

**POLICÍA**  
MUNICIPAL  
**madrid**



# ***ATHENEA PROJECT***

**ANALYSING THE SITUATION OF  
MADRID MUNICIPAL POLICE  
WOMEN**



**¡MADRID!**

**ÁREA DE GOBIERNO  
DE SEGURIDAD  
Y EMERGENCIAS**

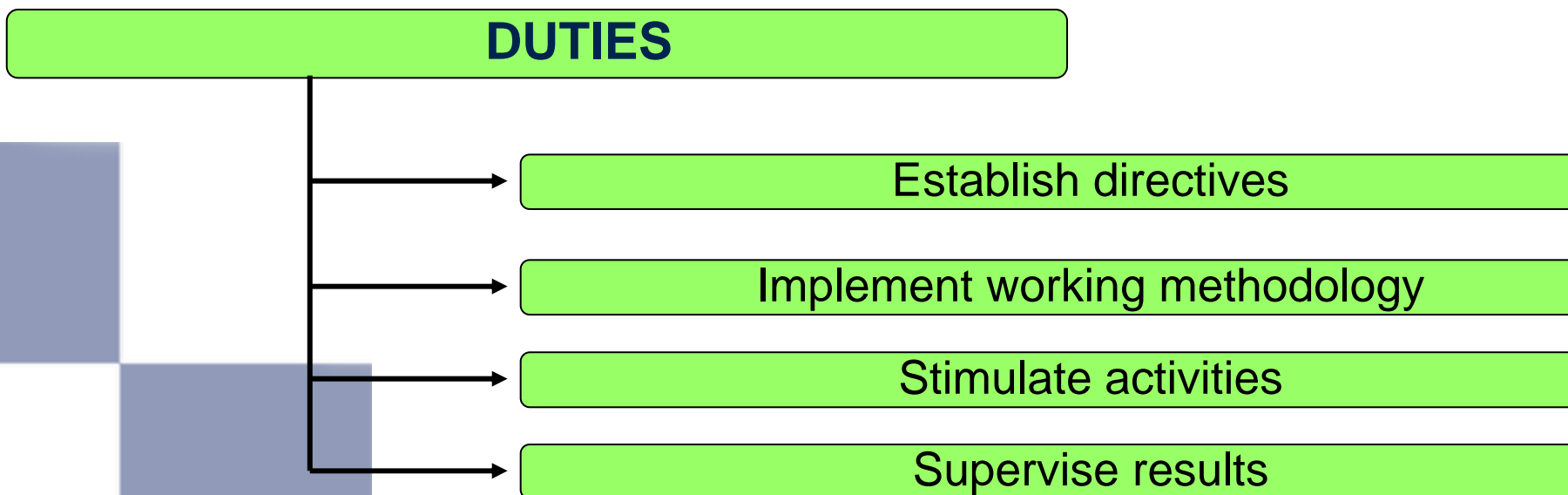
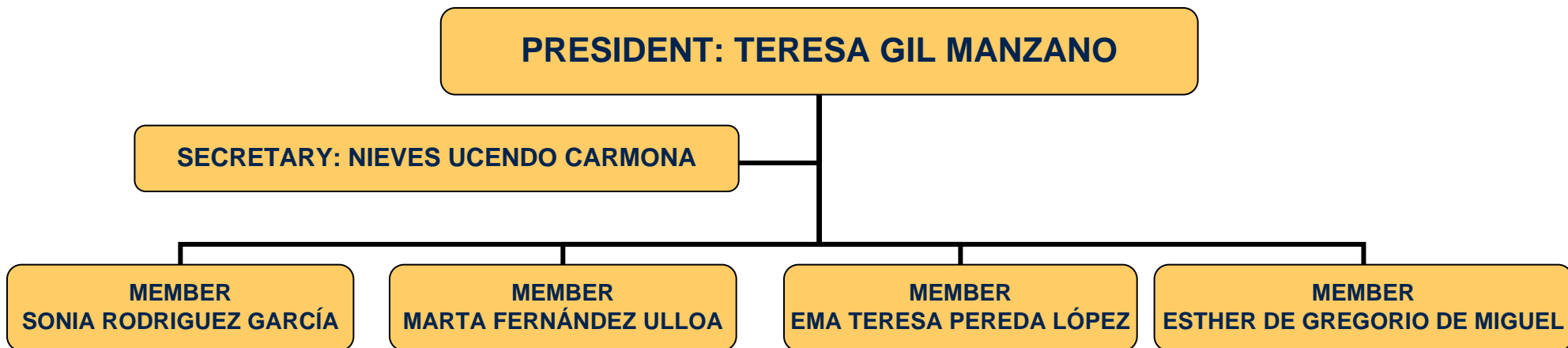
**Study the current situation of Madrid Municipal Police women**

**Propose mechanisms to ensure equality in the candidate selection process**

**Promote the image of police women towards society in general**

**Develop partnerships to promote equality in the Police Force**

**Disseminate the work of Madrid Municipal Police to the citizens**





**Process for recruitment, promotion  
and filling vacancies**

**Uniform and training**

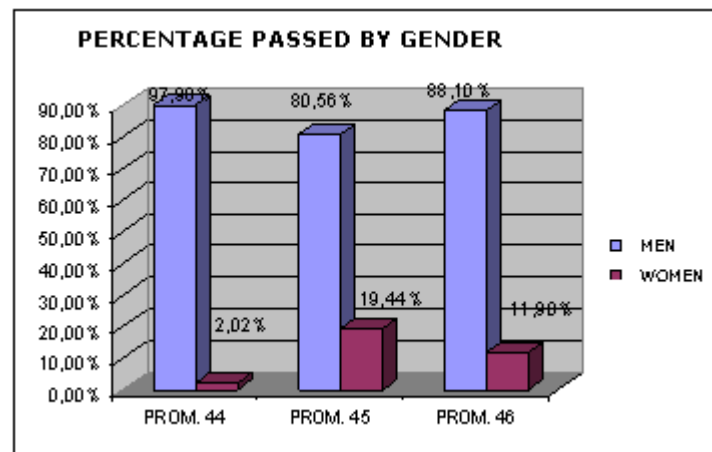
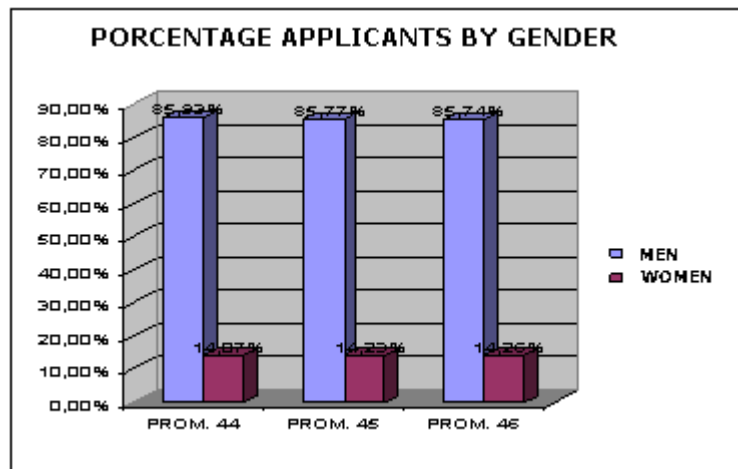
**Work-life balance; professional and  
personal life**

**Best practices to promote equality**

**LOW PARTICIPATION OF WOMEN  
 IN THE RECRUITMENT PROCESS**

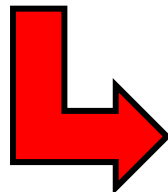
**LOW PERCENTAGE OF  
 WOMEN PASSED THE  
 EXAMINATION PROCESS**

\* Year 2003-04  
**2.609 applicants** → **166 women** → **6 %**



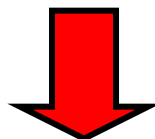
**THERE IS A NEED TO REVIEW THE RECRUITMENT AND  
 SELECTION PROCESS**

- **Driving Licences:**



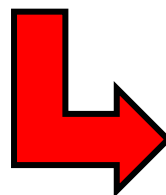
**In 2003-2004, it was the first  
cause of exclusion for women;  
50%, compared with 20% of men.**

**Women are socially determined to obtaining a type B license.  
Obtaining licenses A and BTP turns into a discouragement for  
them.**



**THERE IS A NEED TO REINFORCE POSITIVE ACTIONS**

- Minimum Height:



Men: 1,70 m.



National average  
height for men: 1.76 m.

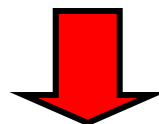
Women: 1,65 m.



National average height  
for women: 1.61 m.

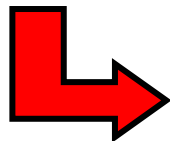
The height required includes men who are well below the national average, while excluding women above the national average.

Some European Police Forces have not set a minimum height (UK, Portugal) and others have reduced it (Belgium, France)



**THE COMPARATIVE REDUCTION DOES NOT MATCH WITH THE  
SPANISH ANTHROPOMETRIC REALITY**

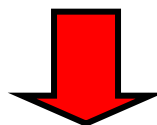
Competitive examination:



The design of some tests might pose a risk to equal opportunities

## PSYCHOTECHNICAL TESTS:

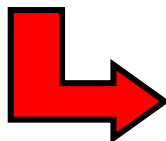
Some tests allow the promotion of certain personality traits which set profiles that exclude unwanted candidates



**IT MAY CREATE AN ADVERSE IMPACT OF GENDER IF THESE PROFILES EXCLUDE CERTAIN FEMENINE PERSONALITY TRAITS**



Competitive examination:



The design of some tests might pose a risk to equal opportunities

## PHYSICAL TESTS:

According to figures from the year 2003-2004, 80% of male candidates passed, compared to 55% of women.

There is a lack of regulation of the pregnancy period. It should be considered a temporary disability and not a reason for exclusion.



**DECIDING SOCIOCULTURAL FACTORS CAUSE FEMALE DISADVANTAGE IN THIS TEST, SINCE SPORTS ARE NOT PRACTISED TO THE SAME EXTENT BY MEN AND WOMEN**

- Selective Training Course at the Regional Police Academy
- Traineeship in each municipality

**With the incorporation of the female trainees to the normal police activity, inappropriate attitudes are sometimes detected. These attitudes are motivated by:**

**Overprotection and paternalism**

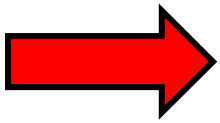


**Different tasks distribution at the Police Units**



**AUTOEXCLUSION AND FEELING OF INSECURITY THAT CAN DETERMINE HER JOB ADAPTATION**

Choice between professional and personal life



Problems with work-life balance



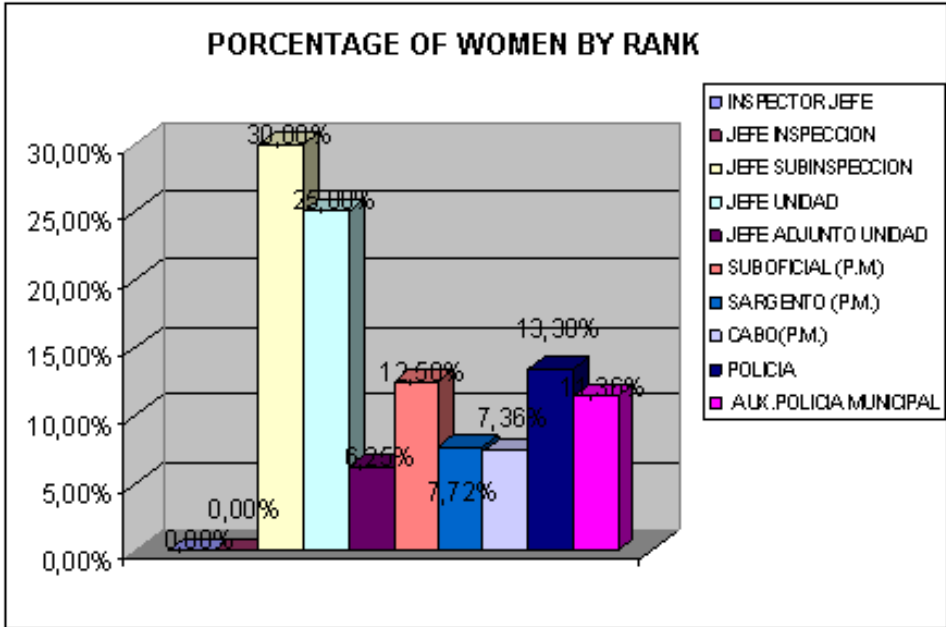
Low percentage of women in the intermediate ranks (Corporal and Sergeant)



Lack of female participation in decision-making



Difficulties in developing a professional career



## JAN / 01 / 2010 - PERSONNEL BY RANK, GENDER AND AGE

| RANKS                 | WOMEN    |           |            |            |            |            |           |            |           |            | TOTAL         | %            | AVERAGE AGE | MEN        |             |            |            |            |            |            |            |             |             | TOTAL | TOTAL GENERAL |
|-----------------------|----------|-----------|------------|------------|------------|------------|-----------|------------|-----------|------------|---------------|--------------|-------------|------------|-------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------|---------------|
|                       | 20-25    | 26-30     | 31-35      | 36-40      | 41-45      | 46-50      | 51-55     | 56-60      | 61-65     | 20-25      |               |              |             | 26-30      | 31-35       | 36-40      | 41-45      | 46-50      | 51-55      | 56-60      | 61-65      |             |             |       |               |
| HEAD OF POLICE        |          |           |            |            |            |            |           |            |           |            |               | 0,00%        | 0           |            |             |            |            |            |            |            |            |             |             | 1     | 1             |
| INSPECTOR             |          |           |            |            |            |            |           |            |           |            |               | 0,00%        | 0           |            |             |            |            |            |            |            |            |             |             | 1     | 5             |
| ASSISTANT INSPECTOR   |          |           |            |            |            |            |           |            |           |            |               | 0,00%        | 0           |            |             |            |            |            |            |            |            |             |             | 1     | 1             |
| DEPUTY INSPECTOR      |          |           |            |            |            |            |           |            |           |            |               | 30,00%       | 52,33       |            |             |            |            |            |            |            |            |             |             | 2     | 10            |
| COMMANDER             |          |           |            |            |            |            |           |            |           |            |               | 25,00%       | 47,33       |            |             |            |            |            |            |            |            |             |             | 2     | 44            |
| ASSISTANT COMMANDER   |          |           |            |            |            |            |           |            |           |            |               | 6,25%        | 49,00       |            |             |            |            |            |            |            |            |             |             | 5     | 16            |
| DEPUTY COMMANDER      |          |           |            |            |            |            |           |            |           |            |               | 12,50%       | 57,50       |            |             |            |            |            |            |            |            |             |             | 4     | 16            |
| SERGEANT              |          |           |            |            |            |            |           |            |           |            |               | 7,72%        | 50,89       |            |             |            |            |            |            |            |            |             |             | 3     | 246           |
| CORPORAL              |          |           |            |            |            |            |           |            |           |            |               | 7,36%        | 42,26       |            |             |            |            |            |            |            |            |             |             | 2     | 462           |
| POLICE OFFICER        |          |           |            |            |            |            |           |            |           |            |               | 13,38%       | 43,23       |            |             |            |            |            |            |            |            |             |             | 70    | 5785          |
| ASSISTANT POLICE      |          |           |            |            |            |            |           |            |           |            |               | 11,36%       | 38,02       |            |             |            |            |            |            |            |            |             |             | 4     | 132           |
| <b>TOTAL GENERAL</b>  | <b>7</b> | <b>67</b> | <b>142</b> | <b>155</b> | <b>146</b> | <b>124</b> | <b>71</b> | <b>106</b> | <b>41</b> | <b>859</b> | <b>12,79%</b> | <b>43,41</b> | <b>72</b>   | <b>585</b> | <b>1138</b> | <b>844</b> | <b>968</b> | <b>892</b> | <b>589</b> | <b>434</b> | <b>337</b> | <b>5859</b> | <b>6718</b> |       |               |
| PERCENTAGE BY AGE (%) | 8,9      | 10,3      | 11,1       | 15,5       | 13,1       | 12,2       | 10,8      | 19,6       | 10,8      |            |               |              | 91,1        | 89,7       | 88,9        | 84,5       | 86,9       | 87,8       | 89,2       | 80,4       | 89,2       |             |             |       |               |

**WHEN COMPARING THE DIFFERENT AGE SECTIONS, A STAGNATION (EVEN A SETBACK) IS NOTICED IN THE FEMALE PRESENCE WHICH MAY HAMPER THE GENERATIONAL RELIEF.**

## Review of the official rules:

Minimum height adjustment

Training programs for obtaining a driving license A and BTP

Regulation of pregnancy as a non exclusive temporary disability

Free courses in the Annual Training Plan to prepare recruitment tests

Adapt the profiles, the scales and the required mark in the entrance exams to the actual police activity, avoiding the adverse impact of gender

Ensure the presence of women in the processes of selection and testing prior homologation of tests.

Carry out information campaigns on official recruitment calls:

Schools and High-Schools

Cultural and Youth Associations

Madrid Students Fair



## Dissemination of police work:



Road Safety Instructors

Madrid Municipal Policewomen's participation  
in sports events  
**Project "SER MÁS"**

Website

Guided Visits to Police Units

Participation in seminars and discussions

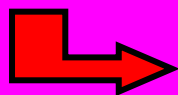
Enlarge media presence

Review of process of promotion:

↳ Possibility to replace physical tests by presenting the annual Physical Competence Certificate (T.A.F.)

Keep the same working shift when promoting in the rank, according to established percentages and requirements.

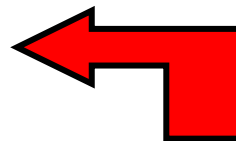
Defining a multipurpose working shift (9 a.m. to 17 p.m.) in each Police Unit based on a percentage.





# UNIFORM

Different uniform for men  
and women

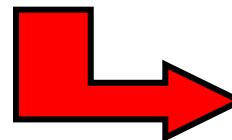


In the 70's

Currently

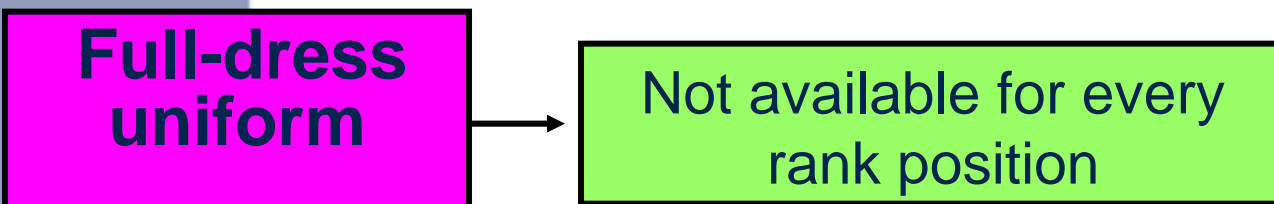
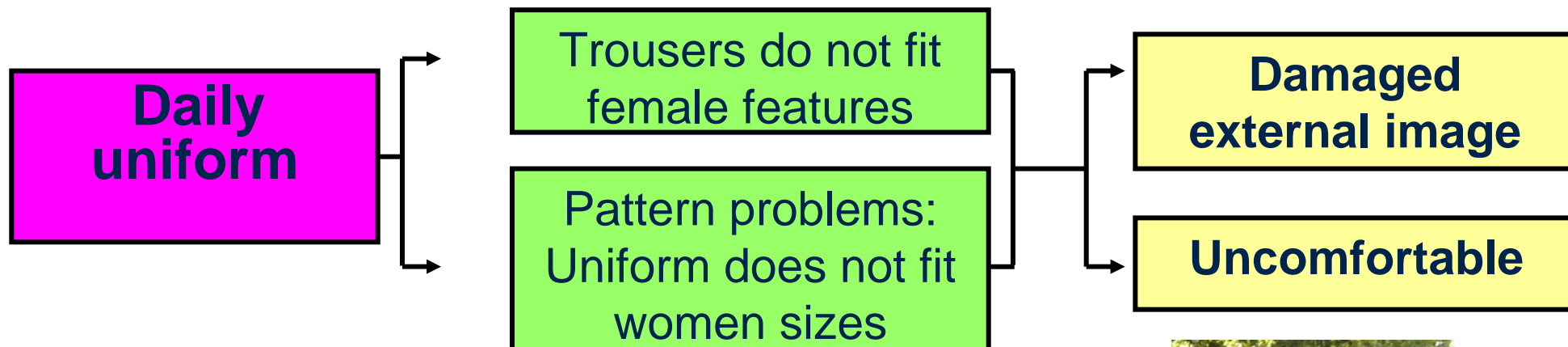


Unisex pattern



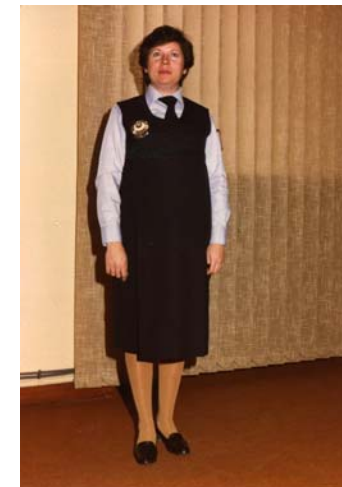
**FEMALE'S ANATOMICAL FEATURES ARE NOT TAKEN INTO ACCOUNT**

# TYPES OF UNIFORM



**Uniform for pregnant**

None of the known choices seem to match with a police image



**Technical and tactical apparel & equipment**

The bulletproof vest design is heavy and uncomfortable

Few and insufficient patterns with big differences between them

Big and stiff holster. Impossible to hide with plain clothes.

## Improvement proposals:

**Knowing the degree of satisfaction of the officers in the generic and specific specialized police units.**

**Find a lighter and more resistant equipment offered at the present moment in the market.**

**Police women taking part in the equipment & apparel evaluation panel in order to analyze the features of the garments before awarding the purchase.**



2010 1st. Semester  
Data

**Analysis of  
preferences  
according to  
gender**

**Present Offer:**

12 Learning Fields

50 courses

## Courses less chosen by women

Motorcycle Police driving

Self-defence

Basic Horse riding

Riot Control

Guide dog

Police action in tunnels

## Courses most chosen by women :

Citizens assistance

Road Safety Instructor

Criminal Investigation

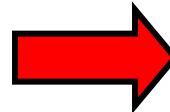
## Analyzing learning fields and results:

### CITIZENS' ASSISTANCE

Police Guardians

Citizens' assistance in general

Good neighbour policy



**HIGHLY  
DEMANDED  
COURSES**

The image of a police woman is transmitted as conciliatory, troubleshooter and an expert on the District situation

### POLICE DRIVING

Motorcycle

Four wheel vehicles



**LOW DEMANDED  
COURSES**

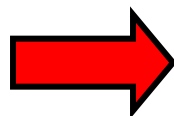
## Analyzing learning fields and results:

### SPECIAL TRAINING AREA

Theoretical basis of music

Patrolling with dog

Horseback riding

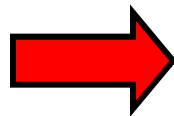


**LOW DEMANDED  
COURSES**

### CRIMINAL INVESTIGATION

Basic Course

Specialized Course



**BALANCED  
DEMANDED  
COURSES**

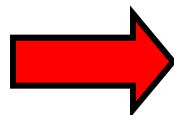


## Analyzing learning fields and results:

### PUBLIC SAFETY

Mass Control

Safety in Public Buildings

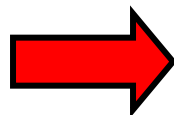


**LOW DEMANDED  
COURSES**

### ROAD SAFETY

Accidents Statistics

Road Safety Instruction



**HIGHLY  
DEMANDED  
COURSES**

**A SIGNIFICANT HIGH INTEREST FOR NON OPERATIVE  
COURSES REQUIRES AN IN DEPTH STUDY OF THE REASONS**



## Proposed lines of Improvement:

Time flexibility measures.

Timebank

**WORK-LIFE BALANCE HAS NO GENDER**

## Flexible schedule proposal:

Inspired on Madrid City Council's Productivity Special Program

Flexibility in entry or exit of work up to 3 hours for a period of days.

Easier to organize schedules

Improves communication between shifts

Overlapped shift is reinforced with more officers



## Requirements for flexible schedule:

From 1 hour – up to 3 hours

Proven to be in care of minors (up to 12 years), disabled or relatives (up to 2nd. Degree) with serious medical condition

The desired period of time will be shown on the request form. In any case, it would be renewed annually and rotatory.

Cannot be extended for more than 24 consecutive or alternate months, in order to attend all requests in a rotating way



## Requirements for flexible schedule:

Proven schedule incompatibility between the applicant and his/her couple will be required, with the exception of single-parent families.

In order not to affect the job, the staff percentage who could apply for this option will be between 5% and 10% for each work-shift.

No right to additional payment even though it has been partially worked at night shift.



## Timebank:

**System to exchange work for time off**

**The exchange rate is not money but time.**

**Services are exchanged by services  
" Favors for favors "**

**A mutual credit exists: every transaction is registered  
as credit and debit in the participants' accounts**



## Timebank:

**All the skills, needs and availability of the users are confidentially stored in the digital database, and any need could be covered by the most suitable person**

**Good chance for locating the timebank in the private area of Madrid City Council website.**

## Integral Professional Training Plan:

### Aims and Area of Action

Provide all officers with the basic skills to face any police job with the minimum self-defense guarantees and convenient quality level.

Physical Training

Police self-defence

Communication and Negotiation Abilities

Documentary and IT tools management

## Integral Professional Training Plan:

### Female police Self-defense



By virtue of the agreements adopted in the VIII Congress of United Nations celebrated in 1990, " the civil servants entrusted to law enforcement receive training for the separated use of the force... "

The use of means for the use of the force must be adapted to the female biomechanical features

Women will have to learn a series of techniques based on tactics, abilities and the rapidity, as basis to a Police Self-defense, since due to woman's complexion (differences of weight or height), there is a disadvantage when performing the techniques in the professional area



## Standing Committee for Equality:

### General Objectives

Its principal assignment would be to know the current situation of women in the police force in order to promote those measures that allow to achieve an effective equality between women and men

### Functions

It would channel and manage all actions to develop initiatives that promote equality

### Membership and working methods

Composed by a team of 10 high rank officers (5 women & 5 men), it would ordinarily meet twice a year

### Implementation and assessment

Could be implemented immediately and evaluated annually through the presentation of the results

## Committee Representation in Gender Mainstreaming



Strategy for Equal Opportunities for  
Women and Men of the City of  
Madrid 2011-2015

## Participation in the European Network Policewomen



Attendance to "General Board  
Meeting"

## Participation in meetings with suppliers



Women's participation in the analysis of the characteristics of apparel & equipment before awarding bids

## Awarding of prize "Clara Campoamor"



"Clara Campoamor" prize awarded to Madrid Municipal Police women (March 8<sup>th</sup>, 2011)



**THANK YOU**