were restricted to men and their dependents only, excluding any female unmarried workers, regardless of occupation or skill level.

Despite the efforts of lawmakers and management, women actually entered the workforce in greater numbers than in the decades prior, mostly out of necessity as approximately a quarter of all men were unemployed at the start of the 1930's (Bolin, 1978). Although more women were in the workforce during the Great Depression, they were relegated, in great part, to certain jobs, referred to as "pink-collared jobs" (Kliemen, 2006), These jobs are classified as predominantly women's work, such as teaching, nursing, domestic oriented jobs like maids and cooks, and sewing (Kliemen, 2006) Women during this time often settled for these types of jobs even if they were formally trained in other fields, or possessed expertise in another field to avoid harassment from those who believed women were taking away employment opportunities for men in other sectors (Bolin, 1978).

The presence of women would once again increase during World War II, with women now taking jobs that were previously only held by men as they once again went

away to war (Parry, 2017). Much of the legislation restricting a female's right to work was lifted, mostly out of necessity as negative feeling about women in the workplace persisted during the initial phases of WWII, Numbers of females in the workforce sky-rocketed as approximately 35% of women comprised the workforce in WWII America (Parry, 2017). Further approximately 350,000 women actively served in the United States Armed forces. Considering these great increases in female participation, it is estimated that throughout WWII, a quarter of married women worked outside the home (Parry, 2017).

During this war, participation from women include support roles much like in WWI but also a marked increase in female pilots through the formation of the Women's Airforce Service Pilots, (WASPs). WASPs were an integral part of the U.S. Airforce flying supplies, and soldiers to war (Bellou & Cardia, 2016). Their participation also allowed far more men to fly in active duty as they were not encumbered by support missions. For the first time in history the United States government actively recruited women into the war effort both home and abroad, through specialized propaganda programs such as "Rosie the Riveter", which encouraged women to get involved in the manufacture of munitions, ships and aircraft (Bellou & Cardia, 2016). Moreover, for the first time in American history, women within the military received the same pay as male counterparts which was extremely validating to women within the U.S. Armed Forces (Parry, 2017)

Unfortunately, many women outside the Armed Services would often be paid approximately half of a male's salary for the same position. Also, women were still systematically being declined pensions and social security benefits if they were

unmarried. Most devastatingly however, may be the swiftness in which women were replaced within the work force once WWII ended, as well as inequality, as they were later forced to relinquish their jobs to returning veterans (Parry, 2017).

Throughout the rest of the 20th century, women have gained better access, and subsequent job permanence than previously experienced by women in the workforce. Most of this improvement in occupational acquisition can be attributed to huge advancements in access to education, especially advanced educational opportunities, to females in America (Mishel, Bernstein, & Schmitt, 2016). Since the 1970's women have increasingly enrolled in colleges and higher technical programs. Women are now being educated in previously male dominated fields such as science, math and engineering, and as such are creating opportunities for themselves akin to their male counterparts. Further, these educational successes create a more diverse array of opportunities in the workforce especially in higher skilled, and higher paid, professions (Mishel, Bernstein, & Schmitt, 2016).

Women in the contemporary workplace. The evolution of women in the workforce is often overlooked when studying the progression of American society (Shah, 2015). Currently, it is not uncommon for a woman to be a supervisor, or employed in a male-dominated field, however this certainly has not always been the case. Women have had to constantly fight for their acceptance, and allowance, since their entrance into the workforce (Shah, 2015). For many years, women's presence in the workforce has been plagued by Gender discrimination, in terms of job opportunity and advancement, and lower wages. Moreover, women have historically had the added pressure of societal responsibilities such as motherhood, caretaking and other domestic and familial

responsibilities (Connerly & Wu, 2016).

Women throughout much of America are still considered the primary caregivers and therefore forced to fulfill the responsibilities of their household while simultaneously balancing work responsibilities (Connerly & Wu, 2016). According to a recent study (2013) conducted by the Pew Research Center, this struggle is still prevalent for women within the American work sectors today. Results of the study revealed, mothers with children under the age of 18 were about three times as likely (51% vs. 16%) to state being a working parent made it harder for them to advance in their career. As the next section will highlight, these historical struggles and persistent discrimination of women has continued to plague women in different job sectors, especially in field such as the male-dominated occupation of Law Enforcement.

Women's entrance into law enforcement. Historically a "males-only" field, women began making their way into the Law Enforcement field at the end of the 19th century. In 1845, six women became employed within the New York City Police Bureau (NYPD) (Eisenberg, 2010). These women were actually the widows of deceased NYPD policemen, and were hired to provide these widows with pay and benefits as a favor to deceased officers. As these women were more ceremonially hired than hired for skill or knowledge, originally these six women were tasked with taking care of runaways and troubled youth, as well as keeping the peace at minor social gatherings, night clubs and school dances. It wasn't until a female inmate, rare at the time, was assaulted in a coed jail, that the need for increased numbers of women in Law Enforcement was realized, to ensure that male and female inmates could be housed separately in the future (Eisenberg, 2010).

"Matrons," the original name for female police officers, became more prevalent within the first part of the 20th century (Price, 1996). The first documented appointment of a women in an authoritative role within law enforcement, would occur in 1908, when Lola Baldwin was given the authority by the Oregon State Police to actually arrest individuals. Other women in law enforcement followed and in 1910 Alice Wells was sworn in as the first comprehensive police officer, will the full authority of the Los Angeles Police Department (LAPD), not just the ability to make arrests, but to interrogate suspects, investigate minor and question witnesses (Price, 1996). The next year, Margaret Adams was sworn in as a deputy for the LAPD, however unlike contemporary deputies, Adams's responsibility was primarily evidence processing and clerical work (Eisenberg, 2010) describes early female police offices as "Mothers with badges," in most departments, women would still be confined to more administrative positions (Woosley, 2018).

Women throughout the end of the 19th and early 20th century were as respected within law enforcement as they were in the rest of the American workforce, they were paid less and given more stereotypically women's roles, however citizens listened to their authority and they were values by their respective police departments until the end of the 1920's. Once the stock market crashed, women in law enforcement were summarily fired, or if allowed to keep their employment, were relegated to clerical work. The women that remained were often made dispatchers and clerks; positions that persisted well after the Great Depression ended. Some women, unhappy about their positions within law enforcement sought to change the status-quo. In other professions throughout the country women were increasingly gaining more responsibility, pay and benefits, and

these women believed they deserved the same opportunity. The movement was met with harsh resistance from male colleagues and male superiors throughout most of the country.

It was not until the latter part of the 1950's that women in law enforcement were given more responsibility and increased access to positions that were not of a clerical nature (Woosley, 2018). During this time the need for female under-cover cops became more pressing as prostitution and illegal drug rings became more prevalent, as only women could aid investigations in this way, women were somewhat begrudgingly given the opportunity. Despite the addition of many women to vice squads, women would still experience challenges while working alongside their male counterparts. One of the most glaring issues was the lack of acceptance by their male colleagues, as the tradition of male dominance had been established for many years prior. As the perceived notion that Law Enforcement was considered as a "males only field" persisted, women were subjected to numerous instances of discrimination. Women interested in becoming police officers were subjected to higher standards for police employment, were restricted to special units and bureaus, and were assigned primarily to clerical, juvenile, guard duty and vice work (Price, 1996). They were also subjected to lower wages, unable to be promoted except within special women units, and not permitted to take the same assessments for promotion as men (Price, 1996).

Women in contemporary law enforcement. Currently, approximately 47% of the American workforce is female, however only about 16% of law enforcement are women (Yu, 2014) The number of women represented in local and state police department are where women comprise only 12% of local police officer and approximately 7% of state police personnel (Yu, 2018). These statistics are far below

national averages for other fields such as business, science and technology, marketing fields, where women routinely comprise about half the workforce (Yu, 2018). As discussed earlier, these numbers have not increased, as women continue to be significantly underrepresented in the Law Enforcement field, As representation is so low, it is imperative to understand the causes of such low initial representation as well as low job retention, in order to better address the issues females in law enforcement must navigate.

Discrimination and Lack of Upward Mobility

Gender discrimination, the belief that one sex (typically females) are inferior to the other, is well documented within all levels of law enforcement agencies. Previous research indicates that gender discrimination is the primary type of discrimination experienced by female officers. When surveyed by Martin and Jurick (2006) the complaint that was expressed most frequently by women in law enforcement, across all levels, was high levels of pervasive gender discrimination within their respective agencies. Moreover, this type of sexism, is reported to be blatant across many policies and procedural protocols that the women officers must adhere to everyday (Martin and Jurik, 2006). Of the women that responded that they were aware of extensive discriminatory practices within their agencies, the most prevalent complaint was the blatant opinions of male colleagues and supervisors that female officers were physically inferior to their male counterparts and, as such, could not execute tasks that require physicality as well (Wu, 2015).

Gender discrimination also within policy and procedure also facilitates the grooming of female police officers for certain roles, as male superiors believe women

cannot handle the physical exertion needed to succeed at a variety of higher profile jobs, women are often tracked into clerical, social service, or other desk jobs instead of the patrol assignments they desire (Wu, 2015). The belief of women not being able to handle the physical exertion needed to succeed is erroneous as women are mandated to take and pass the same physical skills test as their male counterparts. This grooming of placing women in clerical, and other administrative roles can have long lasting consequences as female officers tasked with administrative duties will never gain hands-on experience needed for promotion, leading to stagnation in job satisfaction when they cannot be promoted due to lack of experience (Price, 1999) In her article, Price (1999) touches upon this topic, stating, "Women interested in promotion, were often denied due to lack of police experience. It was, of course, the same male police administration that had refused over the years to assign women to general patrol and thus had blocked policewomen's access to the required experience."

Other well documented complaints of female officers include rampant sexual harassment within their respective agencies (Wu, 2015) Female law enforcement officers are made aware of hyper-masculine cultures traditionally associated with police departments, behaviors that cause discomfort and dissonance between male and female officers. These behaviors include crude jokes, often at the expense of female officers, heavy partying and drinking, homophobic jokes and remarks, rampant racisms and demands that women who enter it "subsume male characteristics to achieve social acceptability" characterize this work culture (Young 1991, p. 193). This type of work culture is toxic to many female law enforcement agents, and if females refuse to

participate can be detrimental considerations for promotions, desired workloads or future favors (Young, 1991).

As the presence of sexism and sexual harassment are well documented within law enforcement agencies it is often difficult for women officers to feel like they are actually being considered as serious candidates for promotion. When surveyed across local, state and federal agencies the majority of female respondents reported that promotional consideration was less likely for themselves, and perceived opportunity was limited (Wu, 2018), especially if they did not participate in "quid-pro quo" behaviors with male colleagues or superiors (Young, 1991). Like past generations, women are once again confined to certain positions such as administration roles due to their gender, as male colleagues and superiors believe that women cannot effectively perform the roles needed to excel as a police officer. Although female police officers routinely demonstrate their physical capabilities to perform police work, they are still often met with barriers and scrutiny when trying to advance their careers (Bloch and Anderson 1974, Sherman 1975, Townsey, 1982).

Kurtz et al (2012) suggests that this trend of grooming and confining women into certain roles can be attributed to the structure of police departments. Since policing has long been regarded as a male dominated profession, most agencies are structured based on gender stereotypes. Evidence of that can be seen when examining earlier responsibilities of female police officers. According to Woosely (2016), some of the early duties for policewomen involved patrolling dance halls to keep tango dancers at least 10 inches apart and patrolling beaches to stop clandestine activity. According to Rabe- Hemp (2011), this phenomenon has continued today as studies show female

policers officers are routinely pulled from the streets and assigned to departments that reflect traditional gender roles such as caring for runaway teens. In many agencies, female officers are often assigned roles that encourage being maternal or feminine in nature, which often leads to unsatisfactory work experiences for female police officers (Rabe-Hemp, 2008). This lack of satisfaction may cause women to leave the police force or discourage them from applying for supervisory positions because they feel as though they will be rejected. Rhodes (2016) substantiates this claim stating, only a quarter of women in upper management and executive positions believe that they have the same opportunity to be promoted on the same timeline as male colleagues in similar positions.

Peer acceptance has also been cited as another form of discrimination that female police officers face. Woosely (2018) discusses examples of peer acceptance, such as the desire to be known as a good officer, is one of the greatest pressures operating within police organizations. Failure to achieve this status can be demoralizing, and devastating, and is often harder to achieve for female police officers as they must overcome the societal prejudice of being known as the weaker sex. Woosley also adds that many female officers often report feeling like they have to work twice as hard in order to prove themselves and be accepted (Woosely 2015).

A study (2015) conducted by the Pew Research Center also examined the topic of peer acceptance within other career paths. Results of their study revealed that while four of five Americans agree that men and women equally make good business leaders, half of Americans believed that the reason more women were not in top executive positions was because women were held to higher standards and had to do more to prove themselves. A wide variety of research supports that these perceptions are well founded (Rhodes, 2016).

Rhodes (2016) discusses, that differences in promotions persist even after controlling for education and work experiences. Multiple studies have shown that women rank equally, and in some cases higher than men on leadership and overall effectiveness, however these capabilities are not proportionate to leadership opportunities and representation.

Domestic Responsibilities, The "Second shift" and Retention

In addition to the sexual harassment and gender discrimination faced by many women in all levels of law enforcement, many women are still the primary contributor to domestic responsibility and household management. Described as the "Second Shift", this encompasses any obligatory activity not included within paid labor. Components of "Second Shift" include chores and errands, childcare, obligations on behalf of children, caring for other family members and other household maintenance.

Many women within law enforcement are not exempt from "Second Shift" responsibilities even though law enforcement officials keep chaotic and long hours, often having to be on-call at all hours of the day, and working long hours when cases are complicated (Wu, 2018). Further, female officers often feel like unsuccessful mothers or wives when unable to meet domestic demands and rigors of child rearing (Wu, 2015). Women in law enforcement often consider "Second Shift" responsibilities when deciding whether to enter into consideration for promotions.

According to a study conducted by O'Hara's (2009), multiple female police officers in Ireland often faced difficulty advancing in their careers due to domestic responsibilities such as becoming mothers and persisting domestic responsibilities. Many respondents discussed that were often reluctant to apply for certain jobs or seek promotions, because they either planned on having children in the future, or were already

married (O'Hara, 2009). In addition, many women believed that they would not be granted certain promotions due to their supervisor's bias that female law enforcement officials would not be able to available at all times (O'Hara, 2009).

An earlier study conducted by Doughney (2005) also reinforces O'Hara's researches, after results found prevailing gender roles were a significant influence on women pursuit of certain careers. Analysis from the above studies appears to suggest many women seem reluctant to pursue a career in law enforcement, as men account for more than half of employed officers (Doughney, 2005). As men comprise most of the workforce within law enforcement, and many still adhere to traditional gender roles, female officers feel further isolated, as they believe their colleagues and supervisors will be unable to adequately understand demands placed on a female officers time, and that because of this, female officers will be taken less seriously (Wu, 2018).

Gornick and Meyers (2003) indicate that this skew could contribute to a women's choice to abandon their careers after becoming overwhelmed and facing increased work-life conflict. As many female officers fail to meet their own standards in reaching ideal work-life balance, between work responsibilities and "Second Shift" pressures, many women choose to leave law enforcement instead of continuously feeling like an inadequate mother or domestic partner (Gornick and Meyers, 2003). Woosley (2018) describes early female police offices as "Mothers with badges," and discusses it was not until 1968 when the Indianapolis Police Department assigned two female police officers to patrol on an equal status with male counterparts. However, in most departments, women would still be confined to certain, more administrative, positions.

Working the “Second Shift” at home should also be considered while explaining the disparity in female representation within Law Enforcement, as many working women report that they often have to come home, and complete household chores such as cooking, cleaning, and raising children (Hochshild, 2003). A study (2011) conducted by Kurtz also examined the effects of family factors on police stress using data obtained from Police Stress and Domestic Violence in Police Families in Baltimore, Maryland. Results of the study revealed, policewomen generally experience higher level of stress, due to domestic responsibilities such as parental and marital status. Kurtz indicated that findings of this study support the conclusion that domestic responsibilities known as the “second shift” are linked as a source of stress for women and a potential hurdle for recruitment and retention of female police officers (Kurtz, 2011).

In reviewing the previous literature, research suggests that it is possible some female police officers may choose not to apply for promotions or other types of career advancements due to the fear of not being able to accurately juggle both personal and professional responsibilities (Kurtz,2011), as the Law Enforcement field is notorious for its long and unpredictable hours. Research (Shelly e. al, 2011) has highlighted that some agencies have purposely implemented maternal and family leave policies, thus further limiting a female’s ability to effectively juggle their law enforcement career and domestic responsibilities. Many female officers feel pressure to postpone having children as taking maternity, or family, leaves would be undesirable to male colleagues or supervisors (Wu, 2018) Moreover, many female officers also felt that if they left, even temporarily, to birth or raise children, that their perceived job performance and efficacy would be decreased, as they would be viewed by others as more a mother and less of a police officer (Wu,

2015)

A study (2013) conducted by the Pew Research Center examined the ages of mothers, and their struggle to advance in their career. Results found that about 58% millennial mothers (ages 18 to 32) reported that being a working mother made it harder from them to get ahead at work. Results from the study also revealed, 42% of women compared to 28% of men have reported reducing work hours to care for a child and/or other family member; and 27% of women compared to 10% of men reported quitting their jobs at some point for family reasons. Finally, results also revealed among men and women who reported reducing their work hours to care for a child or family member, women's careers were significantly impacted by over 35%.

Expelling the Barriers, Women in Supervisory Positions

As confirmed by previously discussed research, upward mobility in the Law Enforcement field has been seemingly difficult for female police officers. Statistics show women only account for one in ten supervisors in the Law Enforcement field (Bureau of Justice Statistics, 2015). This number is significantly lower when compared to other fields such as public relations and technology. According to data compiled by the Bureau Labor of Statistics (2014), women accounted for 63% of the public relations workforce, with 59% of women in managerial roles. According to an article by (Wolfe, 2019) females are gradually becoming the dominant force in small business ownership and succeeding in industries once taboo for women. This reality emphasizes that when given the opportunity, women are able to succeed in positions that were once solely reserved for men. Statistics further cement this reality, with results from the 2016 Census Bureau revealing, businesses fully owned by women or majority owned by women, increased

2.8% in 2016; and showed a higher annual payroll in 2016 at 318,156,186 compared to 293,079,225 in 2015 (Wolfe, 2019).

A 2008 Columbia Business school study also revealed the success of female supervisors in other domains. Their study which surveyed 1,500 U.S. companies, found firms with women in senior management performed better than male counterparts. This was especially true if the firm pursued what researchers called, "an innovation intensive strategy," which focused on collaboration and creativity (Popper, 2010). It is clear from research that women tend to be just as successful, or exceed more often, than their male colleagues, however this trend is not observed within law enforcement. Wolfe (2019) offers an explanation, as Wolfe believes there are many industries where it is still a "good ol' boys' network" that could make things harder even for the most talented businesswomen. To break into a male-dominated industry is not impossible, but may require additional skills, such as networking (Wolfe, 2019). Wolfes' point is one of the primary focuses of this study. It has been long proven that the police force is a male-dominated field with women often being passed over for supervisor positions yet despite this, some women have managed to break these barriers. This study aims to uncover the methods and/or tactics, those women utilized to create a more beneficial work/life balance, and how those women succeed in Law Enforcement.

Women's increasing success in the workplace. As discussed earlier, despite women struggling to rise to the top in the Law Enforcement, research has revealed that this struggle is not as prevalent in other workplaces. As of 2010, women have now out-number men in the workforce for the first time in U.S. history (Rosin, 2010). In her article, Rosin (2010) breaks down the statistics that reveal why women are dominating

the workplace, currently, most managers are women, and are slated to control most of the sectors slated for the greatest growth such as nursing, home health assistance, child care, and food preparation. Rosin (2010) credits attributes that are the most valuable within the workforce: social intelligence, open communication, and the ability to sit still and focus. All attributes which are more prevalent in women than their male counterparts (Rosin, 2010). Rosin discusses, "In the white-collar workplace, men's physical strengths and aggressive tendencies are increasingly out of steps… a white-collar economy values raw intelligence horsepower, something men and women have in equal amounts. It also requires communication skills and social intelligence, areas in which women, according to many studies, have a slight edge." Rosin's point makes it evident that women clearly possess all the necessary skills needed to rise to the top, however as is the consensus throughout numerous studies, are still shockingly underrepresented in supervisory positions especially within Law Enforcement.

Accuracy and recruitment of women in law enforcement. With all the obstacles that women face in regard to career advancement, it is beneficial to understand how law enforcement careers are marketed towards women to better assess if these obstacles are apparent when many females decide on law- enforcement careers. When studied recruitment techniques throughout programs of all levels: local, state and federal law enforcement programs many law enforcement entities rely on similar messages (Wu, 2018).

Most agencies appeal to the idealized woman; representing female officers as strong, brave and capable, a message that does not seem to align with values of many departments once women are hired. Women are often depicted in peak physical shape,

and are easily able to handle the physical and mental demands of the job, (Wu, 2015) Further the majority of recruitment material depict male and female officers working in tandem, both respectful of one another, another contradiction when compared to numerous studies (Wilson, Wilson, & Gwann, 2016).

Recruitment pamphlets and information is encouraged to be placed in areas in which females "With nontraditional hobbies or interests can be found" (Wilson, Wilson and Gwann, 2016). Places such as high school shop classes, autobody repair shops, gyms and sports clubs. In this way recruitment material will be viewed more regularly by females with more traditionally masculine attributes and persuasions, as well as an increased number of fit individuals (Hilal, Densley, & Jones, 2017).

Although there is little concrete evidence to corroborate that recruitment material is intentionally misleading to females, in regards to accurate representation of work environment, often this type of recruitment literature can lead to confusion and disillusionment by females once they are hired, and they are confronted by the variety of aforementioned obstacles (Hilal, Densley, & Jones, 2017) Further, this type of recruitment campaign may actually discouraged other cohorts from applying and subsequently being hired. If this occurs, it is appropriate to believe that the work culture of law enforcement is unlikely to change. If recruitment practices routinely seek out men and masculine-minded females, a less masculine work culture is unlikely to develop (Hilal, Densley, & Jones, 2017

Conclusion

As the literature has shown thus far, woman have historically faced many challenges within their professional lives. Women throughout history have been forced

to create a variety of niches in order to maintain employment, even when conditions were poor and unsafe. Although women in America have been able to mitigate the majority of historical obstacles in many occupations, women still remain largely marginalized and underrepresented within all levels of law enforcement; including local, state and federal levels (Wu, 2018)

Women within law enforcement had to face numerous challenges during their transition into law enforcement such as gender discrimination, sexual harassment and the "second shift syndrome." All of these obstacles have culminated in feelings of isolation, inadequacy and increased anxiety for female law enforcement officers. Moreover, these themes have persisted throughout the modernization of the workplace and have seemingly emerged as one of the most significant challenges plaguing women in Law Enforcement. Gender Bias, sexual harassment and "Second Shift" syndrome are among the most reported reasons surveyed women policemen of all levels have reported burnout and lack of job satisfaction. Further frustration arises for female officers when these discriminatory practices influence job performance and opportunity for advancement, especially for those looking to advance their career.

Women are more likely reduce their hours, take a significant amount of time off from work, or quit their job as conflicts in work/life balance increase, unlike their male counterparts. A review of the literature has indicated that certain variables such as age, and amount of maternal responsibilities also influence both the self-criticism as well as the perceived opinions of male colleagues and supervisors, especially when examining the theme of the "Second Shift". Finally, when comparing women in other domains

outside of Law Enforcement such as business, women emerge as the dominant gender due to social intelligence and communication.

By conducting this study, better identification and understanding of the personal struggles that female police officers face when trying to advance their career was accomplished. Law enforcement officials and administrators can gain valuable insight on how to identify this issue more efficiently, as well as whether current protocol regarding harassment, discrimination and bias is sufficient to mitigate these issues. The results of this study may also illustrate deficiencies in hiring practices or standards for promotion or job advancement. Finally, results from this study assisted in increasing the amount of literature conducted on female police officers.

Research Questions

The below guiding questions was posed as essential questions to this study.

Central research questions. "What themes influenced female police officers' decision to advance their careers? For the women who had advanced their careers, how did they balance career advancement with domestic responsibilities?

Subquestions.

1.1) What steps did female police officers employ to gain promotion?

1.2) What factors or events hindered their career advancement

2.1) What strategies were used to gain a balance between career advancement and domestic responsibilities?

2.2) What factors or events hindered their balance between career advancement and domestic responsibilities?

Chapter 3: Methodology

The purpose of this study was to explore and understand the lived experiences of female police officers and their balance of domestic responsibilities with career advancement. Their experiences were qualitatively explored through face-to face interviews and researcher field notes to capture demographic information related to work experiences and their balances. A section was devoted to rationale for using a qualitative method, data collection, original interview procedures, and proposed steps for analyses of interview data with female police officers.

Strategies of Inquiry

Challenges faced by female police officers while advancing or attempting to advance their career is a crucial element that appears to be absent from the research literature when it comes to examining females in Law Enforcement. Previous qualitative studies have either focused on female police officers' physical limitations or on their underrepresentation in the force. Female officers' experiences and perspectives on challenges faced when trying to balance work roles and domestic responsibilities can help law enforcement officials and administrators gain valuable insight on how to identify this issue more efficiently, and successfully mitigate these issues.

Research (Faggiani, Fridell, Jordan & Kibu, 2009; Shelley, Morabito & Tobin-Gurley, 2011) reveals police administrators state retention and recruitment of women persists as a problem for multiple police departments. In addition, many promotions for women have been met with resistance also adding to the inability to retain female officers as well as lack of females in supervisory positions (Hassell, Archbold & Stichman, 2011). Furthermore, the discussion of female police officers has been marginal, especially when

it comes to their juggle of domestic responsibilities, and career advancement. This research will contribute to the literature by identifying and analyzing female officers' lived experiences. Because women are significantly underrepresented in law enforcement, particularly in supervisory positions, exploring this topic is crucial. Results can provide useful guidance to police departments on how to increase recruitment of female officers and eliminate barriers that hinder overall advancement of female police officers.

Qualitative and phenomenological approach. A qualitative methodology was utilized to explore the participants' experiences of balancing domestic responsibilities with career advancement. The benefits of a qualitative study outweighed those of a quantitative approach because it allowed the researcher the opportunity to fully capture the personal experiences and challenges of each participant. Results of the study are not controlled by the researcher but instead from analyses of patterns, categories and themes gleaned from participants answers (Rudestam &Newton, 2007). The researcher is also not confined to close ended questions, allowing participants to offer alternative or opposing perspectives, and/or conversational gates that are vital in fully understanding the experiences of participants. All perspectives, experiences and themes were analyzed via a coding process.

The phenomenological method, a subset of qualitative research, is also necessary because it aims to describe, understand and interpret the meanings of experiences of human life (Wertz, 2005). Phenomenology focuses on research questions such as what it is like to experience a situation, and usually involves identifying participants who have experienced the problem being studied. According to research by Wertz (2005),

phenomenology is based on the principle that scientific knowledge begins with a clear and unbiased description of the subject matter. With this approach, the researcher is better able to capture information without preconceived notions and/or biases. Moustakas (1994) suggests that phenomenologists attempt to eliminate prejudgments so the researcher can capture information without biases or preconceived ideas. This approach was beneficial for this study because it allowed the researcher to explore and understand the experiences and challenges female officers faced when balancing their personal and professional lives.

Considering the above, the researcher felt a phenomenological approach was the best method to fully capture the intended data. Currently, there are few studies that focus on the work-life balance of female police officers, and the steps they take to overcome their challenges. With a phenomenological approach, the researcher was able to interview and learn from participants who have experienced the problem being studied and use their experiences to fully understand and research the issue. This was more beneficial than a quantitative approach because it allowed the researcher the opportunity to fully capture the personal experiences and challenges of each participant. Finally, adopting a phenomenological approach ultimately led the researcher to capturing information that was unable to quantify.

Participants

Research participants were recruited from the Anne Arundel Police Department (AAPD). This department was selected due to the large number of female officers employed in the AAPD, and because it was one that the researcher was acquainted with and therefore made participants easily accessible. However, despite this familiarity, as

previous research (Rabe-Hemp, 2008) has highlighted, obtaining police officers to serve as study participants can be a difficult task, as this population is often one that is close-knit and hesitant to participate in interviews. Due to this, snowball sampling was used to generate additional participants. Snowball sampling refers to a non-probability sampling technique in which the researcher begins with a small population of known individuals and expands the sample by asking those initial participants to identify others that should participate in the study (Crossman, 2019). Since the researcher was acquainted with some of the female officers in this branch, the researcher asked these individuals to refer women who may be interested in participating in the study and fit the criteria of being a mother and/or having domestic responsibilities.

The researcher made initial contact with a female police officer who was an acquaintance and asked that she provide contact info for female police officers that may be interested in the study. After receiving their information, the researcher contacted the potential participants via phone and asked if they were interested in participating in a study regarding their job experiences and motherhood, and/or domestic responsibilities. Potential participants were made aware that full confidentiality would be granted, and that they will be compensated for their time. Approval for the study was sought from the Nova Southeastern University Institutional Review Board (IRB), in order to ensure that all ethical guidelines were met. In regard to sample size, the goal was to obtain a sample of participants that was comprised of (a) female police officers, (b) between the ages of 21 and 65 years of age, (c) currently employed as a full-time police officer and (d) had a minimum of 2 years full-time experiences (entry level to upper management). While, the researcher aimed to obtain a sample selection that met this criterion, she understood that

this population has often been considered as hesitant to participate in these types of interviews and therefore the number of participants could be small. Due to this, the final number of enlisted participants was 13, falling short of the researcher's intended goal of 20.

Instruments

A semi-structured interview protocol was developed by the researcher and approved by her dissertation committee prior to collecting the data. The interview guide consisted of 24 questions/probes and was divided into three sections (see Appendix C). The first section focused on participant's work experiences, such as promotional potential in the workplace, and treatment from coworkers on their ability and commitment to do their job. The second section focused on participants' domestic responsibilities such as if they were mothers or caregivers for a parent, spouse, and/or another individual. Questions regarding obstacles/challenges and recommendations made up the final section. Each interview was audio-recorded and took approximately 60 minutes for completion.

Data Collection Procedures

Prior to each interview, each participant was notified of participant confidentiality and informed consent. They were asked to read and review the form and sign if they agreed. The researcher also made sure to address any questions and concerns and ensured the participants were aware of their rights and understood all aspects of the guide and interview prior to starting. Participants were also given a handout that contained background information about the study, a brief outline of the study procedures, and contact information for the researcher. Interviews with participants were conducted via

Zoom and Facetime platforms due to current social distancing protocols, and lasted approximately 60 minutes. The participants were able to stop the interview at any time or extend their interview past 60 mins if they wished to further elaborate on their experiences. Each interview was recorded with an audio recorder in order to transcribe verbatim participants' responses and reduce the possibility of researcher error. Notes, direct quotations, specific behavioral patterns, and additional comments were also transcribed on hard copy paper to help researcher fully capture the participants' responses.

Each recording was analyzed immediately after each interview to ensure all responses to questions were answered and followed original interview protocol guide. The researcher transcribed all responses by typing them up in Microsoft Word verbatim to assist with triangulation. Triangulation facilitates validation of data through cross verification from more than two sources. Triangulation is especially important because it can help with bias and enhance the validity of the study by studying human behavior from more than one standpoint (Cohen, 2009). Transcribed interviews were then reviewed by the researcher in order to identify any issues or experiences that seem to be reoccurring, and/or consistent amongst multiple participants. All real names were replaced with an alias in order to further ensure confidentiality of participant. Multiple reviews of the transcripts were conducted, in order to ensure that all common themes were extracted from the interviews and assist with quality control.

Finally, all recordings were stored on the researcher's personal laptop and password protected. The researcher was the only individual who had access to the computer. Additionally, all data was backed up and saved on a secure data device, which

was stored in the researcher's house. All data, and interviews will be stored in the researcher's home for five years. After five years, all data and information will be destroyed.

Data Analysis Plan

Prior to data analysis, the researcher read over all transcribed information, which was the raw data responses to the interview questions. This data assisted the researcher in decoding important themes, patterns and issues. The researcher made notes about her first impressions, and labeled relevant phases such as actions, concepts, differences and opinions for coding purposes. The goal was to find excerpts that captured insight on participants' domestic life, career advancement, their feelings about advancement, and challenges of balancing work and domestic roles. This was important because it assisted the researcher in identifying what codes were important so they can be categorized. After the categories were identified, the researcher then labeled them and described the connections between them. Content analysis was also used during this review. Content analysis is the research method used to identify patterns in recorded communication. To conduct content analysis, the researcher systematically collects data from a set of texts, which can be written, oral, or visual and uses the data to make qualitative inferences by analyzing the meaning and semantic relationship of words and concepts (Luo, 2019). After extracting these excerpts, NVivo 12 was used to organize and categorize the data. NVivo 12 also assisted the researcher in category building and coding.

Ethical Considerations

Ensuring that this study adhered to ethical standards was an essential component to ensuring the validity of this study. It was important that the researcher prevented harm

and/or distrust of the study participants. In order to achieve this, appropriate measures were enacted. The first was ensuring the study adhered to ethical standards such as Nova Southeastern University's Institutional Review Board (IRB), as well as the American Psychological Association (APA). Since the study involved human participants, IRB approval was sought and granted prior to beginning the study. After gaining approval, each participant was given an informed consent form that assured them their participation was voluntary and any information they provided was confidential. Each participant was also be given the option of using an alias when filling out the informed consent forms.

Finally, the researcher ensured all transcribed information collected during the interviews was saved on the researcher's personal laptop and password protected. The researcher was the only individual who had access to this laptop, and was the only person who had access to the transcribed information. All information collected during this study as transcribed information and informed consent forms will be destroyed within 5 years. Finally, the researcher was aware that some questions may have triggered stress or been uncomfortable for the participant to answer. Due to this, prior to each interview, the researcher stressed each question was completely voluntary and up to the participants' discretion to answer. If a participant appeared to be stressed, the researcher immediately stopped the interview, and asked the participant if they needed a moment to collect themselves.

Potential Research Bias

Qualitative research involves a scientific method of observation such as interviews, participant observation, and focus group discussions to gather data (Shah, 2019). Due to this, it was important the researcher ensured potential biases were

minimized as much as possible. According to Shah (2019), it can often be difficult for the researcher to detach completely from the data, ultimately leading to the difficulty to maintain objectivity and avoid bias. Participant bias and researcher bias has been considered as two of the main types of biases. Participant bias occurs when participants or respondents respond to questions based on what they feel is socially acceptable rather than what they really feel. Researcher bias occurs when a researcher unknowingly interprets data to meet their hypothesis or include only data that they think are relevant (Shah, 2019). As one can imagine, if bias is not minimized properly it can lead to implications such as incorrect and skewed data.

Being that the study involved women in law enforcement, and the researcher is currently a woman who has been employed in Law Enforcement for nine years, it was important for the researcher to take necessary steps in order to avoid researcher bias. One bias in particular to avoid was confirmation bias. Confirmation bias is considered as the most common type of bias and occurs when a researcher interprets the data to support his/her hypothesis such as omitting data that does not favor his/her hypothesis (Shah, 2019). This was avoided in this study by ensuring an open mind was kept when the researcher was interviewing participants and interpreting the data. The researcher also looked and listened for reoccurring words or statements in participants' answers in order to identify underlying themes, and not rely solely on her experiences.

Another type of bias to avoid was leading questions and wording bias. This type of bias occurs when the researcher asks questions that lead or prompt the participants to answer in a certain way (Shah, 2019). Wording bias was avoided by ensuring questions are simple and crafted in a way that are not leading or worded in a way that may

influence participants to answer in a certain way. Finally, all questions were reviewed by dissertation chair committee members to ensure they meet all IRB requirements, and were appropriate and free from bias.

Finally, the researcher also ensured sampling bias was avoided. Sampling bias occurs when a sample is not random, meaning certain types of respondents are more or less likely to be chosen for the sample (Freiling, 2017). As mentioned previously, the researcher is acquainted with AAPD. However, despite this, the researcher recruited female policers that she did not have a working relationship with, to avoid sampling bias and protect the validity of the study.

Chapter 4: Findings

Chapter 4 presents the data as it relates to the research questions. The researcher conducted one-on-one virtual interviews with the respondents over a two-week window. Each interview lasted approximately 60 minutes. The information was used to determine themes that influenced the respondent's decisions that influenced their career. Additionally, the respondents were asked about their ability to balance career advancement with their domestic responsibilities.

Background of participants. The background of the participants was comprised of 13 female officers employed within the Anne Arundel Police Department (AAPD). The majority of the respondents had been employed as a police officers for more than 2 years, with at least five of the respondents having over 5 years of police experience. Only one of the respondents had less than 2 years on the job. All of the respondents were mothers, except for one respondent who was currently in the process of adopting a child. Finally, all the respondents indicated they were the primary caregiver in their home.

The respondents' work experience had some commonalities as well. At least eight of the respondents noted that they had a male partner during shifts. The other five respondents had a female partner. All of the participants' partners were members that had been a part of the police force for at least seven years. All of the participants noted that they had an agreeable working relationship with their partners.

In regard to shifts, most of the participants were assigned to the same rotation.10 out of 13 participants were assigned to the midnight shift, with the other three members assigned to the midday shift. Two of the respondents noted that they were unhappy with their scheduled midnight shift. One respondent noted that she did not like the chaos that tended to arise during these hours. Another respondent that she preferred the midnight shift as it allowed for her to spend more time with her son and engage in his various activities.

Research Question 1

Research question 1 sought to answer the following question: what themes influence police officer's decisions to advance their careers. A review of the responses highlighted the presence of three themes: financial stability, network of females, and lack of representation.

Table 1 illustrates the emerging themes from Research Question 1, the number of interviewees mentioning each theme, and the level of importance for the relative theme. The respondents rated a given theme on the following scale: *somewhat important, very important,* and *extremely important.* None of the respondents rated a theme as "somewhat important".

Table 1

Frequency of Themes Related to Influences of Police Officer's Decisions to Advance Careers

Theme	Number of Interviewees mentioning themes	Level of Importance
Financial Stability	13 out of 13	Extremely Important
Network of Females	10 out of 13	Very Important
Lack of Representation	9 out of 13	Very Important

Table 2 illustrates the data analysis of the extracted themes from the respondents' responses as it relates to areas that influenced their decision to advance their career. In-depth analysis regarding the analyzed themes will be discussed following Table 2.

Table 2

Quality Data Analysis of Influencing Themes to Advance Career

Theme	**Quality: Theme Description**	**Supporting Data**	**Analysis**
Financial Stability	Ability to finance bills	"*The base pay for novice police officers isn't enough to live comfortably. I don't want to have to live paycheck to paycheck. It makes the work less enjoyable."* (Interviewee 2)	The supporting data suggests that the base pay for police officers was not of a satisfactory manner. It appears that the respondents felt that their job responsibilities did not align with their compensation
Network of Females	A network of at least three or more female coworkers scheduled during or near the same shift as respondents.	*"All of the female police officers are like family…my sisters. We all push one another to achieve the best and change the stereotype that only men can be in leadership."* (Interviewee 10)	The supporting data suggests that the respondents rallied with one another to motivate one another to seek positions in higher ranking. The respondents noted that the support system of fellow female officers gave them the confidence needed to apply for leadership roles.
Lack of Representation	Fewer than 20% of female officers in the current and/or neighboring police departments	*"My desire to gain a leadership position was in part to me tired of seeing all MEN…We are changing that.*	The supporting data suggests that many of the respondents sought a position in leadership to change the lack of

		Women are police officers too and it needs to show that in leadership." (Interviewee 5)	representation of females in law enforcement.

Financial Stability. All of the respondents noted that financial stability was a contributing factor in their desire to advance their career. As the base pay for novice police officers is low, many respondents noted that they were unable to maintain a "comfortable" lifestyle as they struggled to finance bills. Interviewee 2 shared the following:

> "The base pay for novice police officers isn't enough to live comfortably. I don't want to have to live paycheck to paycheck. It makes the work less enjoyable."

Interviewee 9 shared that financial stability was important to her as she was in the process of expanding her family through adoption. She shared the following:

> "I want to start a family but it is so expensive. I can barely afford the application fees with my salary. There is no way that I would be able to support a child and not live paycheck to paycheck. I feel like I would be setting myself up. So, I am working to gain a promotion with more money."

With the surmounting costs attached to the adoption process, she shared that financial stability was the most important factor for her desire to advance her career path. Many respondents discussed that were often reluctant to apply for certain jobs or seek promotions, because they either planned on having children in the future, or were already married (O'Hara, 2009).

Another respondent shared that her need for financial stability was attributed to role as the primary breadwinner in the family. As she shouldered most of the financial

responsibilities, she suggested that she felt more pressure to rise through the ranks at a quicker pace. Interviewee 7 shared the following:

> "My family counts on me. I am the breadwinner. If I don't push myself to get another position, then my family goes without. It's a lot of pressure but I am used to it. I just use it to go harder in everything and apply for any and everything that I can".

Two of the respondents spoke of their desire to increase the size of their family. These respondents had one child with their spouse and expressed a desire for more. The researchers clarified that a promotion towards career advancement would assist them in managing the costs associated with children including childcare, and food and clothing expenses.

Network of females. Another factor for the respondents' decision to advance their career was attributed to the network of females employed within the Anne Arundel Police Department. All of the respondents appreciated that the surrounding females served as mentors throughout their entire work career. Many respondents shared that the females in supervisory positions consistently encouraged the younger mentees to consider applying for positions in higher rank. Interviewee 10 stated:

> "All of the female police officers are like family…my sisters. We all push one another to achieve the best and change the stereotype that only men can be in leadership."

One respondent noted that seeing other females attain and succeed in supervisory roles, increased her belief that she too could succeed in a supervisory role. Another respondent shared that she was inspired by seeing females in leadership positions in a

male-dominated field and therefore wanted to contribute to that as well. This validation was facilitated by the changing social norms that prevailed during this time. Education for women became more accessible, and more accepted. As an increase in educational opportunity helped women attain higher levels of academic achievement, women became exposed to an influx of new experiences, including job training and finance courses (Coates, 1994).

Some of the females discussed the competitive streak that they felt with seeing successful females in the workplace. They noted that seeing females in supervisory positions pushed them to work harder to attain the same level of success as their counterparts. One respondent noted that if someone that came from a similar background of hers could do it, then so could she. The evolution of women in the workforce is often overlooked when studying the progression of American society (Shah, 2015). Currently, it is not uncommon for a woman to be a supervisor, or employed in a male-dominated field, however this certainly has not always been the case. Women have had to constantly fight for their acceptance, and allowance, since their entrance into the workforce (Shah, 2015). Finally, the respondents noted that because there was a small number of female recruits in the training classes and field, they often times bonded together ensuring that they assisted one another with completion of class, provided moral support, and shared a strong sense of comradery.

Lack of representation. The final theme that emerged from Research Question 1 was lack of representation. Currently, approximately 47% of the American workforce is female, however only about 16% of law enforcement are women (Yu, 2014) The number of women represented in local and state police department are where women comprise

only 12% of local police officer and approximately 7% of state police personnel (Yu, 2018).

Although all of the females noted that they were inspired by seeing other females in AAPD, the overall number of females was still severely lacking in comparison to the men employed by AAPD. There persists a misconception that during the 19th century that most women were content to stay in the home, however surveys conducted at the time, suggest that more women were active members of the workforce than nostalgia suggests. The data collected from a census completed within the United States in 1870 indicated, for the first time, how many women were engaged within a variety of occupations, as well as the composition of workplace demographics. Census data collected disclosed that approximately 15% of American workers were female.

One respondent noted that in her class of 80 recruits, there were only 12 female recruits. Additionally, she noted that often times they were only one or two females that were assigned to leadership positions. Therefore, many of the females promised one another that they would work to attain more leadership positions to positively affect the representation of females for future classes of women. One respondent felt that if recruits in future classes were exposed to more females in leadership positions, it would hopefully positively impact their desire and willingness to attain these same positions.

Finally, one respondent noted that it pushed her to seek collateral duties faster. She felt that a higher position would validate her in a heavily dominated male arena. As a result, she worked to network with females in police departments of surrounding counties to raise awareness of her ability in an effort to gain a higher position. Interviewee 5 stated the following:

> "My desire to gain a leadership position was in part to me tired of seeing all MEN…We are changing that. Women are police officers too and it needs to show that in leadership."

Another respondent noted that she felt that women had to work harder to attain these positions due to lack of representation. It is clear from research that women tend to be just as successful, or exceed more often, than their male colleagues, however this trend is not observed within law enforcement (Wolfe, 2019).

The last respondent noted that representation was important for challenging stereotypes of a working women. Women in many cultures were initially charged with most of the child rearing and domestic responsibilities; including gardening, sewing, cooking and cleaning. Although these tasks require acquired skill and innate ability, these "women's work" tasks were not classified as jobs, and certainly not careers (Waltner and Maynes, 2018). Instead, the activities tasked to women were appreciated, but not validated as true jobs, by their male counterparts (Waltner and Maynes, 2018).

Research Question 1.2

Three themes emerged from the participants' responses regarding Research Question 1.2. Participants cited burnout, lack of available positions, and inability or unwillingness to transfer as barriers for career advancement.

Table 3 illustrates the emerging themes relative to Research Question 1.2, the number of interviewees mentioning each theme, and the level of importance for the relative theme. The respondents rated a given theme on the following scale: *somewhat important, very important,* and *extremely important.* None of the respondents rating a theme as "somewhat important".

Table 3

Frequency of Themes Related to Influences of Police Officer's Barriers to Advance Careers

Theme	Number of Interviewees mentioning themes	Level of Importance
Burnout	13 out of 13	Extremely Important
Lack of available positions	8 out of 13	Very Important
Inability/Unwillingness to transfer	10 out of 13	Very Important

Table 4 illustrates the data analysis of the extracted themes from the respondents' responses as it relates to areas that hindered their decision to advance their career. In-depth analysis regarding the analyzed themes will be discussed following Table 4.

Table 4

Quality Data Analysis of Hindering Themes to Advance Career

Theme	**Quality: Theme Description**	**Supporting Data**	**Analysis**
Burnout	The feeling of exhaustion and ultimately not having time for one's self	*"I was so tired, man. I would get home and not want to do anything for myself. I felt like all I did was work and take care of my family. I am exhausted thinking about it."* (Interviewee 4)	The supporting data suggests that many of the respondents felt that the stringent work hours and significant domestic demands limited their desire to pursue leadership positions.
Lack of Available Positions	Fewer than five available leadership positions per year in the host site police department	*"The opportunities are definitely sparse. You have to either be next in line for the position or work your tail off. It's discouraging."* (Interviewee 7)	The supporting data suggests that the lack of positions available made it difficult for respondents to advance in their career without intense training and/or promotion from within.
Inability/Unwillingness to transfer	Lack of tenure (less than 5 years) that limits one's ability to transfer	*"I'm a newbie. I have less than two years of experience. I can't go anywhere. I have some colleagues that are comfortable. They refuse to go anywhere."* (Interviewee 3)	The supporting data suggests that the respondents either were unable to transfer due to contractual constraints and/or refused to transfer due to their comfort level

			with the current police department.

Burnout. At least four of the respondents indicated burnout was a major barrier that hindered their balance between career advancement and domestic responsibilities. The participants described "burnout" as the feeling of exhaustion and ultimately, not enough time for one's self. One respondent noted that feelings of burnout caused feelings of self-doubt when pursuing career advancement. Interviewee 4 commented the following: "I was so tired, man. I would get home and not want to do anything for myself. I felt like all I did was work and take care of my family. I am exhausted thinking about it."

Therefore, she noted that she felt "stuck" to remain in her current position for now. Another respondent shared she would begin to feel tired even when she considered applying to supervisory positions.

Another theme that emerged from the participants' response was their likelihood to apply for basic supervisory positions such as shift lead. These positions did not require as much as more prestigious supervisory positions. Most of the women achieved one supervisory role but didn't apply for higher ranking positions because they felt they were unable to balance more responsibilities in conjunction with their current ones.

Another respondent noted that she was hesitant to take on a supervisory position because she did not want additional responsibilities that may cause feelings of regret with taking the position. She shared the following:

> "It's a lot emotionally. I am comfortable with my ability to manage my current position. When I think of the added responsibilities, I would get worried that I wouldn't be able to do it for too long without feeling overwhelmed."

Some of the respondents spoke about the lengthy requirements that came with the application process. They noted that the process for applying for positions often involved writing long detailed reports on why they were qualified. Most women noted that they did not feel that they had the mental stamina and dedication to complete the lengthy application process. Some of the respondents noted that burnout affected their mental state as exhaustion from work and increasing responsibilities caused majority of women to have problems at home or disconnect/snappy demeanor due to burnout.

Lack of available positions. Another barrier that hindered the participants' ability to advance their careers was a lack of available positions among their current department. As the police department site of study was small, many of the respondents noted that there were few available positions to advance their career. One respondent noted that supervisory positions were only available once a year and therefore it could be discouraging to attempt to attain in a male-dominated field. Another respondent shared that she did not attempt to apply for positions when they did become available because she already felt discouraged with her ability to attain it amongst her other colleagues. Another respondent shared that many of the supervisory positions were already slated for individuals next in line and therefore it was a waste of one's effort to apply. Interviewee 7 shared: "The opportunities are definitely sparse. You have to either be next in line for the position or work your tail off. It's discouraging."

Inability or Unwillingness to transfer. Inability to transfer was the final theme that respondents shared limited their ability to advance their career. As noted, the participants' department was a smaller jurisdiction that offered few supervisory positions. Therefore, often times, many individuals would transfer out of the current department to

seek supervisory positions. However, many of the respondents noted that that they were unable to do so for a myriad of reasons. The main reason that some of the respondents were unable to transfer was due in part to their years of service. Interviewee 3 noted:

> "I'm a newbie. I have less than two years of experience. I can't go anywhere. I have some colleagues that are comfortable. They refuse to go anywhere." So, we just either settle until we are willing to work it out. But for most, it stops at us settling."

As the police department required a certain amount of years of service before one could transfer to another department, some of the respondents were bound by contractual constraints to remain. Another source of one's inability to transfer to another department, was one's comfort level. One respondent noted that one of the reasons she chose her current police department was due in part to its smaller size, and therefore did not feel comfortable transferring to a larger police department. Another respondent shared that she was unwilling to transfer to another police department to seek supervisory positions because of the respect and relationship that she held for her current positions. She noted that she enjoyed working under her current supervisors and did not want to jeopardize that by transferring to another department in which supervisors may not be as understanding and/or caring.

Research Question 2

Research Question 2 sought to answer the question of how participants balanced career advancement with domestic responsibilities. Analysis of results yielded the presence of three themes: coordination of schedules with spouse, support system, and female mentorship.

Table 5 illustrates the emerging themes relative to Research Question 2, the number of interviewees mentioning each theme, and the level of importance for the relative theme. The respondents rated a given theme on the following scale: *somewhat important, very important,* and *extremely important.* None of the respondents rating a theme as "somewhat important".

Table 5

Frequency of Themes to Balance Career Advancement with Domestic Responsibilities

Theme	Number of Interviewees mentioning themes	Level of Importance
Coordination of Schedules	10 out of 13	Extremely Important
Support System	13 out of 13	Very Important
Female Mentorship	10 out of 13	Very Important

Table 6 illustrates the data analysis of the extracted themes from the respondents' responses as it relates to their ability to balance their career advancement and domestic responsibilities. In-depth analysis regarding the analyzed themes will be discussed following Table 6.

Table 6

Quality Data Analysis of Themes to Balance Career Advancement and Domestic Responsibilities

Theme	**Quality: Theme Description**	**Supporting Data**	**Analysis**
Coordination of Schedules	Sharing of schedule with domestic partner to ensure all work and domestic tasks are completed	*"There is no way I would even be able to balance all the stuff that I have to do if it wasn't for my partner and my checklists."* (Interviewee 4)	The supporting data suggests that the respondents relied on the assistance of a domestic partner and coordination of schedules to ensure that all tasks were completed.
Support System	At least one family member/close friend that assists with domestic tasks	*"My mom is my rock. She's like my secretary. I rely on her for everything. I know that many of the female officers here have at least one person that*	The supporting data suggests that many of the respondents rely on a close family member/friend to assist them with unpredictable

		they can call on to help them. Our schedules can be unpredictable at times." (Interviewee 7)	schedules, childcare, and/or other domestic tasks.
Female Mentorship	At least one female mentor/colleague that acts in a mentor role to assist, guide, and provide encouragement	*"My mentor is the bomb. She took me under her wing from day 1 and made sure that I was straight. She taught me the ropes of the department and pushed me to go for certain positions. Now I feel the need to give back to new female recruits."* (Interviewee 3)	The supporting data suggests that the respondents have a strong female mentorship that motivates one another to achieve higher levels in their career and navigate a male dominated field.

Coordination of Schedules. Coordination of schedules was an important facet for a female's ability to balance career advancement with domestic responsibilities. Although all of the respondents had a domestic partner, they assumed the primary caregiver role in the family dynamics. One respondent noted the importance of sharing her schedule in advance with her partner. This eliminated any scheduling conflicts that would impede her ability to manage her household responsibilities as well as be present for her shifts. Interviewee 4 shared the following:

> "There is no way I would even be able to balance all the stuff that I have to do if it wasn't for my partner and my checklists. My husband knows that Sunday nights mean scheduling nights. We sit down and discuss what we have to get done for the week and then set a plan for getting it done."

Another respondent noted the importance of following task lists, similar to a checklist. She noted that she prepared for the upcoming week by reviewing any pertinent tasks that she may have and providing a primary and secondary plan for this accordingly. She suggested that often times limiting herself to one plan would fall short of her need

and therefore cause a disruption in her ability to manage her various tasks. She noted that mismanagement of required home tasks negatively impacted her work reputation as often times, men would assume she was unable to balance both effectively. It should be noted that men did not face the same response when their home responsibilities impacted their work responsibilities. Women throughout much of America are still considered the primary caregivers and therefore forced to fulfill the responsibilities of their household while simultaneously balancing work responsibilities (Connerly & Wu, 2016). According to a recent study (2013) conducted by the Pew Research Center, this struggle is still prevalent for women within the American work sectors today. Results of the study revealed, mothers with children under the age of 18 were about three times as likely (51% vs. 16%) to state being a working parent made it harder for them to advance in their career.

Many respondents spoke about their home responsibilities taking a secondary role to that of their work ones. Many women within law enforcement are not exempt from "Second Shift" responsibilities even though law enforcement officials keep chaotic and long hours, often having to be on-call at all hours of the day, and working long hours when cases are complicated (Wu, 2018). The respondents noted that often times, they relied heavily on their domestic partners to assist with coordinating necessary home tasks to ensure that full attention was given to work responsibilities. Surprisingly, all respondents noted that their partners were extremely supportive with assisting the female officers with managing their various roles.

Support System. Another theme that positively impacted a female officer's ability to balance work and home life was a strong familiar support system. As previously

mentioned, all of the respondents noted that their partners were extremely helpful in assisting them with managing their various roles. Furthermore, the respondents noted that their partners provided emotional support as well. One respondent noted that her domestic partner continuously pushed her to apply for supervisory roles, even extending himself to help her prepare for entrance interviews and fitness assessments. She noted that she was more likely to pursue the supervisory role because of the strong encouragement and support offered by her domestic partner.

Another factor of strong support system involved the assistance of childcare by family members. Many of the respondents noted that they would have likely foregone supervisory positions if they did not have the strong familial support system they did while raising their children. At least eight of the respondents noted that their domestic partner assisted with childcare when the female officer was at work. One of the respondents noted that her mother moved in with her to provide full-time assistance with raising her child. She shared the following:

> "My mom is my rock. She's like my secretary. I rely on her for everything. I know that many of the female officers here have at least one person that they can call on to help them. Our schedules can be unpredictable at times."

This allowed for the respondent to devote more time to preparing for tasks associated with supervisory roles. Results found that many mothers (ages 18 to 32) reported that being a working mother made it harder from them to get ahead at work. Many of the women reported reducing work hours to care for a child and/or other family member; and 3 out of 13 women compared to reported quitting their jobs at some point for family

reasons. Finally, the respondents reported reducing their work hours to care for a child or family member, women's careers were significantly impacted by over 35%.

Female mentorship. The final theme that emerged from Research Question 2 was the importance of female mentorship. Many of the respondents noted that older female police officers in the department provided emotional support to them throughout the entire career advancement process. One respondent noted the importance of her mentor's emotional support when she was overwhelmed with the process for obtaining a supervisory position. She noted that her emotional support gave her the motivation that she needed to continue with the process. Another respondent that her mentorship allowed for her to have assistance with her belief that she could attain a supervisory role. She noted that her mentor provided daily support on ways for assisting her with balancing work and home. Furthermore, she noted that her mentor would often times serve as a training partner to assist her preparing for tasks associated with applying for leadership positions. Interviewee 3 concluded the following:

> "My mentor is the bomb. She took me under her wing from day 1 and made sure that I was straight. She taught me the ropes of the department and pushed me to go for certain positions. Now I feel the need to give back to new female recruits."

Finally, many of the respondents discussed the support that their mentors provided with introducing to programs not widely known. For example, one respondent discussed how her mentor informed her of programs that were available to assist her managing work and home balance. Of these programs, one involved childcare support that female police officers could receive. Additionally, other respondents noted that their mentors informed them of discount programs that were offered to police officers that would assist in

providing financial stability until a supervisory role with a pay increase could be obtained.

Research Question 2.2

When reflecting on Research Question 2.2, three themes emerged from the participants' responses regarding events that hindered their balance between career advancement and domestic responsibilities: age of children, maternity leave and subsequent responsibilities, and distance from office.

Table 7 illustrates the emerging themes of Research Question 2.2, the number of interviewees mentioning each theme, and the level of importance for the relative theme. The respondents rated a given theme on the following scale: *somewhat important, very important,* and *extremely important.* None of the respondents rating a theme as "somewhat important".

Table 7

Frequency of Themes Related to Hindering Events of Balancing Career and Domestic Responsibilities

Theme	Number of Interviewees mentioning themes	Level of Importance
Age of Children	9 out of 13	Extremely Important
Maternity Leave	9 out of 13	Very Important
Distance from Office	13 out of 13	Very Important

Table 8 illustrates the data analysis of the extracted themes from the respondents' responses as it relates to areas that hindered their decision to advance their career. In-depth analysis regarding the analyzed themes will be discussed following Table 8.

Table 8

Quality Data Analysis of Hindering Themes to Balance Career and Domestic Responsibilities

Theme	**Quality: Theme Description**	**Supporting Data**	**Analysis**

Age of Children	The chronological age of a child	*"My baby is only 1 year. I don't want to miss important milestones so I am waiting until she's at least 5 to go for a promotion.* (Interviewee 6)	The supporting data suggests that majority of respondents with newborns or toddlers, often put career advancement on hold due to not wanting to miss important milestones. Therefore, they felt that they could not pursue opportunities for advancement at their ideal age.
Maternity Leave and Subsequent Responsibilities	Balancing schedule to express milk (i.e. pumping); Leaving babies for extended periods of time	*"I struggled to balance the constant routine of pumping required for breastfeeding and often times missed critical pumping sessions due to the hectic workday. I just stopped after a while. It was a lot."* (Interviewee 1)	The supporting data suggests that the respondents struggled with balancing a consistent pumping schedule and adhering to work responsibilities. Some respondents suggested their refusal to leave their baby for extended periods of time.
Distance from Office	Described as any mileage exceeding 10 miles from respondents' residence and/or current police department.	*"My commute sucks! I travel at least 1 hour to work with traffic. I just feel like my long commute is going to eventually burn me out. There's no way I can travel any further for a promotion."* (Interviewee 13)	The supporting data suggests that Respondents that already endured a long work commute tended to note that they often hesitated when applying for supervisory positions that might cause them to procure an even longer commute.

Age of children. Age of children appeared to be the theme that resonated the most with one's inability to effectively balanced one's career and domestic responsibilities. Majority of women with newborns or toddlers, often put career advancement on hold due to not wanting to miss important milestones. Interviewee 6 shared: "My baby is only 1 year. I don't want to miss important milestones, so I am waiting until she's at least 5 to go for a promotion." Therefore, they felt that they could not pursue opportunities for advancement at their ideal age. One respondent noted that

she planned to pursue career advancement when her children were school-aged. Interviewee 8 noted:

> "I don't want to hear about opportunities for promotions until my babies are in school. I am going through potty training and working with them on basic developmental skills. I wouldn't miss that for a job. Some moms can, but I can't."

Age of children also influenced the respondent's decisions regarding applying for certain roles due its dangerous nature, and not wanting to perish and leave child without mother. One respondent noted that she was very selective with applying for supervisory positions that would limit her time in the field and therefore exposure to imminence. Interviewee 3 noted:

> "I am very selective of the positions I apply for. I am my family's everything. They already worry about me every time I put on my vest and walk out this door. And I don't consider my job and shift to be very dangerous. I wouldn't chance changing that by applying for a job that would put me into a more dangerous line of duty."

Other respondents shared the age of children and the impact of daycare availability as a hindrance to an effective balance. She noted that she was often limited I what work shifts she could take as daycares adhered to stringent hours that were inflexible with her schedule at times. As a result, she was limited to what roles she could apply for to ensure she was able to maintain her current domestic schedule. Participants with older children often felt they could advance their careers easier because their children were more self-sufficient and therefore able to manage themselves if necessary.

Maternity leave and subsequent responsibilities. Maternity leave was another factor that served as a barrier for one's ability to balance responsibilities. As some of the respondents were new mothers, they spoke on the difficulty they faced with initially leaving their newborn for extended periods of time. Another factor that respondents faced was balancing demanding work schedules and an equally demanding breastfeeding schedule. One respondent shared that she often struggled to balance the constant routine of pumping required for breastfeeding and often times missed critical pumping sessions due to the hectic workday. Interviewee 1 shared:

> "I struggled to balance the constant routine of pumping required for breastfeeding and often times missed critical pumping sessions due to the hectic workday. I just stopped after a while. It was a lot."

Another respondent noted that she decided to forego breastfeeding her newborn, opting for formula instead, to eliminate the stressors from the constant need for pumping during work. She noted that she did not feel comfortable pumping in unconventional areas including the squad car and/or public restrooms available during long shifts and therefore opted for the convenience of formula feeding instead.

Distance from office. Distance from office was the final theme that emerged when discussing barriers that hindered the balance between career advancement and domestic responsibilities. Respondents that already endured a long work commute tended to note that they often hesitated when applying for supervisory positions that might cause them to procure an even longer commute. Interviewee 13 noted:

> "My commute sucks! I travel at least 1 hour to work with traffic. I just feel like my long commute is going to eventually burn me out. There's no way I can travel any further for a promotion."

Some of the respondents noted that they often times felt pressure with ensuring that they arrived to the office in a timely manner and still handle various responsibilities at home, such as getting home to cook dinner, and/or pick up children from school/sports etc. Another respondent noted that she felt that her long commute would lead to eventual burnout and therefore was in the process of procuring a residence closer to work to prevent such.

Chapter 5

In this applied research study, the researcher sought to examine the difficulties faced by women in law enforcement, regarding career advancement. Focus was given on themes such as lack of representation in the workplace and the added domestic responsibilities placed upon female police officers. Furthermore, this study investigated the reasons female police officers decided to advance their careers despite the added pressure and obstacles with which they must deal. Although some previous research surveyed this topic, the majority of the extant research literature focused solely on female police officers throughout Europe and included little insight on American female officers (Silvestri, 2006). Moreover, the need for this study persisted as women have been involved in Law Enforcement for over a century, yet there remained significant gender gaps when it comes to the employment and supervisory positions (Silvestri, 2006). Recent data suggested that women accounted for 12% of full-time police officers throughout the United States, with only 3% in positions of power (Bureau of Justice Statistics 2015). The representation of women in roles of authority within law enforcement was significantly lower when compared to other fields such as public relations, and business (Bureau Labor of Statistics, 2014).

This purpose of this study was to examine how women in law enforcement maintained a work-life balance with responsibilities such as motherhood, domestic responsibility and other care-taker roles. Since information regarding this topic was limited, it was the hope that results of this study would provide valuable insight into current female police officers; increase awareness on the professional and personal struggles of female police officers; and assist police administrators with guidelines on

how to retain and increase female representation in the workforce especially within supervisory positions.

The researcher sought to explore and understand the lived experiences of female police officers and their balance of domestic responsibilities with career advancement. Their experiences were qualitatively explored through face-to face interviews and researcher field notes to capture demographic information related to work experiences and their balances.

Research participants were recruited from the Anne Arundel Police Department (AAPD). This department was selected due to the large number of female officers employed in the AAPD, and because it was one that the researcher was acquainted with. However, despite this familiarity, as previous research (Rabe-Hemp, 2008) has highlighted, obtaining police officers to serve as study participants can be a difficult task, as this population is often one that is close-knit and hesitant to participate in interviews.

Since there was limited research on this topic, a semi-structured interview protocol was developed by the researcher and was approved by her dissertation committee prior to collecting the data. As outlined in Appendix C, the interview guide consisted of 24 questions/probes and was divided into three sections. The first section focused on participant's work experiences, such as promotional potential in the workplace, and treatment from coworkers on their ability and commitment to do their job. The second section focused on participants' domestic responsibilities such as if they were mothers or caregivers for a parent, spouse, and/or another individual. Questions regarding obstacles/challenges and recommendations made up the final section. Each interview was audio-recorded and lasted approximately 60 minutes for completion.

Future Expansion of the Research Problem

The Law Enforcement field has long held the title of being "an all-boys club," leading to the belief that law enforcement is a male-dominated field (Rabe-Hemp, 2018). It appears from current statistics, this belief may be a reality, as current statistics show women account for only 16% of the total employees within Law Enforcement throughout the United States (Bureau of Justice Statistics, 2015). This underrepresentation is not reflected in other careers (Bureau of Justice Statistics, 2015), or within the overall role of females in American culture, considering women earned the primary income in 4 out of 10 homes, and comprise nearly half of the American workforce (Institute for Women's Policy Research, 2012). However, women are still significantly underrepresented when it comes to Law Enforcement.

As discrimination and domestic responsibilities have been established as significant influences regarding gender gaps in Law Enforcement, further research is needed to determine if there are there other external factors that should also be considered as potential barriers. Undertaking this study was important in order to address this question, as well as to uncover important trends that may be significantly impacting female retention in police departments. While there has been some research conducted on female police officers, much of the literature is outdated (Archbold & Schulz, 2012). Further, many of these studies focused on women's performance and competence as police officers, and the associated burnout rate of female police officers

Meanings of the Study

There were three themes that influenced police officer's decisions to advance their careers. A review of the responses highlighted the presence of three themes:

financial stability, network of females, and lack of representation. All of the respondents noted that financial stability was a contributing factor in their desire to advance their career. As the base pay for novice police officers is low, many respondents noted that they were unable to maintain a "comfortable" lifestyle as they struggled to finance bills. Another factor for the respondents' decision to advance their career was attributed to the network of females employed within Anne Arundel Police Department. All of the respondents appreciated that the surrounding females served as mentors throughout their entire work career. Although all of the females noted that they were inspired by seeing other females in AAPD, the overall number of females was still severely lacking in comparison to the men employed by AAPD. One respondent noted that in her class of 80 recruits, there were only 12 female recruits. Additionally, she noted that often times they were only one or two females that were assigned to leadership positions. Therefore, many of the females promised one another that they would work to attain more leadership positions to positively affect the representation of females for future classes of women.

Three themes emerged from the participants' responses regarding Research Question 1.2. Participants cited burnout, lack of available positions, and inability or unwillingness to transfer as barriers for career advancement. At least four of the respondents indicated burnout was a major barrier that hindered their balance between career advancement and domestic responsibilities. The participants described "burnout" as the feeling of exhaustion and ultimately, not enough time for one's self. One respondent noted that feelings of burnout caused feelings of self-doubt when pursuing career advancement. Another barrier that hindered the participants' ability to advance their careers was a lack of available positions among their current department. As the

police department site of study was small, many of the respondents noted that there were few available positions to advance their career. Inability to transfer was the final theme that respondents shared limited their ability to advance their career. As noted, the participants' department was a smaller jurisdiction that offered few supervisory positions. However, many of the respondents noted that that they were unable to do so for a myriad of reasons, such as the smaller size of the police department, comfort level, and understanding supervisors.

Implication of the Study

Research Question 2 sought to answer the following question: how they balanced career advancement with domestic responsibilities. Analysis of results yielded the presence of three themes: coordination of schedules with spouse, support system, and female mentorship. Coordination of schedules was an important facet for a female's ability to balance career advancement with domestic responsibilities. Although all of the respondents had a domestic partner, they assumed the primary caregiver role in the family dynamics. One respondent noted the importance of sharing her schedule in advance with her partner. Many respondents spoke about their home responsibilities taking a secondary role to that of their work ones. The respondents noted that often times, they relied heavily on their domestic partners to assist with coordinating necessary home tasks to ensure that full attention was given to work responsibilities. Another theme that positively impacted a female officer's ability to balance work and home life was a strong familiar support system. As previously mentioned, all of the respondents noted that their partners were extremely helpful in assisting them with managing their various roles. Furthermore, the respondents noted that their partners provided emotional support as

well. Another factor of strong support system involved the assistance of childcare by family members. Many of the respondents noted that they would have likely foregone supervisory positions if they did not have the strong familial support system they did with raising their child. The final theme that emerged from Research Question 2 was the importance of female mentorship. Many of the respondents noted that older female police officers in the department provided emotional support to them throughout the entire career advancement process. One respondent noted the importance of her mentor's emotional support when she was overwhelmed with the process for obtaining a supervisory position. She noted that her emotional support gave her the motivation that she needed to continue with the process.

When reflecting on Research Question 2.1, three themes emerged from the participants' responses regarding events that hindered their balance between career advancement and domestic responsibilities: age of children, maternity leave and subsequent responsibilities, and distance from office. Age of children appeared to be the theme that resonated the most with one's inability to effectively balanced one's career and domestic responsibilities. Majority of women with newborns or toddlers, often put career advancement on hold due to not wanting to miss important milestones. Maternity leave was another factor that served as a barrier for one's ability to balance responsibilities. As some of the respondents were new mothers, they spoke on the difficulty they faced with initially leaving their newborn for extended periods of time. Distance from office was the final theme that emerged when discussing barriers that hindered the balance between career advancement and domestic responsibilities. Respondents that already endured a long work commute tended to note that they often

hesitated when applying for supervisory positions that might cause them to procure an even longer commute.

Limitations of Study

This study relied on information provided for a small sample of convenience of female police officers in a smaller county department. Thus, no reliable generalizations to the broader population of female police officers in larger jurisdiction could be made. However, results could have been utilized as a guideline for identifying themes relative to career advancement for female officers. Moreover, from the standpoint of educational research, the results can point to understanding factors that could have been further investigated with larger population samplings, leading to more generalizable understandings.

Only 13 out of 20 total female police officers from the site of study were surveyed for the purpose of the study. Factors contributing to the low rate of responses facilitated by the researcher may have been due to the inability to obtain individual consent to utilize responses for the purpose of this study, low availability for interviews, and/or lack of female population of officers in the chosen police departments. The results could have shown a difference in the feelings and/or attitudes regarding the aforementioned research questions.

Conclusions and Recommendations

In light of the qualitative responses gathered in this study, the researcher recommends the following research to be undertaken at the state level:

1. A study to develop more effective means for balancing home and work responsibilities among female officers.

2. A study to determine the potential increase in representation of female officers after varying factors have been identified.
3. A follow-up study with the participants to determine their feelings regarding their support in newly appointed supervisory roles.

Female police officers continue to advance their careers despite the added pressure and obstacles with which they must deal. Women have been involved in Law Enforcement for over a century, yet there remains a significant gender gaps when it comes to the employment and supervisory positions (Silvestri, 2006). The representation of women in roles of authority within law enforcement was significantly lower when compared to other fields such as public relations, and business. By conducting this study, better identification and understanding of the personal struggles that female police officers face when trying to advance their career was accomplished. Law enforcement officials and administrators can gain valuable insight on how to identify this issue more efficiently, as well as whether current protocol regarding harassment, discrimination and bias is sufficient to mitigate these issues. The results of this study may also illustrate deficiencies in hiring practices or standards for promotion or job advancement. Finally, results from this study assisted in increasing the amount of literature conducted on female police officers.

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Appendix

Interview Guide

Date:_____ Alias Given:_____

Introduction/Rapport Building

- Tell me about yourself and your decision to become a police officer?

Work Experiences

- How long have you been employed as a police officer?
- What made you decide to get into the field of Law Enforcement? How has your experience been thus far?
- What influenced your decision to remain in the profession?
- Briefly describe your work day as a police officer.
- How do you describe job satisfaction? Are you satisfied with your current position?
- Have you ever had any moments when you experienced resistance from fellow officers?
- Have you considered applying for a promotion within the Law Enforcement field?
- What made you want to seek a promotion?
- Describe your department's procedure for seeking promotions.

Domestic Responsibilities

- Do you currently have any children?
- How many children do you have?
- If you do not have children, are you planning on having children in the future?
- Are you the primary caregiver of a parent or another individual?

- Are you primarily responsible for the domestic tasks inside your home?

Career Advancement

- What strategies did you employ to gain a balance between your current job role and domestic responsibilities?
- What strategies will/did you employ to gain a balance between career advancement and domestic responsibilities?
- What factors or events hindered the balance between career advancement, and domestic responsibilities? Or what factors or events will hinder the balance between career advancement, and domestic responsibilities?
- Have you ever considered not applying for a role or promotion due to domestic responsibilities?
- Are you contemplating a career change?
- What incidents in the workplace or in your personal life have caused you to contemplate a career change?
- What advice do you have for any females who are interested in becoming police officers?
- What advice do you have for any female police officers who are interested in advancing their careers?

Closing

- In regards to this study, and/or the topic of female police officers is there anything you believe we did not cover?