Authentic Inclusion: A Global Literature Review & Bibliographic Resource for Practitioners

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Introduction

This is a selectively annotated bibliography compiled on behalf of the 2018 cohort of participants in the CACP Executive Global Studies program (Global Studies 2018).

The research theme assigned to Global Studies 2018 by the CACP Board of Directors was "equity, inclusion and fundamental respect in the diverse policing organization."

The cited references are intended to provide a starting point for readers who are interested to review the body of literature, which was accessed by Global Studies 2018. The selected sources cover not only the policing field but also lessons from the private and public sectors.

Section 1 (page 2) cites selected articles that highlight the key features of the Global Studies program, including its international field study component. Section 2 (page 4) cites sources that illustrate diversity and inclusion challenges facing different organizations. Section 3 (page 11) cites sources that delineate the business case for equity and inclusion. Section 4 (page 14) cites sources that explore possible solutions and strategies to unlock the value of and realize the potential offered by authentic inclusion. Section 5 (page 20) lists all cited sources alphabetically.

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1. Background – About the Program and Research Model

The CACP Global Studies program is a transformative developmental experience that requires all participants to engage in self-reflective emancipatory learning **(Mezirow, 2003)** and interpretive social research **(Crotty, 1998)**.

> **Crotty, M. (1998).** *The Foundations of Social Research: Meaning and Perspective in the Research Process.* SAGE Publications.
>
> **Mezirow, J. (2003).** Transformative Learning as Discourse. *Journal of Transformative Education, 1*(1), 58-63. doi:10.1177/1541344603252172

Participants must consciously and collaboratively explore their own beliefs, assumptions and socially constructed frames of reference, with a view to introduce new ways of thinking and *knowing* about Canadian policing and criminal justice challenges **(Taylor, 2018)**. The goal of the qualitative research process is to generate new theory grounded by interpretive inquiry **(Clark, Davidson, Hanrahan, & Taylor, 2017)**.

> **Clark, M., Davidson, R., Hanrahan, V., & Taylor, N. E. (2017).** Public trust in policing: A global search for the genetic code to inform policy and practice in Canada. *Journal of Community Safety and Well-Being, 2*(3), 101-111. Retrieved from https://www.journalcswb.ca/index.php/cswb/article/download/57/108
>
> **Taylor, N. E. (2018).** *CACP Global, PBL and Transformative Leadership Development - An Overview.* Retrieved from CACP Executive Global Studies Moodle.

Global Studies is also a multicultural learning opportunity. All participants travel abroad for approximately two weeks to conduct international field studies. The idea of sending insiders overseas to study successful practices and institutions is not new: the Japanese imperial government did it in the late 19th century in order to "gather wisdom from all over the world" **(Dolan & Worden, 1992, p. 372; Gordon, 2003)** and Samsung does it as a way to develop high-end talent and acquire positive change agents **(Khanna, Song, & Lee, 2011)**.

> **Dolan, R. E., & Worden, R. L. (1992).** *Japan: A Country Study.* Federal Research Division, Library of Congress.
>
> **Gordon, A. (2003).** *A Modern History of Japan: From Tokugawa Times to the Present.* New York, NY: Oxford University Press.
>
> **Khanna, T., Song, J., & Lee, K. (2011, July-August).** The Globe: The Paradox of Samsung's Rise. *Harvard Business Review*. Retrieved from https://hbr.org/2011/07/the-globe-the-paradox-of-samsungs-rise

Past research has shown that exposure to or experiences across different cultures stimulates creativity and idea flexibility (ability to solve problems in multiple ways) even in the face of deeply ingrained, routinized, and socialized culture-specific knowledge **(Maddux, Adam, & Galinsky, 2010)**. It can also result in a more charitable view of humanity **(Cao, Galinsky, & Maddux, 2014)** and can reduce biases **(Tadmor, Hong, Chao, Wiruchnipawan, & Wang, 2012)**.

> **Cao, J., Galinsky, A. D., & Maddux, W. W. (2014).** Does Travel Broaden the Mind? Breadth of Foreign Experiences Increases Generalized Trust. *Social Psychological and Personality Science, 5*(5), 517-525. doi:10.1177/1948550613514456

> **Maddux, W. W., Adam, H., & Galinsky, A. D. (2010).** When in Rome... Learn Why the Romans Do What They Do: How Multicultural Learning Experience Facilitate Creativity. *Personality and Social Psychology Bulletin, 36*(6), 731-741. doi:10.1177/0146167210367786

> **Tadmor, C. T., Hong, Y.-y., Chao, M. M., Wiruchnipawan, F., & Wang, W. (2012).** Multicultural experiences reduce intergroup bias through epistemic unfreezing. *Journal of Personality and Social Psychology, 103*(5), 750-772. doi:10.1037/a0029719

The 2018 cohort of Global Studies participants visited a total of 17 countries or territories. It is estimated that the five travel teams collectively met with a total of roughly 200 to 300 international contributors. Table 1 (see pages 18-19) provides a partial list of international contributors who met with Global Studies 2018 participants abroad. Domestically, Global Studies 2018 also heard presentations from Lisa Bianco (Program Manager, Equitable Work Environment at the Ottawa Police Service), Michelle Rathwell (Director, Human Resources, Ottawa Police Service) and Alicia Lauzon (Equity and Inclusion Specialist, York Regional Police). Additional keynote contributors included Supt. Michelle Davey (Vancouver PD) and Chief Commissioner Renu Mandhane, Ontario Human Rights Commission.

2. Challenges to Inclusion and Diversity

Diversity and Inclusion Failures

Several professional fields, including law enforcement, have faced and are facing significant diversity and inclusion challenges. This includes (but is not limited) to: law **(McDonough, 2005; Concepcion, 2008)**, movie-making **(Buckley, 2016)**, science and technology **(Elting, 2017)**, corporate management **(Bruckmüller & Branscombe, 2011)**, medicine **(Priest, et al., 2015; Picard, 2018)**, military **(Sasson-Levy, 2003; Sasson-Levy & Amram-Katz, 2007; Lomsky-Feder & Ben-Ari, 2012)**, the justice system **(Abdigir, Bijons-Ebacher, Mangat, Cribb, & Rankin, 2018)**, and other areas of the government **(Thomas & Mohai, 1995)**.

Abdigir, E., Bijons-Ebacher, K., Mangat, P., Cribb, R., & Rankin, J. (2018, February 17). How a broken jury list makes Ontario justice whiter, richer and less like your community. *The Toronto Star*. Retrieved from https://www.thestar.com/amp/news/investigations/2018/02/16/how-a-broken-jury-list-makes-ontario-justice-whiter-richer-and-less-like-your-community.html

Bruckmüller, S., & Branscombe, N. R. (2011, January-February). How Women End Up on the "Glass Cliff". *Harvard Business Review*. Retrieved from https://hbr.org/2011/01/how-women-end-up-on-the-glass-cliff

Buckley, C. (2016, January 15). Another Oscar Year, Another All-White Ballot. *The New York Times*. Retrieved from https://www.nytimes.com/2016/01/16/movies/oscar-ballot-is-all-white-for-another-year.html

Concepcion, R. (2008). Organizational Citizenship Through Talent Management: An Alternative Framework to Diversity in Private Practice. *Columbia Journal of Law & Social Problems, 42*(1), 43-89.

Elting, L. (2017, August 14). The Google Manifesto Is Part Of A Much Bigger Problem. *Forbes*. Retrieved from https://www.forbes.com/sites/lizelting/2017/08/14/the-google-manifesto-is-part-of-a-much-bigger-problem/

Lomsky-Feder, E., & Ben-Ari, E. (2012). Managing Diversity in Context: Unit Level Dynamics in the Israel Defense Forces. *Armed Forces & Society, 39*(2), 193-212. doi:10.1177/0095327X12439385

McDonough, M. (2005). Demanding Diversity. *ABA Journal, 91*(3), 52-58. Retrieved from http://www.abajournal.com/magazine/article/demanding_diversity/print

Picard, A. (2018, January 29). The feminization of medicine: does it matter? *The Globe and Mail*. Retrieved from https://www.theglobeandmail.com/opinion/the-feminization-of-medicine-does-it-matter/article37773047/

Priest, N., Esmail, A., Kline, R., Rao, M., Coghill, Y., Williams, D. R., & Norman, L. S. (2015, July 8). Promoting Equality for Ethnic Minority NHS Staff — What Works? *BMJ, 351*(h3297). doi:10.1136/bmj.h3297

Sasson-Levy, O. (2003). Feminism and Military Gender Practices Israeli Women Soldiers. *Sociological Inquiry, 73*(3), 440-465. doi:10.1111/1475-682X.00064

Sasson-Levy, O., & Amram-Katz, S. (2007). Gender Integration in Israeli Officer Training: Degendering and Regendering the Military. *Signs: Journal of Women in Culture and Society, 33*(1), 105-133. doi:10.1086/518262

Thomas, J. C., & Mohai, P. (1995). Racial, Gender, and Professional Diversification in the Forest Service from 1983 to 1992. *Policy Studies Journal, 23*(2), 296-309. doi:10.1111/1541-0072.ep9512094096

High-profile examples of inclusion failures **(Verge Staff, 2017)** and predatory workplace cultures **(Almukhtar, Gold, & Buchanan, 2017; Cooney, 2017)** are abundant.

Almukhtar, S., Gold, M., & Buchanan, L. (2017, November 10 - Updated February 8, 2018). After Weinstein: 71 Men Accused of Sexual Misconduct and Their Fall From Power. *The New York Times*. Retrieved from https://www.nytimes.com/interactive/2017/11/10/us/men-accused-sexual-misconduct-weinstein.html

Cooney, S. (2017, November 9 - Updated July 2, 2018). Here Are All the Public Figures Who've Been Accused of Sexual Misconduct After Harvey Weinstein. *TIME*. Retrieved from http://time.com/5015204/harvey-weinstein-scandal/

Verge Staff (2017, August 11). The Google memo: how an engineer's manifesto caused a diversity uproar. *The Verge*. Retrieved from https://www.theverge.com/2017/8/11/16135042/google-memo-engineer-manifesto-diversity-uproar

The international law enforcement community has had its share of embarrassments **(Arnadóttir, 2014)** and Canadian law enforcement has not been spared **(Civilian Review and Complaints Commission for the RCMP, 2017; Gillis, 2018; Grech, 2018; Grewal & Rankin, 2017; Ottawa Police Service, 2016)**.

Arnadóttir, N. (2014, July 9). Gender Inequality In Police Force Criticised. *Reykjavik Grapevine*. Retrieved from https://grapevine.is/news/2014/07/09/gender-inequality-in-police-force-criticised/

Civilian Review and Complaints Commission for the RCMP (2017). *Report into Workplace Harassment in the RCMP.* Retrieved from https://www.crcc-ccetp.gc.ca/pdf/harassmentFinR-eng.pdf

Gillis, W. (2018, January 23). Female OPP employees say they're being paid far less than uniformed police doing the same work. *The Toronto Star*. Retrieved from https://www.thestar.com/news/canada/2018/01/23/female-opp-employees-say-theyre-being-paid-far-less-than-uniformed-police-doing-the-same-work.html

Grech, S. (2018, January 26). Civilian OPP employees file human rights complaint. *CTV News Barrie*. Retrieved from https://barrie.ctvnews.ca/civilian-opp-employees-file-human-rights-complaint-1.3777620

Grewal, S., & Rankin, J. (2017, April 22). Peel police discriminated against decorated officer based on race, rights tribunal rules. *The Toronto Star*. Retrieved from https://www.thestar.com/news/gta/2017/04/22/peel-police-discriminated-against-decorated-officer-based-on-race-rights-tribunal-rules.html

Ottawa Police Service (2016). *OPS Gender Equality Audit.* Report to Ottawa Police Services Board, Ottawa Police Service, Ottawa, ON. Retrieved from app05.ottawa.ca/sirepub/agdocs.aspx?doctype=agenda&itemid=358410

Most longitudinal assessments show that progress has been slow **(Prenzler & Sinclair, 2013; Guajardo, 2016)**. Even in the context of Canadian multiculturalism, the overall Canadian trend remains slow but steady **(Garr, Shellenback, & Scales, 2014)**. Most workforce diversification efforts by police forces have been no different **(Stenning, 2003)**.

Garr, S. S., Shellenback, K., & Scales, J. (2014). *Diversity and Inclusion in Canada: The Current State.* Bersin by Deloitte. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/human-capital/ca-en-human-capital-diversity-and-Inclusion-in-canada.pdf

Guajardo, S. A. (2016). Women in Policing: A Longitudinal Assessment of Female Officers in Supervisory Positions in the New York City Police Department. *Women & Criminal Justice, 26*(1), 20-36. doi:10.1080/08974454.2014.997418

Prenzler, T., & Sinclair, G. (2013). The status of women police officers: An international review. *International Journal of Law, Crime and Justice, 41*(2), 115-131. doi:10.1016/j.ijlcj.2012.12.001

Stenning, P. C. (2003). Policing the Cultural Kaleidoscope: Recent Canadian Experience. *Police & Society*(7), 13-47. Retrieved from http://www.xn--7dbl2a.com/wp-content/uploads/2017/08/31.-Phillip-Stenning1.pdf

Barriers to Diversity

Academic researchers who have studied inclusion and diversity specifically within the field of law enforcement have looked at the experiences of serving female officers **(Seklecki & Paynich, 2007; Harrison, 2012; Swan, 2016; Colvin, 2017)**, police candidates from ethnic and racial minority groups **(Rowe & Ross, 2015)**, police recruits from ethnic minority groups **(Bjørkelo, Egge, Bye, & Ganapathy, 2015)**, serving LGBT officers **(Colvin, 2015; Jones, 2015)**, police supervisors **(Coon, 2016)**, female supervisors specifically **(Guajardo, 2016)**, and senior female police leaders **(Derks, Van Laar, Ellemers, & de Groot, 2011; Haake, 2018)**.

Bjørkelo, B., Egge, M., Bye, H. H., & Ganapathy, J. (2015). Barriers to Achieving Ethnic Diversity in the Norwegian Police Service. *Policing: A Journal of Policy and Practice, 9*(1), 36-45. doi:10.1093/police/pau056

Colvin, R. (2015). Shared Workplace Experiences of Lesbian and Gay Police Officers in the United Kingdom. *Policing: An International Journal of Police Strategies & Management, 38*(2), 333-349. doi:10.1108/PIJPSM-11-2014-0121

Colvin, R. (2017). Female Police Officers and Their Experiences: The Metropolitan Police of Buenos Aires Context. *Women & Criminal Justice, 27*(4), 219-234. doi:10.1080/08974454.2016.1203388

Coon, J. K. (2016). Police Officers' Attitudes Toward Diversity Issues: Comparing Supervisors and Non-Supervisors on Multicultural Skills, Values, and Training. *International Journal of Police Science & Management, 18*(2), 115-125. doi:10.1177/1461355716643091

Derks, B., Van Laar, C., Ellemers, N., & de Groot, K. (2011). Gender-Bias Primes Elicit Queen-Bee Responses Among Senior Policewomen. *Psychological Science, 22*(10), 1243-1249. doi:10.1177/0956797611417258

Haake, U. (2018). Conditions for gender equality in police leadership – making way for senior police women. *Police Practice and Research, 19*(3), 241-252. doi:10.1080/15614263.2017.1300772

Harrison, J. (2012). Women in Law Enforcement: Subverting Sexual Harassment with Social Bonds. *Women & Criminal Justice, 22*(3), 226-238. doi:10.1080/08974454.2012.687964

Jones, M. (2015). Who Forgot Lesbian, Gay, and Bisexual Police Officers? Findings from a National Survey. *Policing: A Journal of Policy and Practice, 9*(1), 65-76. doi:10.1093/police/pau061

Rowe, M., & Ross, J. I. (2015). Comparing the Recruitment of Ethnic and Racial Minorities in Police Departments in England and Wales with the USA. *Policing: A Journal of Policy and Practice, 9*(1), 26-35. doi:10.1093/police/pau060

Seklecki, R., & Paynich, R. (2007). A National Survey of Female Police Officers: An Overview of Findings. *Police Practice and Research: An International Journal, 8*(1), 17-30. doi:10.1080/15614260701217941

Swan, A. A. (2016). Masculine, Feminine, or Androgynous: The Influence of Gender Identity on Job Satisfaction Among Female Police Officers. *Women & Criminal Justice, 26*(1), 1-19. doi:10.1080/08974454.2015.1067175

Additional country or region-specific research efforts have focused on specific law enforcement organizations such as the United Kingdom's Special Constabulary **(Bullock, 2015)**, London's Police Community Support Officers **(Johnston, 2006)**, Dutch Police **(Boogaard & Roggeband, 2010)**, German Police **(Thériault, 2014)**, Swedish Police **(Lander, 2013; Rennstam & Sullivan, 2016)**, Norwegian Police University College or Politihøgskolen **(Fekjær & Halrynjo, 2012)**, other European police forces **(van**

Ewijk, 2011), South African Police **(Ulicki, 2012)**, Delhi Police **(Khanikar, 2016)**, Australian **(Broderick, 2016)**, New Zealand police **(Prenzler, Fleming, & King, 2010)**.

Boogaard, B., & Roggeband, C. (2010). Paradoxes of Intersectionality: Theorizing Inequality in the Dutch Police Force through Structure and Agency. *Organization, 17*(1), 53-75. doi:10.1177/1350508409350042

Broderick, E. (2016). *Cultural Change: Gender Diversity and Inclusion in the Australian Federal Police.* Sydney, Australia: Elizabeth Broderick & Co. Retrieved from https://www.afp.gov.au/sites/default/files/PDF/Reports/Cultural-Change-Report-2016.pdf

Bullock, K. (2015). Diversity in the Special Constabulary. *Policing: A Journal of Policy & Practice, 9*(1), 46-55. doi:10.1093/police/pau047

Fekjær, S. B., & Halrynjo, S. (2012). Promotion Aspirations among Male and Female Police Students. *International Journal of Police Science & Management, 14*(1), 71-82. doi:10.1350/ijps.2012.14.1.262

Johnston, L. (2006). Diversifying Police Recruitment? The Deployment of Police Community Support Officers in London. *Howard Journal of Criminal Justice, 45*(4), 388-402. doi:10.1111/j.1468-2311.2006.00430.x

Khanikar, S. (2016). Women Police in the City of Delhi: Gender Hierarchies, 'Pariah Femininities' and the Politics of Presence. *Studies in Indian Politics, 4*(2), 159-177. doi:10.1177/2321023016665517

Lander, I. (2013). Obstacles for Changes within the (Swedish) Police Force: Professional Motivations, Homosociality, and Ordering Practices. *Journal of Scandinavian Studies in Criminology and Crime Prevention, 14*(1), 43-61. doi:10.1080/14043858.2013.773691

Prenzler, T., Fleming, J., & King, A. L. (2010). Gender Equity in Australian and New Zealand Policing: A Five-Year Review. *International Journal of Police Science & Management, 12*(4), 584-595. doi:10.1350/ijps.2010.12.4.211

Rennstam, J., & Sullivan, K. (2016). The Limits of Inclusion: Stories from the Margins of the Swedish Police. In T. Köllen, *Sexual Orientation and Transgender Issues in Organizations* (pp. 339-352). Switzerland: Springer International Publishing. doi:10.1007/978-3-319-29623-4_20

Thériault, B. (2014). *The Cop and the Sociologist: Investigating Diversity in German Police Forces.* Transcript-Verlag.

Ulicki, T. (2012). New directions or half measures? Organisational response to gender inequity in the South African Police Service. *Policing and Society, 22*(4), 496-518. doi:10.1080/10439463.2011.641555

van Ewijk, A. R. (2011). Diversity within Police Forces in Europe: A Case for the Comprehensive View. *Policing: A Journal of Policy & Practice, 6*(1), 76-92. doi:10.1093/police/par048

Most researchers report some positive breakthroughs **(Kingshott, 2013)** but also identify persistent barriers **(Shelley, Morabito, & Tobin-Gurley, 2011; Silvestri, 2015; Wilson, Wilson, & Gwann, 2016)**, such as pernicious socially-constructed biases that perpetuate myths and clichés about police work in general **(Spence, et al., 2017)** and female police officers in particular **(Wilson & Blackburn, 2014)**. The macho culture and cult of masculinity **(Silvestri, 2017; Kennedy & Birch, 2018)** are common, recurring themes.

Kennedy, M., & Birch, P. (2018). Changing the Perception of Police Culture: Recognising Masculinity Diversity and Difference in a "Dirty Hands" Vocation. *The Journal of Forensic Practice, 20*(1), 54-57. doi:10.1108/JFP-06-2017-0020

Kingshott, B. F. (2013). Revisiting Gender Issues: Continuing Police Reform. *Criminal Justice Studies, 26*(3), 366-392. doi:10.1080/1478601X.2012.735004

Shelley, T. O., Morabito, M. S., & Tobin-Gurley, J. (2011). Gendered Institutions and Gender Roles: Understanding the Experiences of Women in Policing. *Criminal Justice Studies, 24*(4), 351-367. doi:10.1080/1478601X.2011.625698

Silvestri, M. (2015). Gender Diversity: Two Steps Forward, One Step Back…. *Policing: A Journal of Policy and Practice, 9*(1), 56-64. doi:10.1093/police/pau057

Silvestri, M. (2017). Police Culture and Gender: Revisiting the 'Cult of Masculinity'. *Policing: A Journal of Policy and Practice, 11*(3), 289-300. doi:10.1093/police/paw052

Spence, J., Putt, C., Chan, L., Barrett, J., Bennett, S., & Newman, M. (2017). Enhancing Gender Diversity in Police Recruitment. *Police Science: Australia & New Zealand Journal of Evidence Based Policing, 2*(1), 38-44. Retrieved from http://www.anzsebp.com/images/docs/ANZSEBP_Police_Science_Vol_2_No1_2017.pdf#page=40

Wilson, C. P., Wilson, S. A., & Gwann, M. (2016). Identifying Barriers to Diversity in Law Enforcement Agencies. *Journal of Ethnicity in Criminal Justice, 14*(4), 231-253. doi:10.1080/15377938.2016.1187234

Wilson, F. T., & Blackburn, A. G. (2014). The Depiction of Female Municipal Police Officers in the First Four Decades of the Core Cop Film Genre: "It's a Man's World". *Women & Criminal Justice, 24*(2), 83-105. doi:10.1080/08974454.2013.842521

Researchers have also highlighted structural employment barriers within the police screening and selection process that are likely to disproportionately affect economically or historically disadvantaged (e.g. Black) applicants **(Kringen & Kringen, 2015)** and female applicants **(Birzer & Craig, 1996; Lonsway, 2003; Sugden, 2003)**. Part of the problem may also lie in how police organizations recruit **(Linos, Reinhard, & Ruda, 2017)** and market themselves **(Wilson, Wilson, Luthar, & Bridges, 2013; Linos, 2017)**.

Birzer, M. L., & Craig, D. E. (1996). Gender Differences in Police Physical Ability Test Performance. *American Journal of Police, 15*(2), 93-108. doi:10.1108/07358549610122494

Kringen, A. L., & Kringen, J. A. (2015). Identifying Barriers to Black Applicants in Police Employment Screening. *Policing: A Journal of Policy and Practice, 9*(1), 15-25. doi:10.1093/police/pau034

Linos, E. (2017). More Than Public Service: A Field Experiment on Job Advertisements and Diversity in the Police. *Journal of Public Administration Research and Theory, 28*(1), 67-85. doi:10.1093/jopart/mux032

Linos, E., Reinhard, J., & Ruda, S. (2017). Levelling the Playing Field in Police Recruitment: Evidence from a Field Experiment on Test Performance. *Public Administration, 95*(4), 943-956. doi:10.1111/padm.12344

Lonsway, K. A. (2003). Tearing Down the Wall: Problems with Consistency, Validity, and Adverse Impact of Physical Agility Testing in Police Selection. *Police Quarterly, 6*(3), 237-277. doi:10.1177/1098611103254314

Sugden, N. (2003). Questioning the Aptness of Police Pre-Entry Physical Test. *Current Issues in Criminal Justice, 15*(2), 180-185. Retrieved from http://www.austlii.edu.au/au/journals/CICrimJust/2003/25.pdf

Wilson, C. P., Wilson, S. A., Luthar, H. K., & Bridges, M. R. (2013). Recruiting for Diversity in Law Enforcement: An Evaluation of Practices Used by State and Local Agencies. *Journal of Ethnicity in Criminal Justice, 11*(4), 238-255. doi:10.1080/15377938.2012.762755

3. Business Case for Inclusion

Previous analysis by *McKinsey & Company* found that publicly traded companies with more diverse leadership teams also tend to have superior financial returns relative to the rest of their industry **(Hunt, Layton, & Prince, 2015; Hunt, Prince, Dixon-Fyle, & Yee, 2018)**. *Credit Suisse* found similar results when it looked specifically at gender diversity within the world's largest companies **(Dawson, Kersley, & Natella, 2016)**. These research findings from *McKinsey & Company* and *Credit Suisse* have been cited extensively to support gender equality ideals **(The Female Quotient, 2018)** and served to reiterate earlier academic research findings about the benefits of diversity **(Carter, Simkins, & Simpson, 2003)**, including peer-reviewed articles that revealed a *causal* link between gender diversity and financial firm performance **(Dezsö & Ross, 2012)** and an *interaction* effect between racial diversity and the effectiveness of innovation-focused business strategies **(Richard, McMillan, Chadwick, & Dwyer, 2003)**.

Carter, D. A., Simkins, B. J., & Simpson, W. G. (2003). Corporate Governance, Board Diversity, and Firm Value. *The Financial Review, 38*(1), 33-53. doi:10.1111/1540-6288.00034

Dawson, J., Kersley, R., & Natella, S. (2016). *The CS Gender 3000: The Reward for Change.* Credit Suisse Research. Credit Suisse Group AG. Retrieved from https://glg.it/assets/docs/csri-gender-3000.pdf

Dezsö, C. L., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal, 33*(9), 1072-1089. doi:10.1002/smj.1955

The Female Quotient (2018). *Modern Guide to Equality.* Catalyst. Retrieved from https://www.thefemalequotient.com/wp-content/uploads/2018/01/MGTE3_Final_Web.pdf

Hunt, V., Layton, D., & Prince, S. (2015). *Diversity Matters.* McKinsey & Company. https://assets.mckinsey.com/~/media/857F440109AA4D13A54D9C496D86ED58.ashx

Hunt, V., Prince, S., Dixon-Fyle, S., & Yee, L. (2018). *Delivering through Diversity.* McKinsey & Company. Retrieved from https://www.mckinsey.com/~/media/mckinsey/business functions/organization/our insights/delivering through diversity/delivering-through-diversity_full-report.ashx

Richard, O., McMillan, A., Chadwick, K., & Dwyer, S. (2003). Employing an Innovation Strategy in Racially Diverse Workforces: Effects On Firm Performance. *Group & Organization Management, 28*(1), 107-126. doi:10.1177/1059601102250022

On the other hand, even subtle experiences of exclusion such as tokenism, subconscious bias, stereotyping and mixed messages can contribute to corrode the work environment **(Nugent, Pollack, & Travis, 2016)**, allow insidious biases to become internalized, and prevent people from being their true self at work **(Clark D. , 2013)**.

Clark, D. (2013, September 3). Why So Few Women And Minorities At The Top? Here's The Real Reason. *Forbes*. Retrieved from

https://www.forbes.com/sites/dorieclark/2013/09/03/why-so-few-women-and-minorities-at-the-top-heres-the-real-reason/

Nugent, J. S., Pollack, A., & Travis, D. J. (2016). *The Day-To-Day Experiences of Workplace Inclusion and Exclusion.* Catalyst. Retrieved from http://www.catalyst.org/system/files/the_day_to_day_experiences_of_workplace_inclusion_and_exclusion.pdf

Within policing specifically, empirical results have been mixed. More ethnic diversity in the workforce has been tentatively linked with generally lower crime **(Hong, 2016)**, less police misconduct **(Hong, 2017)** and more teamwork **(Conti & Doreian, 2014; Guajardo, 2014; Miles-Johnson & Pickering, 2018)**, but not necessarily fewer assaults on police **(Ozkan, Worrall, & Piquero, 2016)**.

Conti, N., & Doreian, P. (2014). From Here On Out, We're All Blue: Interaction Order, Social Infrastructure, and Race in Police Socialization. *Police Quarterly, 17*(4), 414-447. doi:10.1177/1098611114552726

Guajardo, S. A. (2014). Workforce Diversity: Assessing the Impact of Minority Integration on Intra-Workgroup Interaction. *International Journal of Police Science & Management, 16*(3), 205-220. doi:10.1350/ijps.2014.16.3.340

Guajardo, S. A. (2014). Workforce Diversity: Ethnicity and Gender Diversity and Disparity in the New York City Police Department. *Journal of Ethnicity in Criminal Justice, 12*(2), 93-115. doi:10.1080/15377938.2013.837851

Hong, S. (2016). Representative Bureaucracy, Organizational Integrity, and Citizen Coproduction: Does an Increase in Police Ethnic Representativeness Reduce Crime? *Journal of Policy Analysis and Management, 35*(1), 11-33. doi:10.1002/pam.21876

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Miles-Johnson, T., & Pickering, S. (2018). Police Recruits and Perceptions of Trust in Diverse Group. *Police Practice and Research, 19*(4), 311-328. doi:10.1080/15614263.2017.1364162

Ozkan, T., Worrall, J. L., & Piquero, A. R. (2016). Does Minority Representation in Police Agencies Reduce Assaults on the Police? *American Journal of Criminal Justice, 41*(3), 402-423. doi:10.1007/s12103-016-9338-6

The evidence in support of gender diversity has been equally mixed and sometimes even contradictory **(Schaveling, Blaauw, & van Montfort, 2017; Morabito, Pattavina, & Williams, 2017)**.

Morabito, M. S., Pattavina, A., & Williams, L. M. (2017). Active Representation and Police Response to Sexual Assault Complaints. *Journal of Crime and Justice, 40*(1), 20-33. doi:10.1080/0735648X.2016.1216730

Schaveling, J., Blaauw, S., & van Montfort, K. (2017). Predictors of Group Performance in a Police Criminal Investigation Department: the Role of Gender Homogeneity, Leadership and Team Characteristics. *Journal of Police and Criminal Psychology, 32*(4), 358-368. doi:10.1007/s11896-017-9227-z

One methodological complication is that police organizations with a higher proportion of women may also be managed better or have better oversight mechanisms, in which case greater female representation could be spuriously associated with more *documented* use of force incidents **(Schuck & Rabe-Hemp, 2016)** or *reported* sexual assault complaints **(Morabito, Pattavina, & Williams, 2017)**, for example. Despite this, higher-quality studies have tentatively found that positive gains can be derived from gender diversity **(Black & Kari, 2010; Schuck, 2014; Miller & Segal, 2016; Kavanaugh, Sviatschi, & Trako, 2018)**.

Black, P. J., & Kari, C. J. (2010). Policing Diverse Communities: Do Gender and Minority Status Make a Difference? *Journal of Ethnicity in Criminal Justice, 8*(3), 216-229. doi:10.1080/15377938.2010.502848

Kavanaugh, G., Sviatschi, M., & Trako, I. (2018). *Women Officers, Gender Violence and Human Capital: Evidence from Women's Justice Centers in Peru.* Working Paper, Paris School of Economics. Retrieved from https://halshs.archives-ouvertes.fr/halshs-01828539

Miller, A. R., & Segal, C. (2016, September). Do Female Officers Improve Law Enforcement Quality? Effects on Crime Reporting and Domestic Violence. *SSRN*. doi:10.2139/ssrn.2335990

Schuck, A. M. (2014). Gender Differences in Policing: Testing Hypotheses From the Performance and Disruption Perspectives. *Feminist Criminology, 9*(2), 160-185. doi:10.1177/1557085113520033

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4. Solutions for Inclusion and Diversity

In light of all the potential value that can be derived from a diverse workforce, a wide range of diversity programs have been implemented and evaluated over the years with varying degrees of employee buy-in, organizational commitment, and overall success **(Dobbin & Kalev, 2016)**. Some of the proposed solutions extend beyond the internal workplace and tackle underlying root causes of disparities such as social stereotypes **(Blanding, 2018)**, cultural biases **(Jaschik, 2010)**, and an inefficient talent pipeline **(Behar, 2016; Nichols, 2018)**.

Behar, R. (2016, May 11). Inside Israel's Secret Startup Machine. *Forbes*. Retrieved from https://www.forbes.com/sites/richardbehar/2016/05/11/inside-israels-secret-startup-machine/

Blanding, M. (2018, Winter). Code Breakers: Computer science has a girl problem and Reshma Saujani MPP 1999 is fixing it. *Harvard Kennedy School Alumni Stories*. Retrieved from https://www.hks.harvard.edu/more/alumni/alumni-stories/computer-science-has-girl-problem-and-reshma-saujani-mpp-1999-fixing-it

Dobbin, F., & Kalev, A. (2016, July-August). Why Diversity Programs Fail. *Harvard Business Review*. Retrieved from https://www.pediatrics.umn.edu/sites/pediatrics.umn.edu/files/why_diversity_programs_fail_hbr2016.pdf

Jaschik, S. (2010, June 21). New Evidence of Racial Bias on SAT. *Inside Higher Ed*. Retrieved from https://www.insidehighered.com/news/2010/06/21/new-evidence-racial-bias-sat

Nichols, S. (2018, April 18). What Israel's crack majority-women Unit 8200 hackers can teach tech about diversity. *The Register*. Retrieved from https://www.theregister.co.uk/2018/04/18/israeli_unit_8200_diversity/

Importantly, visible workplace diversity is fundamentally different from authentic inclusion **(Roberson, 2006; Miller & Katz, 2010; Barak, 2016; Sherbin & Rashid, 2017)**. The key difference is that an inclusionary work environment requires a shift in the organizational culture which goes beyond espoused values or written policies **(Schein, 1984)** and extends to how employees interact **(Yamkovenko & Tavares, 2017)**. It may also require a reengineering of police hiring criteria, standards, and benchmarks **(U.S. Department of Justice, 2016)**.

Barak, M. E. (2016). *Managing Diversity: Toward a Globally Inclusive Workplace* (4th ed.). SAGE Publications.

Miller, F. A., & Katz, J. H. (2010). *The Inclusion Breakthrough: Unleashing the Real Power of Diversity.* ReadHowYouWant.

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Sherbin, L., & Rashid, R. (2017, February 1). Diversity Doesn't Stick Without Inclusion. *Harvard Business Review*. Retrieved from https://hbr.org/2017/02/diversity-doesnt-stick-without-inclusion

U.S. Department of Justice (2016). *Advancing Diversity in Law Enforcement.* Equal Employment Opportunity Commission. Retrieved from https://www.justice.gov/crt/case-document/file/900761/download

Yamkovenko, B., & Tavares, S. (2017, July 19). To Understand Whether Your Company Is Inclusive, Map How Your Employees Interact. *Harvard Business Review*. Retrieved from https://hbr.org/2017/07/to-understand-whether-your-company-is-inclusive-map-how-your-employees-interact

In policing especially, greater workforce diversity without inclusion **(Oliver, 2017)** or increased professionalism **(Weitzer, 2015)** does little to solve many of the internal and external policing challenges it is often purported to address (such as improved talent management, community relationships or confidence in police).

Oliver, P. (2017, March 8). Creating a Multicultural Law Enforcement Agency: An Intentional Priority. *The Police Chief*. Retrieved from http://www.policechiefmagazine.org/creating-a-multicultural-law-enforcement-agency/

Weitzer, R. (2015, January 20). Diversity among police officers is key, but it won't solve the problems with policing. *The Guardian*. Retrieved from https://www.theguardian.com/commentisfree/2015/jan/20/diversity-among-police-officers-is-key-but-it-wont-solve-the-problems-with-policing

Diversity of thinking **(Bourke & Dillon, 2018)** and inclusive leadership **(Sawyer & Valerio, 2018)** are now recognized as key cultural features that all organizations should aspire to, including law enforcement organizations **(Johnson, 2012)**.

Bourke, J., & Dillon, B. (2018). The Diversity and Inclusion Revolution. *Deloitte Review*(22), 81-95. Retrieved from https://www2.deloitte.com/content/dam/insights/us/articles/4209_Diversity-and-inclusion-revolution/DI_Diversity-and-inclusion-revolution.pdf

Johnson, C. A. (2012, October). Different Voices. *FBI Law Enforcement Bulletin*. Retrieved from https://leb.fbi.gov/spotlights/leadership-spotlight-different-voices

Sawyer, K., & Valerio, A. M. (2018, January-March). Making the Case for Male Champions for Gender Inclusiveness at Work. *Organizational Dynamics, 47*(1), 1-7. doi:10.1016/j.orgdyn.2017.06.002

Compared to relatively homogeneous groups, diverse groups tend to be more innovative **(Cook & Fletcher, 2017)** and better at solving complex problems **(Phillips, 2014)**. This is partly because their members are more likely to anticipate and consider alternative viewpoints **(Phillips, Northcraft, & Neale, 2006; Antonio, et al., 2004),** and therefore feel compelled to defend their own position more rigorously **(Loyd, Wang, Phillips, & Lount, 2013)** while also remaining more open-minded **(Sommers, 2006)**.

Antonio, A. L., Chang, M. J., Hakuta, K., Kenny, D. A., Levin, S., & Milem, J. F. (2004). Effects of Racial Diversity on Complex Thinking in College Students. *Psychological Science, 15*(8), 507-510. doi:10.1111/j.0956-7976.2004.00710.x

Cook, C. J., & Fletcher, J. M. (2017, June). *High School Genetic Diversity and Later-life Student Outcomes: Micro-level Evidence from the Wisconsin Longitudinal Study.* National Bureau of Economic Research. Retrieved from http://www.nber.org/papers/w23520

Loyd, D. L., Wang, C. S., Phillips, K. W., & Lount, R. B. (2013). Social Category Diversity Promotes Premeeting Elaboration: The Role of Relationship Focus. *Organization Science, 24*(3), 757-772. doi:10.1287/orsc.1120.0761

Phillips, K. W. (2014, October 1). How Diversity Makes Us Smarter. *Scientific American*. Retrieved from https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/

Phillips, K. W., Northcraft, G. B., & Neale, M. A. (2006). Surface-Level Diversity and Decision-Making in Groups: When Does Deep-Level Similarity Help? *Group Processes & Intergroup Relations, 9*(4), 467-482. doi:10.1177/1368430206067557

Sommers, S. R. (2006). On Racial Diversity and Group Decision Making: Identifying Multiple Effects of Racial Composition on Jury Deliberations. *Journal of Personality and Social Psychology, 90*(4), 597-612. doi:10.1037/0022-3514.90.4.597

Empirical research has already highlighted the value of intellectual diversity in terms of its ability to produce superior outcomes **(Freeman & Huang, 2015)**. The Direct Entry program in the United Kingdom was implemented specifically to take advantage of that idea **(Grierson, 2017)** and Unit 8200 in the Israeli Defense Forces has publicly credited its enviable track record to its ability to execute it **(Behar, 2016; Nichols, 2018)**.

Freeman, R. B., & Huang, W. (2015). Collaborating with People Like Me: Ethnic Coauthorship within the United States. *Journal of Labor Economics, 33*(S1 (Part 2)), S289-S318. doi:10.1086/678973

Grierson, J. (2017, May 31). Wanted: London detectives – no policing experience necessary. *The Guardian*. Retrieved from https://www.theguardian.com/uk-news/2017/may/31/wanted-london-detectives-no-experience-necessary

In that context, demographic parity (as measured by gender and ethnic diversity, for example) becomes useful primarily as a leading indicator or barometer of diversity of thinking **(Deloitte, 2011)**. This is why measuring and counting diversity within law enforcement agencies remains on the research agenda of many academic researchers **(Guajardo, 2014; Guajardo, 2015; McCluskey & McCluskey, 2004)**. Unfortunately, measuring inclusion remains an open problem **(Zenger & Folkman, 2017)**.

Deloitte. (2011). *Only Skin Deep? Re-examining the Business Case for Diversity.* Australia: Deloitte. Retrieved from https://www.ced.org/pdf/Deloitte_-_Only_Skin_Deep.pdf

Guajardo, S. A. (2015). Measuring Diversity in Police Agencies. *Journal of Ethnicity in Criminal Justice, 13*(1), 1-15. doi:10.1080/15377938.2014.893220

McCluskey, C., & McCluskey, J. D. (2004). Diversity in Policing: Latino Representation in Law Enforcement. *Journal of Ethnicity in Criminal Justice, 2*(3), 67-81. doi:10.1300/J222v02n03_05

Zenger, J., & Folkman, J. (2017, October 26). Leaders Aren't Great at Judging How Inclusive They Are. *Harvard Business Review*. Retrieved from https://hbr.org/2017/10/leaders-arent-great-at-judging-how-inclusive-they-are

Table 1. Partial List of International Contributors to Global Studies 2018

TEAM BOILING FROGS	**Argentina (April 2-7)**
	Canadian Ambassador to Argentina
	Buenos Aires National Police (*Policia de la Ciudad de Buenos Aires*)
	Argentine National Police (*Policía Federal Argentina*)
	Border Police (*Gendarmería Nacional Argentina*)
	Federation of LGBT Argentina
	Galicia Bank (*Grupo Financiero Galicia*)
	Transportadora de Gas del Norte
	Uruguay (April 8-13)
	Uruguay National Police (*Policía Nacional de Uruguay*)
	Ministry of Interior (*Ministerio del Interior*)
	Canadian Ambassador to Uruguay
	Municipality of Montevideo
TEAM ANDES CAB	**Chile (April 9-11)**
	Embassy of Canada in Chile
	Federation of Chilean Industry (*Sociedad de Fomento Fabril*)
	Investigations Police of Chile (*Policía de Investigaciones de Chile*)
	Scotiabank – Santiago, Chile
	Panama (April 16)
	Embassy of Canada in Panama + Others
	Nicaragua (April 17-19)
	Embassy of Canada in Nicaragua
	Nicaraguan National Police (*Policía Nacional Nicaragüense*)
TEAM K.I.S.S.	**State of Israel (April 22-29), Including West Bank / Palestine (Area A)**
	Embassy of Canada in Israel
	Bar-Ilan University (Tel Aviv)
	University of Haifa
	Researcher, Consultant
	Israel National Police (*ישראל משטרת*)
	British Support Team, Ramallah
	Operation PROTEUS – Task Force Jerusalem
	Republic of Cyprus / Turkish Republic of Northern Cyprus (April 29-May 5)
	University of UCLan / Cyprus University of Technology
	Consulate General of Canada in Cyprus
	United Nations (UN) Force in Cyprus (UNFICYP)
	Operation SNOWGOOSE
	Directorate General for Police in Northern Cyprus (*Kuzey Kıbrıs Türk Cumhuriyeti Polis Genel Müdürlüğü*)
	Cyprus Police (*Αστυνομία Κύπρου*)
	London, United Kingdom (May 5-8)
	London Metropolitan Police

TEAM REINDEER	**Germany (May 2-3)**
	University of Applied Sciences (*Technische Hochschule Brandenburg*)
	Brandenburg Police (*Polizei Brandenburg*)
	Federal Crime Office (*Bundeskriminalamt*)
	Federal Anti-Discrimination Office (*Antidiskriminierungsstelle*)
	State of Hessen (*Land Hessen*)
	Hessen State Police (*Hessische Polizei*)
	Finland (May 7-8)
	City of Helsinki (*Helsingin kaupunki*)
	Helsinki Police Department (*Poliisi*)
	Police University College (*Poliisiammattikorkeakoulu, Polamk*)
	Norway (May 10-11)
	Canadian Ambassador to Norway
	Oslo Police District (*Oslo politidistrikt*)
	Norwegian Police University College (*Politihøgskolen*)
	Iceland (May 14)
	University of Akureyri (*Háskólinn á Akureyri*) – Icelandic Police Training Centre
TEAM EUROSTAR	**Netherlands (May 3-4)**
	Leiden University (*Universiteit Leiden*)
	Royal Marechaussee (*Koninklijke Marechaussee*)
	IZI Solutions
	Netherlands National Police (*Politie Landelijke Eenheid*)
	Canadian Ambassador to The Netherlands
	France (May 7-9)
	Ministry of the Interior – French National Police
	Journalist, Lecturer, Consultant
	French National Gendarmerie
	Italy (May 10-11)
	Canadian Ambassador to Rome
	Embassy of Canada – Rome
	Ministry of Defense – Carabinieri
	Defense Security Cooperation Agency (*Agenzia della Difesa per la Sicurezza e la Cooperazione*)

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