

ENP

EUROPEAN NETWORK OF POLICEWOMEN

EDITORIAL

Coming home... and new challenges

In 2008 it is time for me again to open a new chapter in my biography.

After three years abroad – first in the EUPM (European Union Police Mission) in Bosnia-Herzegovina and then two years in The Netherlands with the ENP – I finally found my way back home to Austria.

In November 2007 I was re-elected for the President of the European Network of Policewomen by the General Board for another two years period. Honestly, I was very pleased and flattered since this can only mean that I have done something right to deserve the trust and support of the European police organisations and their representatives. Even though I won't be any longer working in the ENP Head Office in Amersfoort my police organisation, the Austrian Federal Police, will continue giving me any support necessary to fulfil my responsibilities towards the ENP.

I have gained a lot of experience in these years and have met many wonderful and interesting people. I've learned a lot about other police services, strategies, policies and cultures but also about management, lobbying and networking.

Currently the Austrian Police is facing the big challenge of preparing for the European Soccer Championship EURO 2008. Operational and personnel concepts and budgetary planning are at the top of the agenda right now, all aspects under consideration of Gender Mainstreaming and carefully attended and if necessary advised by the Gender Mainstreaming working group.

My personal challenge shows in a new assignment. Now, back in my police organisation, my experiences turn out to be very valuable and an enrichment for

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the future business. I am more than glad to take over responsibilities for Diversity Management within the Austrian Police, a field where adequate and effective strategies still have to be developed.

Diversity Management is inevitable for recruitment, training, motivation, work satisfaction and retention, promotion and professionalism and relates to all fields of operational and managerial police work. The challenges I am expecting are both external and internal.

However, I am prepared to do my very best for the benefit of both my police organisation and the European Network of Policewomen and I hope that I can count on your further professional support.

Erika Wietinger
ENP-President



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Police

INFORMATION

Personnel and Management Policy A Driver for Equality and Diversity

The tasks and duties and the performance of the police have a strong impact on the safety and security of our citizens, as well as on the welfare and prosperity of the society as a whole. Police organisations are aware of the social implications of policing, and we recognise ourselves as considerable contributors to the culture, norms and values of society, not least because of our authority to use force.

But the fact that society is constantly changing and the needs and expectations of citizens are multiple, police organisations are discovering an increased need for organisational attention and capabilities of adapting to the changes of society. Personnel and Management Policy is a mean to meet the challenge of change and a driver for equality and diversity.

PERSONNEL AND MANAGEMENT POLICY

Personnel and Management Policy is one example of how the culture of an organisation can be described and developed. It is about benefits and obligations between employers and employees, but it is also about formulating mutual understanding of what makes the organisation unique, that is the formal and informal norms, rules, habits, procedures or other institutional regulations. It also systemises the work on organisational development and is meant to guide staff and managers by communicating expectations in terms of attitude and behaviour.

Consequently, it is important to recognise equality and diversity as integrated issues.

The integration of equality and diversity issues in Personnel and Management Policy implies analysing barriers and opportunities of different aspects of organisational life.

Phenomenon such as strategies of adaptation, the culture of the workplace, allocation and competition



Article by: Special Advisor Jette Louise Flensburg, Danish National Police Responsible for the development of a new overall Personnel and Management Policy of the Danish Police

of tasks and mutual expectations are embedded in the Personnel and Management Policy. By recognising this, Personnel and Management Policy can address aspects of equality and diversity and build awareness, which is necessary for changed action within the organisation.

Thus, Personnel and Management Policy should avoid unnecessary barriers of equality and diversity. The aim is to avoid mechanisms, which will have negative affect on equal opportunities.

Results from research about the division of labour, work environment, long term illness etc. show following examples of Personnel and Management Policy issues, which affect mechanisms relevant for equal opportunities:

- Physical and psychological work environment has different impact on men and women...
- The organisational culture influences the premises of minorities...
- Flexibility in the work planning, such as being legally absent from work, seems to affect men and women differently, because women, more likely, are expected to use the flexibility as part of their life balance...

- Visible criteria of promotion, participation in development programmes etc. tend to give women a better access, because the expectations and criteria are well known...
- Education structures, which are suitable for family-life, will make development programmes more accessible for both men and women – and even more attractive not least for younger generations.
- The management culture obviously affects the climate of the entire organisation, but in terms of equal opportunities women might prefer different styles of management in example less hierarchical structures.

Considering this complexity of causal relations calls for a Personnel and Management Policy which deal with addressing different needs and setting the standard of attitudes and behaviour of staff and managers.

INVOLVEMENT AND DIALOGUE AS A MEAN TO CHANGE

Involvement and dialogue as part of the process of formulating a new personnel and management

policy is an absolute necessity to succeed.

Actually, the main effort of making Personnel and Management Policy work in practise is about convincing as many members of the staff and management group of the relevance of the policy. To a large extend Personnel and Management Policy is embedded in practice, which requires commitment and learning of the actors involved if new policy elements is to be successfully adapted.

At the end of the day, Personnel and Management Policy of an organisation like the police must set standards about attitude and behaviour. It must build upon the respect of democracy and human rights in order to meet the changes of society and expectations of citizens. Secondly, a successful Personnel and Management Policy is a policy, which is transformed into human action by staff and managers through trustful dialogue, relations, interaction and mutual commitment.

Edit.: ENP, E.Wietinger

Full version at www.enp.nl

From conductor to the foster mother of cadets A life story

Nelly Ruuge (39), Estonian Police, who has kept her eye on tens of intern cadets during her years of police service, is now leading her second life.

Life episode no.1. The doctor glances at the papers then looks at Nelly who has problems with her vocal chords and says in the end: "If you stay at school for another two years, you will lose your ability to speak altogether." For a woman with a music teacher's training it was a heavy diagnosis. What to do now?

Life episode no. 2. Nelly, Internship Coordinator at Southern Police Prefecture, is packing up her things to start work in the capital city. Her position at Estonian Police Board will be leading police inspector at the Personnel Division of Service Department. Her aim? To make the arrangements for the internship



Nelly Ruuge

of cadets even smoother. So that there would be such people working at the police who dare to undertake even the most dangerous tasks together.

A TEACHER BECOMES A STUDENT AGAIN

Nelly had been giving singing classes for children at a school at a little place in Estonia called Kambja for ten years. However, when her health deteriorated-she had to resign. Idle Nelly was urged by her acquaintances who earned their living doing police work. "We are in need of a juvenile police inspector and you have the school experience," they persuaded her. "Go to the Police School." The woman thought for a while and decided to do it. She finished her studies with honours and worked as a juvenile police officer and later as a regional constable.

A little time had gone by when they started selecting instructors for a new competence-based educational internship. Nelly was also invited to an interview and she turned out to be a suitable candidate for the instructor's job. What followed was a study visit to Dutch colleagues of which Nelly still has vivid memories. In the land of tulips the competence-based study system has already been rooted and

is to some extent different from the way matters were handled in Estonia then.

Coming back to the home country, it was time to put what she had seen into practice. Nelly became both the instructor of cadets and the coordinator – a person who makes it their business to follow the course of the internship of the cadets of the whole group, demands reports from them and gives advice when necessary.

Nelly started working in the capital last May. When the invitation came, she did not hesitate for long. In Tallinn she had the chance to go on working as a coordinator but to do it even better and with more people... tbc

... if you are curious about the role of a black-and-white clay cow and Mozart in Nelly's life please go to www.enp.nl.

Translated from the article written by Liis Auväärt, published in Politseileht 2006, 3 (20)

Edit.: ENP, E. Wietinger

Workplace harassment and police women still an issue?

Workplace harassment (e.g. sexual harassment, bullying and discrimination) affects many men and women during their professional lives. Several studies revealed that women employed in male dominated organizations are more at risk of sexual harassment than other working women. This is especially true for police women, who are, as a minority group, highly visible members in the male dominated organization of law enforcement.

In 2000 and again in 2006 the Rutgers Nisso Group, Dutch Expert Centre on Sexuality, studied workplace harassment in the Dutch police force.

In 2008 the results of the Dutch police studies will be made public in international journals.

These publications will focus on prevalence rates of sexual harassment and bullying, causes and consequences, and anti sexual harassment policy.

Additional information can be obtained at the Rutgers Nisso Group (Ms Stans de Haas, MA, Email: s.dehaas@rng.nl, Tel: 0031 30 2329805).

Caroline Bogaard, Politie Amsterdam-Amstelland, ENP General Board member



Pregnant employees and parental benefits (Norway)

Expecting a baby everything starts with the Pre-natal check-ups. A pregnant employee is entitled to time off from work with pay for prenatal care when check-ups cannot reasonably take place outside working hours.



ILLNESS DURING PREGNANCY

If an expectant mother has to stay off work because she is ill, this is treated as normal sick leave and is not part of the parental benefit period. For the last three weeks before delivery, sick pay is replaced by parental benefits.

COVERING EXPENSES

The national insurance scheme covers the mother's share of the costs of necessary medical examinations during pregnancy and of one check-up after delivery.

STRENUOUS WORK AND HAZARDOUS SUBSTANCES

Some women are employed in jobs that may be too strenuous for them in the final stages of pregnancy, for instance women who work as police.

Night work may also be strenuous for expectant mothers. The employer has a duty to adapt the workload as far as practically possible, so that it is not too strenuous for the expectant mother.

The work should be reorganised or the expectant mother should be given other work tasks.

PROTECTION AGAINST DISMISSAL DURING PREGNANCY AND LEAVE OF ABSENCE

No employer may dismiss a woman because she is pregnant. This also applies during the probationary period. A pregnant employee is protected against dismissal even if she is unable to carry out her normal work due to pregnancy. An employee who takes leave in connection with a birth or adoption cannot be dismissed during this leave.

THE RIGHT TO RETURN TO THE SAME JOB

Employees have the right to return to the jobs they had before taking leave of absence. This also applies when periods of part-time leave are over, and any leave in addition to statutory leave in connection with pregnancy, birth, adoption and taking over the care of foster children.

PROHIBITION OF DISCRIMINATION OF PREGNANT EMPLOYEES AND LEAVE-TAKERS

The Gender Equality Act provides protection against gender discrimination. In principle, any form of discrimination because of pregnancy, birth and the use of leave entitlement is a contravention of the Gender Equality Act.

However, the Act provides stricter protection during the periods of leave reserved for one or other of the parents. This means that women may not be discriminated

against because of pregnancy, birth and leave-taking during the three weeks prior to delivery and the six weeks after.

The man cannot be discriminated against when using the paternity quota (6 weeks)...



Several other regulations apply for both male and female employees such as:

- The right to leave of absence in connection with birth and adoption...
- Parental leave during the child's first year...
- Earning the right to parental benefits...
- The parental benefit period...
- Sharing the benefit period between the parents...
- The right to leave of absence...

For details and more about father's rights you

find the full version at www.enp.nl.

As finale enlightenment about the Norwegian police force... the retirement age is 57 years!

By: Annett Bugge, Oslo police district.

Edit.: ENP, E.Wietinger

Personal development in the Hessian Police The Mentoring Programme

While personal development is an important part in industry and commerce, it just grows slowly in police organisations.

For the last number of years the concept of personal development exists for regional authorities in the Hessian state. Only the police was not involved in these concepts. Each single organisation supports their employees in different ways, equal strategies were not available.

The Hessian Ministry of Interior and Sport, Germany, set up a team of executives who develop strategies and supportive measures to equalize personal development in the Hessian Police. The aim is a concept with different modules. Acting and methodically competence of the employees should be improved. Already young recruits should know what kind of supportive networks exist and what qualifications they have to attain, to get promoted for the first, second or third senior positions.

One module for example is and still will be 'Mentoring'. While the first two programmes in 2005 and 2006 were supposed to be for women only, since 2007 men can apply equally for inclusion in the programme and receive the support of a leader. During a period of one year the 'Mentees'



ENP General Board member/ENP Germany member KHK Constanze Reisenauer and one of the Mentors

(recipient of Mentoring) can spot the work of the 'Mentor' like taking part in meetings or the Mentor's daily duties, has the chance to attend lectures and to accompany an executive to learn something about leadership. The fourth Mentoring Programme for again 20 Mentees will start next September.

Another module will be a 'rotation system'. Members of the Hessian Police service can spend some time in another unit than their own and learn about their organisational culture, policies and procedures. This will be an option for a qualified higher management employee. It is expected in April that this new concept will be put forward to the President of the State Police service and the new initiative will become part of the personal development for members of the Hessian Police service.

Constanze Reisenauer, Polizeipräsidentin Frankfurt, ENP-Deutschland e.V.

CONFERENCES & SEMINARS

Integration with Diversity in Police

15 - 16 January 2008, Vienna.

The Office of the High Commissioner for Human Rights, in cooperation with the United Nations Office on Drugs and Crime (UNODC), the International Labour Office (ILO) and the Independent Expert on Minority Issues convened and organized an Expert Meeting on Integration with Diversity in Policing in Vienna, hosted by the Austrian Government. The meeting was focussing on sharing good experiences and lessons learned in relation to inclusion with diversity in policing, reviewing principles and standards set out in the guidance note (Tom Hadden, Queen's University, Belfast) and their relevance, comprehensiveness and applicability in all regions of the world and consideration of recommendations for follow-up, including the value of the guidance note and training programmes for police.

More than 20 participants of national police and related institutions from all UN regions, representatives of intergovernmental organisations, representatives of permanent missions to the United Nations in



Vienna and representatives of non-governmental organisations and other entities have contributed with their best practice and experiences in the field of diversity in policing. Amongst others the 'hot' topics of preferential recruitment (Northern Ireland Police Service – '50:50 recruitment'), adjustment of physical requirements and 'shadow posting' (South African Police Service) provided some ideas how quite pro-active and unconventional approaches can support the idea of diversity within police and be successful in a relatively short term. However political commitment is the basis for all approaches and for success.

Erika Wietinger, ENP President

Changes in EU Society – Human Resource Management Consequences

11 - 14 March 2007, German Police University, Münster.

The CEPOL course 'Changes in EU Society – Human Resource Management Consequences' was targeting senior police officers and HRM concerned senior officers with the aim of becoming aware of the development and current structure of societal changes in the EU and their relevance for the police, especially for HRM concepts and challenges, and to identify ways and cooperation patterns to deal with

those developments and consequences. 15 participants out of nine EU countries were following this course which covered amongst others the aspects of conduct of age dispersed staff, seniors as offenders and victims, ethnic structures, multicultural police work and gender.

The ENP was invited to give a lecture on gender-awareness.

Erika Wietinger, ENP President



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EUROPEAN NETWORK OF POLICEWOMEN

BOOKS & PUBLICATIONS

WOMEN AT WORK

Boeri, Tito/Del Boca, Daniela/Pissarides, Christopher A.
Publisher: Oxford University Press - ISBN: 0199281874

Covering employment and wage gender gaps, participation of women, fertility, and the welfare of children, this insightful volume considers the trend towards greater participation of women in labour markets. It addresses the trade-offs involved in increasing participation of women in paid employment, setting out a better informed policy debate about these issues, and paving the way to realistic targets and ways to achieve them.

QUICK GUIDE TO GENDER MAINSTREAMING IN THE PUBLIC SERVICE

Commonwealth Secretariat - Publisher: Commonwealth Secretariat, 1999 - ISBN: 0850925975

This guide is intended to assist readers using a Gender Management System (GMS) to mainstream gender in the public service...

THE HUMAN SOURCE MANAGEMENT SYSTEM – THE USE OF PSYCHOLOGY IN THE MANAGEMENT OF HUMAN INTELLIGENCE SOURCES

Buckley, J. - Publisher: go to www.hsmtraining.com

Used in over twenty countries by law enforcement, military and intelligence agencies, the HSM System works regardless of the agency size, or the nature of criminality that the agency is deployed against, be it local or organised crime, or terrorism. Sold exclusively to government agencies and developed following four years of research the HSM System has been developed by law enforcement officers for the benefit of law enforcement officers. The HSM System integrates social psychology with the practical aspects of human source management. It includes numerous tips gathered from thirty years of investigating terrorism in Ireland together with good practice gleaned from around the world. Why make the mistakes others have already made?



PREGNANT MEN: PRACTICE, THEORY AND THE LAW

Colker, Ruth - Publisher: Indiana University Press 1994
ISBN: 0253313716

Explores how one can combine feminist practice and theory. This book shows how to implement anti-essentialist and equality perspectives in teaching, writing, and the practice of law. It demonstrates the difficulty of using equality theory in the reproductive health context because there are no 'pregnant men.'

WORKING ALLIANCES AND THE POLITICS OF DIFFERENCE: DIVERSITY AND FEMINIST ETHICS

Jakobsen, Janet R. - Publisher: Indiana University Press 1998
ISBN: 0253211654

Employing historical case studies of how alliances work at particular moments in the histories of feminist, anti-racist, and queer social movements, Working Alliances and the Politics of Difference addresses questions of agency and action; universalism and relativism; the production of norms and values; the construction of social movements, publics and counter-publics; and the workings of alliances.

ENP HEAD OFFICE
Stationsplein 14
3818 LE AMERSFOORT

PO Box 1102
3800 BC AMERSFOORT
The Netherlands

T +31 (0)33 465 40 19
F +31 (0)33 465 40 83
E info@enp.nl
I www.enp.nl

The European Network of Policewomen is an NGO in special consultative status with the Economic and Social Council of the United Nations.

