

## SUMMARY OF PRESENTATIONS

### Nordic-Baltic seminar

### **WOMEN IN THE POLICE - CHANGES AND CHALLENGES**

**31.05 - 01.06.2017**

**Conference Center of the Ministry of Interior, Riga, Latvia**

The main purpose of the **Nordic-Baltic seminar Women in the Police** was to gather together representatives from the Nordic and Baltic police forces and experts to exchange experiences and knowledge on three main themes: education, working life and leadership from a police and gender equality perspective.

The seminar discussed police education, career choices, recruitment processes, leadership, harassment, and gender equality and diversity policies in the police in the Nordic and Baltic countries. The seminar focused on gender equality and diversity in the police organizations and discussed the possibilities to combine working life with private life, and the working conditions women and men meet in a male dominated organization. At the seminar Nordic and Baltic experts presented good practices and exchanged information on national actions taken to increase the number of women in the police force.

### OPENING OF THE CONFERENCE

**Gatis Švika**, Deputy Chief of the Central Administrative Department, Head of the Cooperation and Development Bureau, Latvian State Police and **Inese Voloseviča**, Head of the International Affairs Unit, Latvian State Police and chair of the Nordic-Baltic Network of Policewomen (NBNP) opened the seminar.

**Leena Lukala**, Senior Detective, General Crime Investigation Unit, Uusikaupunki Police Station, Southwestern Finland Police Department, Police of Finland gave an introduction to the seminar: ***The story of a Woman in the Police***. The presentation was an overview of the everyday work a woman police officer has experienced from being a patrolling police to the work as a senior detective at a police station in a small city in Western Finland. Lukala said that the police organization should reflect the communities and should be a mirror of our societies. The diversity in the Police means that everyone must be treated with justice and respect, despite of your sex, ethnicity, religion, sexual orientation, age, family background or profession. It means to recognize the needs of the individual; valuing and taking into account people's different backgrounds, knowledge, skills, needs and experiences. It is also about encouraging and using these differences to create, develop and build a good and effective Police. Lukala also said that the police organization is a fort of masculinity. In this organization where all can have a wonderful career, but that the career is not in the person's own hands, although the persons are allowed to apply for police training at every level. She stressed that the career development is often dependent on one denominator and based on male values and qualities, although the police has strategies of gender equality. The police needs officers not only with common sense, strong investigatory skills, and the determination to uphold the law and protect the

public, but officers with the understanding, compassion and flexibility to deal with complex crimes, and support victims who have been affected by these crimes. The police needs diversity. Lukala ended her presentation by saying: "a change towards diversity and equality starts with asking questions, but it only becomes a reality by taking actions".

## **THEME EDUCATION**

In the session on the police education recruitment processes to the police education, and the content and structures of the police academy curriculum in the Nordic and Baltic countries was discussed.

### ***Police Education in the Future***

**Betty Rhodin**, the Faculty Program Director, Institute of Police Education, Linnaeus University, Sweden presented challenges in the process to change the police education to an university education and started to present the future demands of the police: increased segregation in the society, growing internationalization and globalization, increasing number of critical citizens, technical progress, an elderly population and people moving from the country-side to the cities. Rhodin gave an overview of the police education in Sweden today. The police education is two and a half years, of which two years education and 6 months work practice, and today 32 % of the students are women. The first government investigation proposal in Sweden in 2008 did not give any results. A new government committee started to work in 2015. New demands for the police education today are: different approach to knowledge and learning as well as information search. The committee proposal for a higher police education program was a university program (180 credits) with vocational qualification degree including 35 weeks practical education. This committee proposal did not either resulted in a new police education program. Rhodin asked: "why do we need a police education at university level" and she answered: "the police today must have ability to change skills, activities and the organization rather fast" and that "future education and recruitment to the police must provide both gender equality as well as ethnic diversity". Rhodin also gave a short resume of the police education in the other Nordic countries.

### ***Female students and future work for the Police***

**Dina Tarāne**, the Deputy Director of the State Police College in Latvia presented the police education in Latvia with focus on the female students and their career possibilities in the Latvian State Police. The State Police College was established in 2006 as an independent institution under the State Police of Latvia. Tarāne described the education programs for police officers in Latvia. There are two ways to become a police officer. The first one is a 10 months vocational education at the State Police College, which gives the police qualification and the rank of the corporal. The persons must fill some criteria: they have to be Latvian citizen, 18-40 years, no criminal background, at least a secondary education etc. (see all in Tarāne's PP-presentation). The cadets join the police force when they begin as students, and they receive salary during their studies at the police college. After the first education the police officers can chose a two and a half years first level professional higher education *Police Work* and after that they can be appointed to the junior level officer position. The second way is for students with university education. It is a six months professional development education program *Basics of Police Work* at the State Police College, and then they can be appointed to a junior or middle level officer position. The State Police College arranges more than 60 adult non-formal education programs and professional development programs. Tarāne gave also an overview of women in the Latvian police: 47% are women students (cadets) and 35 % are women police officers. Of the first level higher education program 50 % of the cadets

are women, and they generally choose the public order police or investigation police. After the graduation they are appointed to junior level officer positions in the public order and criminal police. Of the persons with university degree applying to the State Police College, 67 % are women. One explanation is that the salaries in the police are not attractive to men. In the investigation units in the criminal police the majority of the investigators are women. Most female officers are found in junior and middle level positions (45-46%). At higher positions the number of female officers decreases dramatically, being only 15% in the leadership positions, the lowest number of all levels.

## **THEME WORKING LIFE**

In the session of working life the participants discussed the challenges how women and men in the police force combine their working life with their family and private life, the obstacles women meet in operational services, the work circle from patrolling to investigation and leadership, and the question if age is a problem in the police force. Experts presented Nordic and the Baltic good practices and tools on the theme.

### ***Why do women stop to work in operational services?***

**Lars Reiersen**, Leader, Politiets Fellesforbund (Police Trade Union), Oslo, Norway presented a Norwegian survey about why women stop in operational services. The survey interviewed women police officers in three police districts and the main question Lars Reiersen wished to get the answer to was: why women stop to work in operational services? The fact is that 97-99 % of all police students start their career in the operational services. He wished to get answers to three questions: Was it me (as a chief), was it the women or was it the work? In the survey two main groups - 1. men and women in operational work, and 2. men and women, who have worked in operational services, and were working in other units - were asked questions on: job content, lack of opportunities, perceived risks, work shifts (day, evening, night shifts) lack of opportunities, job satisfaction (well-being at work) and motivation factors. Reiersen said that both women and men experienced problems with job content and shift work, but it was not the reason for stopping to work in operational services. Reiersen also pointed out these women applying for leader positions are often considered to have less experience of operational services than the men, because they have for example been on maternity leave, and this kind of arguments are used as explanations to why women are not appointed to leaders. In the end of the presentation Reiersen gave some proposals how to solve the problem to get more women leaders in the police force: bigger units, more flexibility in shift work, career planning, and early catching of female leader talents. Reiersen also asked must operational services include 24 hours shift work and ended by saying that our societies need to work more with gender equality issues.

### ***Challenges in combining working life and private life***

**Barbara Jacobi**, Psychologist at the Concern HR in the Danish National Police started by describing the psychological services in the Danish Police. They give psychological debriefings after critical incidents, individual counseling concerning work-related issues and a range of other psychological support actions, in 2016 they arranged in total 287 psychological debriefings and 587 individual sessions. She also described how it is to work in the police in 2017 with acts of terror in Europe and increased operational awareness in all police districts, refugee crisis and organizational changes. The police meet the new challenges and demands and the shortage of people means that the duty schedule cannot be completed, which results in the lack of long-time planning creating unpredictability: cancellation of free weekends, family plans postponed, etc. This often results in the double pressure

many police meet - the pressure from the family and the pressure from the employer related to organizational changes, as practical problems connected to new working place as longer transportation to and back from work. Jacobi gave examples of problems women and men in the police meet and how the organization and leaders can meet and support women and men working in the police. She asked: what can you do? And she answered: you can balance the activities that drain your energy and the activities that energize you. Jacobi ended her presentation by saying: "use the limited time off duty, by making better routines to separate work-time and family/restitution-time, and to mentally shut down work, before going home".

### ***Police, Work and Age***

**Satu Koivu**, the Chief of Human Resources Development, Resources Unit, National Police Board in Finland presented the Working Age Program of the Finnish Police 2016-2018. The program was initiated because the new pension reform in Finland; changes in the age structure and costs of sickness absence, disability pensions and the shrinking of the public sector budgets. Koivu stressed that it is important that continuous changes within the organization must be manageable, and that tasks must be reorganized and prioritized, working capacity must be supported for the whole working career, and competence must be broad-based. One aim of the program is to develop a pay system and terms of employment in accordance with the aims and needs of the employees of different ages and the aims and needs of the employer. Koivu said the work must have an effect on motivation, values and attitudes of the staff. The program is aimed to result in reduced costs, higher productivity, longer careers and better job satisfaction. The program also includes an analysis of obstacles of women's career progress as a part of the ongoing work of the equality and equity strategies for the Finnish Police.

## **THEME LEADERSHIP**

The session discussed leadership, especially women as leaders. Today there are more women police officers in the Police and the question is then: why are women still underrepresented in the top and middle management positions?

### ***From words to action. How to reach gender balance in leadership?***

**Dag Ellingsen**, Senior Researcher, Work Research Institute, Center for Welfare and Labour Research, Oslo and Akershus University College from Norway started by asking the question: What to do in order to get more female police leaders in the police force. The first thing to do is to have broader recruitment process, and reduce the importance of physical strength for the police staff. Ellingsen also said that it is important to get the women, who have chosen police as a profession to stay within the police. Ellingsen gave an example: keep in contact with policewomen when they are on maternity leaves. The police force should also find out why women leave the police. Women do not feel at home in the male dominated working place, especially if they are harassed in different ways, including sexual harassment. Gender equality qualifies both men and women to be better leaders, and there should be more attention on gender equality. Ellingsen said: "find the brave men leaders, who support policewomen". He also said: "more women in numbers and focusing only on diversity will not solve the problem of getting more women to work the police and a more gender balanced organization. He ended by saying: "you also have to make structural changes and within the public sector you can do political decisions that support women working in the police".

### ***Leadership in a male dominated organization***

**Sigríður Björk Guðjónsdóttir**, Commissioner and Chief of the Reykjavik Metropolitan Police in Iceland started by telling about her career in the police and

said that in the beginning she was one of the few women, she was young and no threat to the male police officers, but when she was appointed as a commissioner and chief of the Reykjavik Metropolitan Police and received a power position she became at that moment a threat in the male dominated organization. She said the position is beneficiary, but it is hard. Today there are only 16 % of women in the Icelandic Police. Gudjonsdóttir told about the challenges she has met and that she has started with the process for a new organizational structure in the Reykjavik Police. She said it is important to change the police organization, because everything around us in our society is changing. From 2014 special focus has been on gendered violence as domestic violence and sex crimes, human trafficking, training and security of police officers, corruption and equality. She also works for appointing more women to leader positions. During her time as a Commissioner the trust of the Reykjavik Police has also risen with 11 %, although she at the same time is criticized for what she is doing. Gudjonsdóttir ended her presentation by telling about the downsides, as the power struggle and attention in the media, and said that women have to: start to plan their career early, to be courageous and never let the hindrances win.

### ***Work, private life and leadership***

**Krista Aas**, Deputy General, Estonian Police and Border Guard Board, Estonia started by saying that all who wish to combine work and private life must have a system to keep all going on and she called it a list of principles: a formula of success. It consists of five elements: *talent, passion, people, priorities and responsibilities*. Aas said that you must be aware of your *talents* and shortcomings, i.e. to know yourself. *Passion*, it means that you do your job with your heart, and give the best of yourself, and enjoy what you do and passion also spreads to others. As a leader you also have to hire right *people*, because right people in right places are most valuable for an organization. The questions: what, why, when, and which, why, who helps to set the *priorities*. Aas said that the most important is to schedule your priorities. Planning and preparation are important but also prevention, you have to be aware of the risks and you have to be trusted, people must know your values. *Responsibility* means that I am responsible for my work and my life and it is important for a leader to know who is responsible for what, especially in a big organization as the Estonian police with 5.000 employees. Aas ended her presentation by saying that the list of principles is her formula for success, it is her toolbox, and it works automatically, and she ended by saying: "you do it by heart, in the same way as you drive a car".

## **RECRUITMENT PROCESSES**

From education to leadership - who can be a boss within the police? Who defines the recruitment criteria, who nominates the police staff and who appoints the police officers and chiefs?

### ***It is a small step for a man...How many steps do a woman need for success?***

**Rasa Stasiulaitiene**, Chief of Police Station at the Klaipeda County Police Headquarter in Lithuania started her presentation with asking who can be a chief in the Lithuanian Police. The main criteria for recruiting chief are: education, experiences and skills and a set of personal psychological and physical qualities and these are the same for all, both women and men. She asked: Is it still a mission impossible? She said that 10 years ago the recruitment process was experience and knowledge, and the desirable hobbies were hunting and fishing. Today it is experience and knowledge, visions and innovation, flexibility and crisis management and ongoing learning. Stasiulaitiene told about her career and how she accumulated her skills and knowledge by reading a lot of management books. It took her 18 years of work to get a chief position. She presented seven advices for women to get a top



position. Stasiulaitiene said it will take time, every step in the career has its price and women must be ready to pay the bill. She said also that women should not overestimate their position, because they can lose everything in a second. Stasiulaitiene ended by saying: "it is lonely on the top and you can feel lonely, but look back and smile for a while ... you are the winner in the battlefield and you have to remember that you cannot fail, because then all women police officers think it is really impossible".

## **HARASSMENT IN THE POLICE**

### ***Different forms of harassment in the Police***

**Helena Casu Häll**, Senior Adviser for Gender Equality in the Swedish Police Authority presented the gender equality policy of the Police in Sweden and said that the overarching goal of the gender equality policy is that women and men have the same power to shape the society and their own lives, and this means that power, resources (i.e. money), education, house work and care, and health are shared equally between women and men, and that men's violence against women must be stopped. The police in Sweden do not accept any form of discrimination, harassment or unfair or offensive treatment. It is the tasks of the chiefs to support the non-discrimination policies and trainings within the police. Casu-Häll described and gave examples of direct, indirect discrimination, sexual harassment and unfair or offensive behavior and presented also the causes and the consequences of them. Casu-Häll ended her presentation saying that it is very important that organizations talk about these issues and that chiefs are trained how to handle all forms of discrimination and harassment.

## **GENDER EQUALITY AND DIVERSITY POLICIES**

Gender equality and diversity action plans and strategies are worked out and should be integrated into the police organizations. It is not surprising that gender equality issues today are seen as women's issues; it reflects the overall society where the men has been the norm and consequently asexual, while the women has been "gendered" and seen as deviant. Why should the police as an organization integrate gender equality and diversity and how could it be done?

### ***Gender equality and diversity in a police perspective***

**Mia von Qualen**, Consultant at Concern HR in the Danish Police College in Denmark started her presentation by describing the difference between gender equality and diversity, and said that gender equality is not a minority issue and diversity includes also other categories than gender as ethnicity, sexuality, age, etc. von Qualen described women in the Danish Police and stressed that only 4,4 % of all 910 leaders are women and that these figures has not changed although the numbers of police women have been increasing during the last years. In 2015 the recruitment processes to different positions has changed in order to be more professional. Today in the Danish police persons can apply for leader positions, earlier the persons had to be appointed by the leader. Now two leaders interview the applicants in order to get a more objective recruitment process. The culture of the police organization is said to be gender neutral, but as most of the employees in the police are men it is also reflecting the culture within the police. von Qualen told that in England Northamptonshire police is replacing its traditional helmets with US-style baseball caps, which are cheaper, more comfortable and not "gender-based". The new bump caps offer a better level of protection; the new headgear means that no longer will male and female officers be issued different headgear with varying safety ratings simply on the basis of gender. von Qualen said that today as the word gender is connected to "women" the empowerment strategies often try to "fix the women"

instead of looking at the organization and "fix" the culture and structure of the organization to become more inclusive. She gave some proposals on how to do it:

- Create awareness on the culture
- Reflect and work on privileges and inclusiveness in practice
- Recruit leaders, who really wish to make changes

von Qualen ended by asking could quotas be a possibility and tool to get a more gendered balanced organization.