



**POLITIET**  
POLITIDIREKTORATET



# Gender Balance in the Norwegian Police

Karin Aslaksen

PhD Industrial engineering and economics

Director of HR Department

Directorate of the Police

- 1** Gender balance in the Norwegian society
- 2** Strategy and goals
- 3** What we have done?
- 4** Results
- 5** Way forward & Lessons learnt

## Family and Gender equality policies in Norway

1947 The Norwegian State Education Fund

1975 The Abortion Law

1978 The Equality Act

2005 40 % women in Corporate board

- Importance of role models
- Parently leave and public funded kindergarden
- Positive discrimination and quota allocation

The police  
get a large  
portion of the  
tax money

80 % of  
the budget  
—  
employees



**How can we solve our tasks on behalf of the society  
in the best way?**



# "The Police towards 2025"

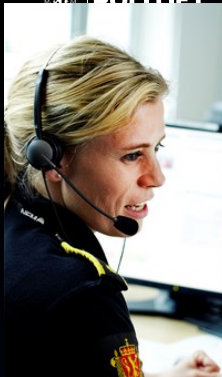




# Why?

«Skills and competence are equally distributed. If we only recruit from one part of the population, we will lose important competence. That We cannot afford.»

Monica Mæland, Minister of Local Government and Modernisation





What have we done?



# Integrated perspective - gender mainstreaming & specific actions



**Values**   **Ethical guidelines**   **Recruitment**   **Leadership training**   **Whistleblowing**   **Structures**



# Principles and actions

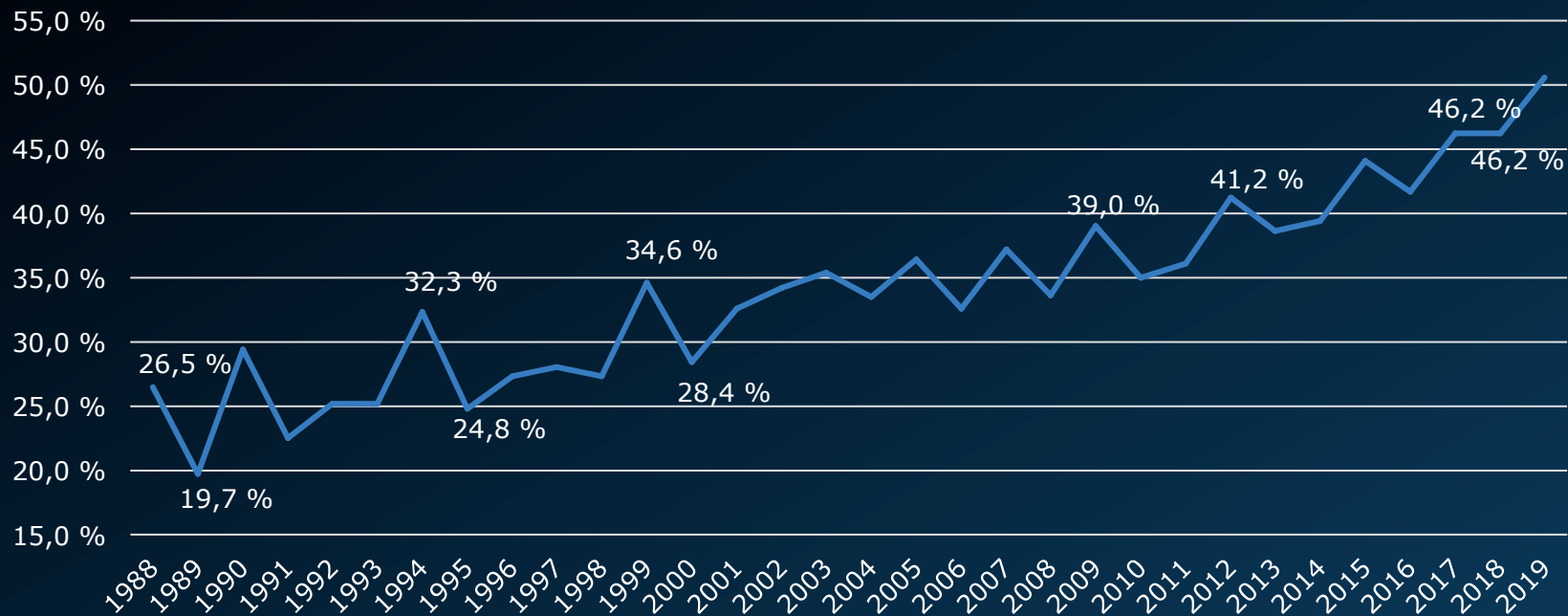
1. Measure current gender balance - set goals – measure!
2. Strategic plan – Actions national and district level
  - Employer branding
3. Use re-organisation to improve the gender balance
4. Recruit a pool of female management candidates – **role models!**
5. Systematically include members of both sexes in all development tasks
6. Gender neutral recruitment of managers
7. Concentrate on women who are motivated for management roles
8. Demystify management
9. Promote women actively – quotas
10. Give women management experience
11. **Practice mentoring**

# The Norwegian Police University College

- Employer branding strategy
- Actively advertisement
- Role models
- Critical mass
- 50% in 2019



# Ratio of female students at the University College 1988 - 2019



**POLITIET**

## Goals

**Within 2022**, women shall hold at least 30% of all management positions for police officers and 40% of all management positions in the police.

**Within 2027**, women shall hold at least 40% of all management positions for police officers.



"Particularly gender balance in positions reserved for police officers should be improved."

**Minister of Justice Anundsen in a workshop on gender balance in the police on 15 June 2016**

Local plans for all 12  
policedistricts

Goals and activities to  
achieve gender balance

Reporting annually





Po  
pro

Norge

Norge

# Politets år Superpolitisjef berømmes for rekordhøy andel kvinnesøkere

6. mars 2018 14:43 – Oppdatert 8. mars 2018 15:13

Kristine Brunmark

6. mars 2018 15:13 – Oppdatert 6. mars 2018 20:53

f Del (5)

🐦 Tweet

✉ Epost



Kvinneandelen øker i politituddanning


Stemmer: **Nina Skarpene**  
Rektor ved Politihøgskolen


I KJENT POSITUR: Sjef for alvorlig kriminalitet i Oslo politidistrikt, Grete Lien Metlid, på en av utallige pressekonferanser. – Politiet er en utrolig spennende og meningsfylt arbeidsplass, sier hun til ABC Nyheter. Foto: Cornelius Poppe / NTB scanpix

## 100 kvinnelige realistisk

Del (98)

🐦 Tweet

✉ Epost



2017 har bedre utsikter til å bli ledere enn sine forgjengere – sjef Karin Aslaksen i POD. Foto: PHS/Kristin Svorte

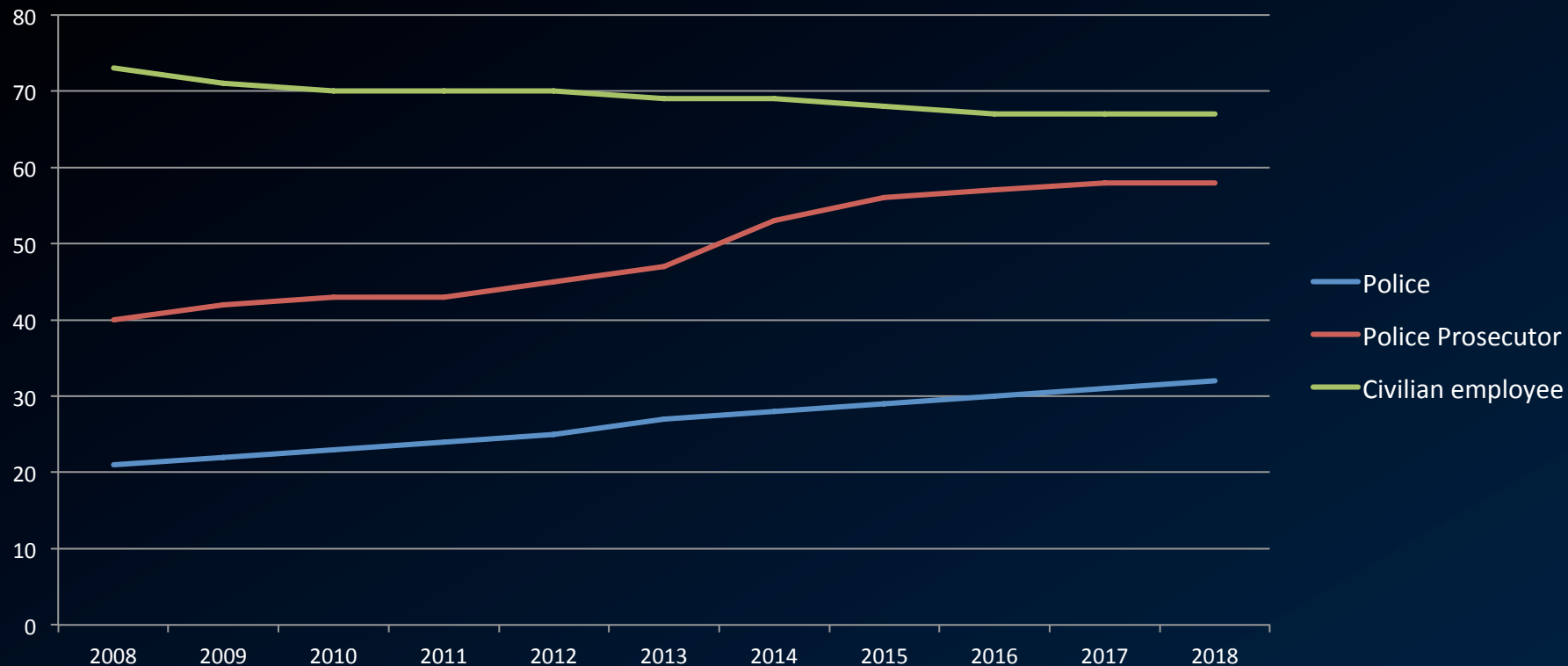
NYE TOPPLEDERE: Ni av de 22 nyansatte visepolitimestrene. Bak f.v. Heidi Klækstad, Toril Kärne Hæfta  
FOTO: FRØDE HANSEN, VG



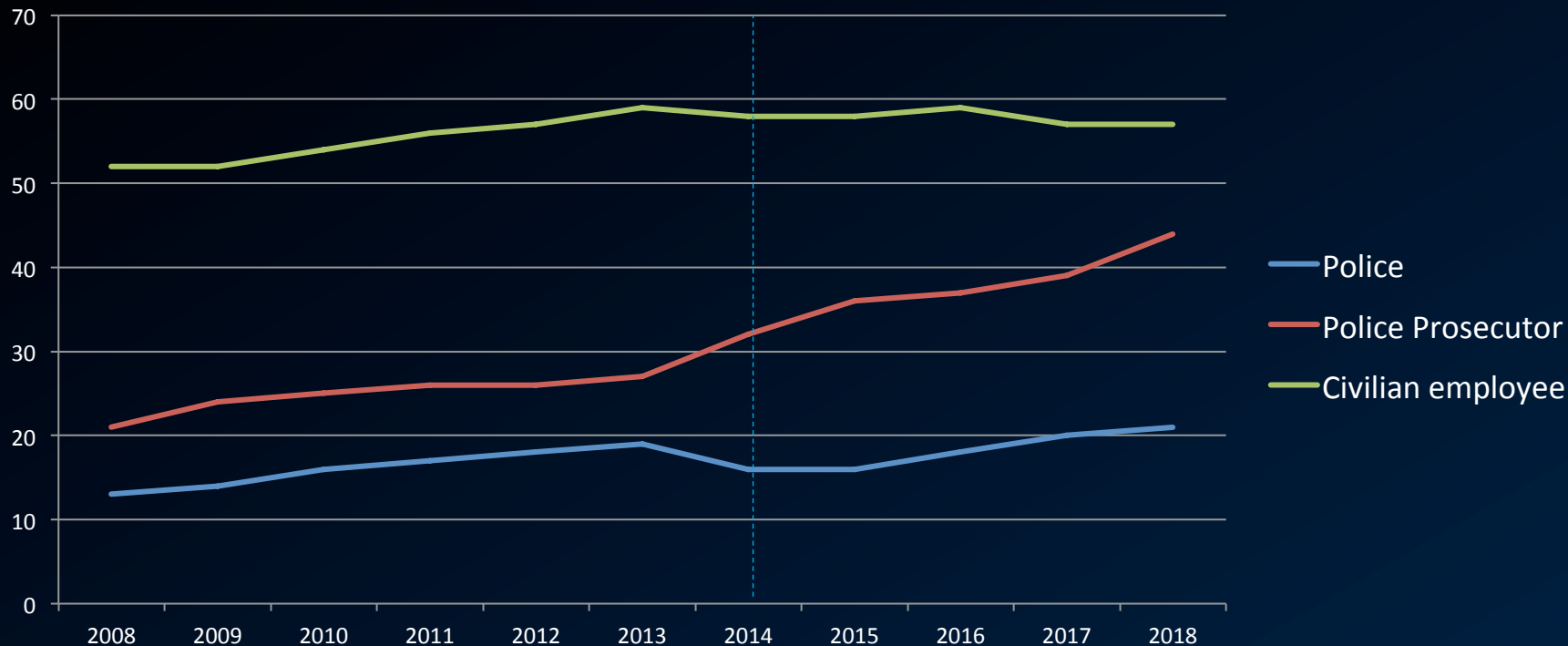
# The National Mentoring program



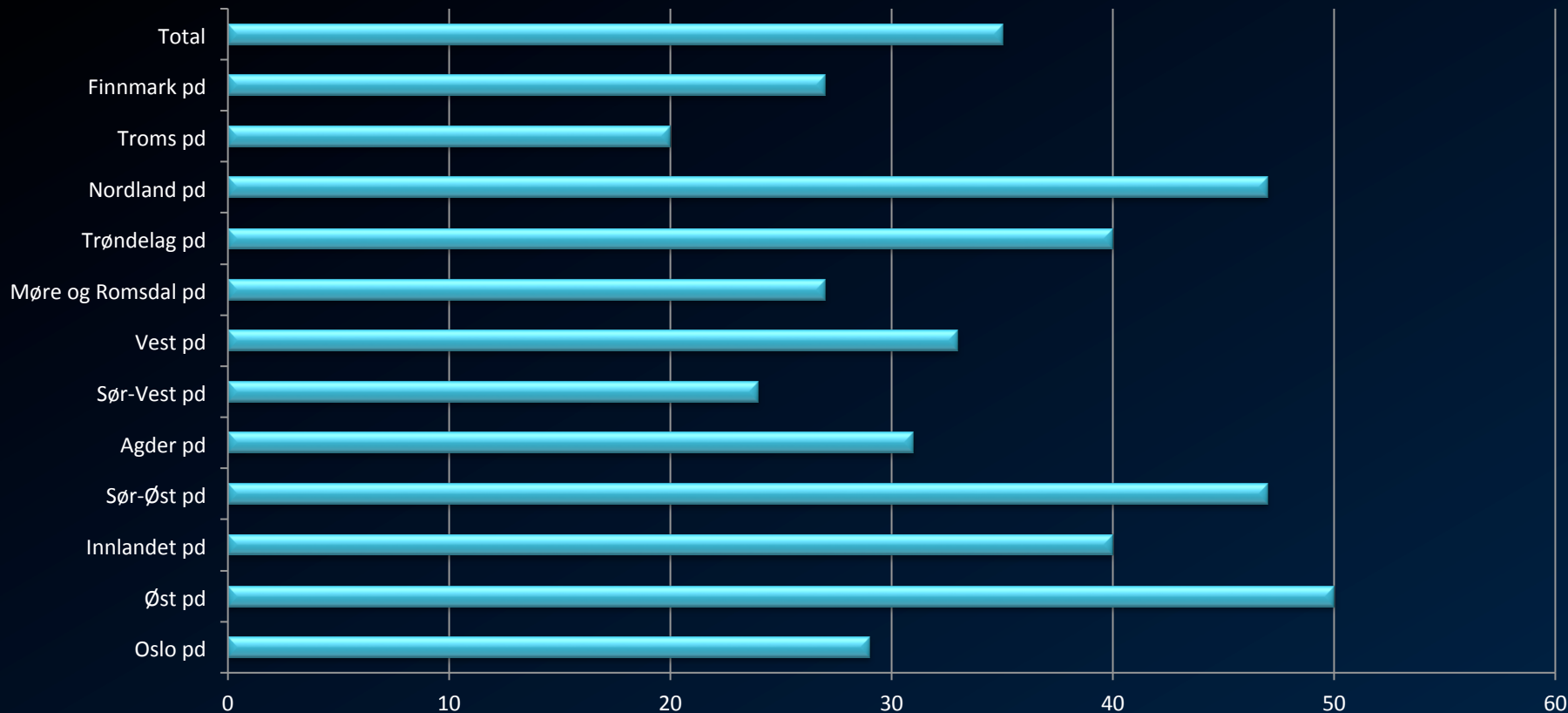
# Proportion of female employees 2008-2018



# Proportion of female leaders 2008-2018



# Proportion of females in The Chief of Police's Leadership Groups 1.10.2019



# Areas for specific actions?

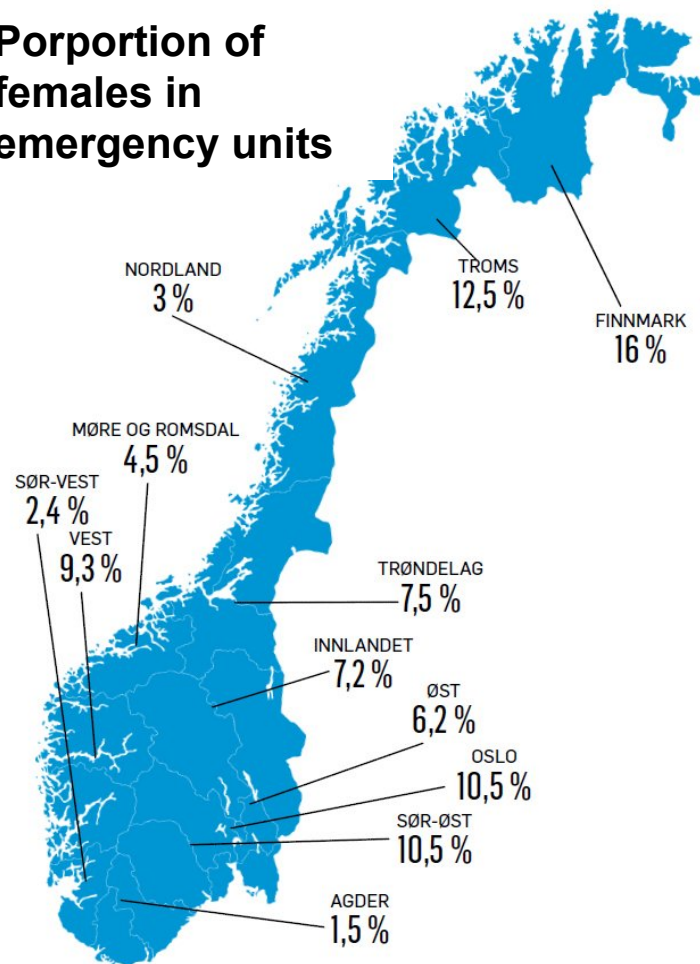
## Operational police work?

- Feel equal to their younger male counterparts
- Some negative experience is connected to older male colleagues.
- The vast majority of informants have no negative experiences being female policing in the streets.



- The emergency units:
- focused on combating serious crime and anti-terrorism
- Ca 1100 in the emergency units, distributed across all police districts
- 10 percent females

## Porportion of females in emergency units





Based on observation and 24 interviews with response personnel, 18 female and 6 male, some already specially trained and some in the process of becoming specially trained officers to join the local emergency units

## **Some main findings**

- The selection is demanding physically and mentally - Continuous assessment by instructors, continuous feedback, threat of repatriation
- No gender balance among the trainers/instructors
- Although these women are well trained and have proven that they meet the admission requirements, the notion of being physically weaker is strong



# Actions

Focus on increased gender balanced in the training and activities

Gender biased recruitments?

Recommend to demystify UEH  
"Extreme physically strength",  
"coaching by fear"

Rolemodels & mentoring

# Lessons learned

- Integrated strategic perspective
- National and local plan - evidence based actions
- What is measured is done!
- Clearly communicate :
  - *Women are needed because the police need their competence!*
- Role models work, we need to be even more strategic
- Reorganisation can give a boost!





**Still a way to go, but women  
in front matters!**