



# 'Diversity management & the Police'

Vision of the Belgian Federal  
Police on diversity in the HRM

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Diversity department



## Vision of the Belgian Federal Police on diversity in the HRM

1. Objectives of our diversity management
2. General principles
3. Measures for a better HRM-management



## 1. Objectives of the diversity management

- Why diversity in the HRM?
- Police has an important role in the society
- Multicultural society with a lot of diversity
- Giving a signal that diversity is important for us
- Reflection of the society in our organisation and HRM

## 1. Objectives of the diversity management

- Respect for individual and collective differences
  - Avoiding discrimination
  - Increasing the quality of the police work
  - Creating a safe workplace for everyone
- ➡ respect for equality, excluding discrimination, being neutral in HRM processes, talent management

## 2. General principles

- Starting point: *Identitarian diversity*  
= everyone owns a set of characteristics  
what makes him/her unique
  - Everyone could be a good police officer
  - Everyone is equal
- ➡ “Selection and recruitment”

## 2. General principles

- Diversity management is a continuous process:
  - Selection and recruitment
  - During the whole career
  - Retirement
- Diversity management starts with good leadership!
- Note: not only ethnic origin but also generations, health, sexual orientation, gender, etc.

### 3. Measures for a better HRM-management

- Diversity management in Recruitment and Selection
- Diversity management during the career
- Diversity management and exit management

### 3. Diversity management in Recruitment and selection

- **To take the first selection, you must:**
  - Be Belgian
  - Have the civil and political rights
  - Be at least 17 years old
  - Have a copy of the criminal record
  - Have a graduate degree
- **The day you are hired, you must:**
  - Be at least 18 years old
  - Possess the necessary physical requirements
  - Have the necessary degree
  - Have completed the selection
  - Have a valid Driver's License

### 3. Diversity management in Recruitment and selection

The selection procedure:

- Cognitive test and physical test
- Personality test
- Interview with the commission
- Medical test

### 3. Diversity management in Recruitment and selection

- Training programs for social and cultural minorities
- Modification of the physical test for women from January 2015
- Recruitment efforts:
  - Representation of women, different origins, civilians jobs,... in campaigns
  - Representation of women at recruiting events

### 3. Diversity management in Recruitment and selection

- Basic training at the police academy
  - Specific lessons – Module 5.4
  - Future: transversal during the whole basic training
  - Responsibility of every police academy to fill in the training program

### 3. Diversity management during the career

- 7 different training programs about diversity
- Partnership with the Interfederal Centre for Equal Opportunities
- New remark in every script of the training programs to tackle discrimination during the training
- Training program Holocaust, Police and Human Rights

## 3. Diversity management during the career

- Taskforce Gender: measures to improve the career development of women
  - Representation of women in juries, commissions, etc.
  - Relation between daily life and the career
  - “Charter of equality between women and men, equal opportunities and diversity”
  - Increasing the awareness of ‘Gender’
  - Gendermainstreaming
    - Research

### Charter of equality between women and men, equal opportunities and diversity

**GENERAL FRAMEWORK**

The integrated police are at the service of citizens and authorities.

Through this charter, we want to show to everyone our openness and commitment with regard to equal opportunities and diversity.


We want to reflect the population's diversity in the structure of our organisation and promote equality between women and men.

This charter also serves as a guideline for our human resources management based on the recognition and appreciation of individual competences. A basic principle is the promotion of equal treatment.

**COMMITMENT**

As a police organisation, we commit ourselves to obtain equality and diversity by:

1. elaborating action plans that fit in with the policy, at all government levels, of equality between women and men, equal opportunities and diversity;
2. proactively creating a professional environment in which equality between women and men, equal opportunities and diversity are sources of development, innovation and creativity;
3. making sure that committees, councils, juries, working groups, etc. consist of persons of both sexes and that one third of their members is female or male. As far as possible, the criteria (age, cultural frames of reference, language, etc.) are also taken into account to strive for maximal diversity. On no account should this principle detract from the 'competence requirement' with regard to the composition of committees, councils, juries, working groups, etc.;
4. applying the 'non-discrimination' principle in all contacts with the population, within the police organisation itself and in each phase of the police's human resources process;
5. encouraging all staff members, whatever the degree of function, to promote equality between women and men, equal opportunities and diversity through their behaviour;
6. communicating about our commitment to equality between women and men, equal opportunities and diversity both within and outside the organisation.



**Charter of equality between women and men, equal opportunities and diversity**

**GENERAL FRAMEWORK**

The integrated police are at the service of citizens and authorities.

Through this charter, we want to show to everyone our openness and commitment with regard to equal opportunities and diversity within the police services.

We want to reflect the population's diversity in the structure of our organisation and promote equality between women and men.


This charter also serves as a guideline for our human resources management based on the recognition and appreciation of individual competences. A basic principle is the promotion of equal treatment.


**COMMITMENT**


As a staff member of the integrated police, I commit myself to contributing to equality between women and men, equal opportunities and diversity according to my organisation's policy, by:

1. disapproving of each form of discrimination, both within my organisation and in my contacts with citizens;
2. contributing to a professional environment in which equality between women and men, equal opportunities and diversity are sources of development, innovation and creativity for all my colleagues;
3. enrolling for training to improve my professional skills with regard to equality between women and men, equal opportunities and diversity;
4. reacting in an assertive manner with respect to persons who make discriminating, homophobic, racist or transphobic remarks orally, in writing or in any other way, or speak disdainfully of equality between women and men.

The charter is a guideline for our human resources management based on the recognition and appreciation of individual competences. A basic principle is the promotion of equal treatment

  
Police Politie

  
Police Politie

  
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4. applying the 'nondiscrimination' principle in all contacts with the population, within the police organisation itself and in each phase of the police's human resources process;
5. encouraging all staff members, whatever the degree or function, to promote equality between women and men, equal opportunities and diversity through their behaviour;
6. communicating about our commitment to equality between women and men, equal opportunities and diversity both within and outside the organisation.

## 3. Diversity management during the career

- Community of Practice Diversity  
= community to exchange good practices and create knowledge about diversity
- LGBT:
  - Partnership with the Rainbow Cops Belgium
  - Training Programs
  - Increasing the awareness

➔ Avoiding discrimination



### 3. Diversity management during the career

- Taskforce Handicap
  - Increasing the awareness about persons with a disability
  - Taking small measures to approve their situation
- COPPRA-training programma
  - Collaboration with the diversity department
- Transgender
  - Informing police officers about the legal principles how to frisk a Transgender
  - Increasing the awareness about the position of Transgenders in the society

### 3. Diversity management and exit management

- Recommendations for the future:
  - Underrepresentation of women in several missions in foreign countries
  - Reaching the norm that 3% of our staff are persons with a disability (European norm)
  - Increasing the awareness about diversity

### 3. Diversity management and exit management

- Focus:

- We have to work longer
- Retirement of many police officers in the next years
- Experience and knowledge will leave our organisation

→ Local initiatives exist but they are not wide spread  
A challenge for the future = transfer the knowledge

### Thank You!

- Website:

[www.fedpol.be](http://www.fedpol.be) > Polsupport >  
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