

Mediation is part of a wider concept, which includes the negotiation of alternative conflict management. It consists on turn into dialogue and consensus for not having to apply laws that put inevitably some winning and some losing.

With these goals and implementing proximity policing techniques in its meetings with different groups, they look for making them partakers of the idea that

The work is developed in three distinct phases:

- PRIOR task to demonstrations: the initial contacts with the groups involved to focus on the event.
- DURING: In parallel contact with the calling group and with the police in charge of the event.
- AFTER: Balance of the development of the event (both the organizers and also



guaranteeing the exercise of the right of expression, the rights of other citizens and ensure the safety of people who manifest, and people who does not, so is responsibility of all parties involved and that, unequivocally, is the majority against the violence that, eventually, could cause a minority. At this stage we outline the concrete questions for the specific cases and manage disagreements, always keeping in mind that is the police who has the last responsibility to preserve everyone's freedom and security.

Our reference model is the Swedish police "the Dialogue Police". We have two very different countries but despite of our Latin character and the meteorological conditions and the greater use of the public space, we have been able to apply the theoretical basis.

the people in charge of the event).

The evaluation of this first year is very positive, according that it has managed to set up stable and sincere communication spaces with groups which were previously difficult to reach, contributing to any act which takes place on public space, will develop in a peaceful claim and with the minimal intervention of the police. At the same time that improves police image.

It should be made clear that not all the underlying issues leading the demonstrations are treated. That is not of police interest. Only issues related to the exercise of right of demonstration and of security are treated. Those points that are competence of the Catalonia Police- Mossos d'Esquadra.

We back up the Social Media as a tool to get approach to citizens



So far, efforts to become a real Community Relations and Citizen Service 2.0 Unit, have focused on inform about some police actions, prevention with plans of action in order to guarantee the citizen's safety, to prevent criminal offences giving safety tips, among other information of interest. A dynamic that, gradually generated an increase of interaction with Internet users, which has

Conscious of the importance of Social Media in the communication processes in society, the Catalan Police Force - Mossos d'Esquadra- we have progressed resolutely in using this virtual environment. The first step was the start-up of a web page on the popular social network FACEBOOK, during February 2011, and currently has over 10.500 followers. Before the end of that year, the presence of the Catalan Police expanded to Web 2.0 with public profiles in Youtube, Flickr and Slideshare. In April 2012 was the turn of Twitter, with the opening of an account that has more than 19.000 followers and 3.000 tweets.

allowed us to, on the one hand, resolve concerns they had about our organisation, their personal safety and other related emergencies.

A presence in social media guided from the beginning by Generalitat de Catalunya. From all the channels opened



With this firm commitment to Social Media, the Directorate General of Police gave fulfilment to the principles and values predicted in the Service Document of the Catalan Police- Mossos d'Esquadra, in the meaning of approaching policing to citizens and incorporate new communication technologies to the work we do daily as a Police Force.

by the departments, services and brands of Generalitat de Catalunya, on FACEBOOK, the Mossos d'Esquadra occupy the third position from profiles with more followers and Twitter the ninth position, a very outstanding places that let us deduce that the presence of police organizations in social media in general, is thankful and necessary and an issue to bear in mind in any future strategy.



A Task Force Gender at the Belgian Police

Every year on the 8th of March, the international Women's day takes place. In 2012 the Belgian Upper House organized for that occasion a colloquium on 'Women and police'. Several female collaborators testified about their experiences within the police force. Their stories showed that women experience some obstacles to make their way to the top. Despite the efforts to promote equal opportunities between women and men, the number of women in high ranked functions is still low.

The Minister of Interior Affairs and equal opportunities therefore asked to establish a Task Force Gender within the police organization.

This commission has members from the Federal Police, the Permanent Commission of the Local Police, the Inspection Services, the Secretary of Interior Affairs, the Administration of Equal Opportunities, the non-profit organization Womenpol and the Institute for equality between men and women.

This commission has to design measures on 3 axis:

- supporting the career of women in general and the high-potentials in particular (axis 1)
- the conciliation between career and private life (axis 2)
- gendermainstreaming and genderbudgeting (axis 3)

All the measures of the Task Force are brought together in a dynamic action plan. It can be updated in function of changing circumstances.

The action plan provides for the adaptation of legal and regulatory provisions with regard to the regulations of the police staff. Until these are made, the Minister signed in august 2013, a circular promoting the equal opportunities between men and women in police services.

This circular wants to stimulate the equal opportunities by:

- the creation of the functionality 'Coordination and integrated approach of gender' in every police service. The person responsible for this functionality will ensure that at every stage of the decision making process the notion 'gender' is taken into account. In this way, the notion gender can be treated in a transversal way in the organization.

- signing the charter of equality, equal opportunities en diversity. The Task Force will develop new Charters. On the one hand a charter will be developed for the members of the management level. This will lead to a commitment to a policy that takes equality, equal opportunities and diversity in account. On the other hand, a charter will be drawn up for each individual employee. This charter will be the commitment of every employee to strive for equality, equal opportunities and diversity in his daily professional situation.

In the circular, the Minister demands that every member of the management level signs 'the management charter' and each employee signs 'the individual charter'.

- the registration of genderbased data. In order to be able to develop a gender policy, it is essential to have genderbased statistics. All the existing statistics within the police force will be registered on a gender base from now on.

- Each commission, jury, advisory board, national subcommittee ... will be composed of members of the two sexes. At least one third of one or the other sex will be present among the members, although the criterion of skill must not be forgotten.

- Insertion of diversity and equality in the mission statements of all the high ranked staff.

The Minister signing the Circular was an important step for all the members of the Task Force and gave an encouraging sign to continue its work.

Career Development Seminar 14-18 October 2013



It is not everyday that I find myself in a room full of ambitious, smart, like-minded women from all over Europe!

Between the 14th and the 18th October 2013, I participated in a seminar in Career Development delivered by Susanne Thalheim. This seminar, spread over five days, provided training in various aspects of self-growth for women seeking to advance in their careers, courtesy of ENP.

This seminar was a fantastic exercise in networking and we all left with new contacts and, speaking for myself, even new friends. I am hoping that we will develop our friendships and follow each other's successes throughout our careers.

I have been to a few seminars in my lifetime and most of the time I leave the events none the wiser than when they started. But this seminar was different. It touched a raw nerve and hit home with many exercises we did, such as, with having others point out our positive basic qualities just from hearing us speak about ourselves and our careers, then, having to re-introduce ourselves using these basic qualities pointed out to us, something we would never do in a room full of people! It was somewhat empowering and a very valid self-appreciation lesson! We even learnt about profiling ourselves and we were critiqued by our peers. We had long fruitful days and we actually had fun learning!

Input from the attending police officers was continuous, insightful and culturally diverse. We discovered similarities, discussed differences and offered

experiences as a way of helping each other to move forward and upward in personal and professional growth. We all communicated in English, with a little help from each other and Google translate!

A word of thanks undoubtedly goes to ENP for offering such a golden opportunity to all of us. The organisational skills of Marlies Menhart and Kristina Klik did not go by unnoticed as they went out of their way to make sure we were always on time for the seminar, well fed and entertained in our free time.

The ladies benefitting from this seminar had only praise for the event and here are some of their thoughts and remarks, in their own words:-

Maja Larsen, Chief Inspector, Denmark: It has been inspiring to be with 14 other women from EU Police Forces and hear about their challenges. We have a lot in common, but we also face very different daily issues, career opportunities and dreams.

Miina Frank, Police Senior Inspector, Purchasing Manager, Estonia:- It is good to recognise that policewomen in other EU Countries have problems too. Not necessarily the same problems, but still. With this kind of networking we will be able to help each other to overcome or to deal with these problems.

Suvada from Bosnia:- This seminar gave me great experience with the other participants, best practices, and work conditions for policewomen in other countries. The seminar is a good introduction to my career development.

Mirna Toja, Inspector within the Ministry of Internal Affairs, Bosnia Herzegovina:- This was a great opportunity to meet many beautiful, hardworking policewomen from other countries and to exchange experiences with them. The Career Development Seminar gave us a chance to talk about our jobs and responsibilities, as we usually do not. We now know how to selfanalyse, recognize our mistakes and good qualities, and we even talked about how we can change some behaviour.

Neus Parades, Middle Management, Spain:- I liked getting to know the other policewomen and exchange experiences with them. The seminar was very interesting for me, to learn about solutions and questions in order to have better organisations. The ENP organised everything very well. Thank you for the event!

Elvira Bayona, Police Officer Barcelona, Spain:- First of all, I can say that the seminar has been very useful to know many colleagues and situation of policewomen in other countries. The content was very interesting and

gathering information about the situation of women in management positions in other European Countries.

Nadja Siegl, Bezirksinspektra, Austria:- For me it was very interesting to get to know policewomen from other countries to discuss and to establish contacts.

Marisa Castro, Police Officer, Madrid, Spain:-This seminar has been very interesting for me. From the one hand, I have learnt different aspects of policing which is very useful for promotion in my work. On the other hand, I have met wonderful colleagues and I have enjoyed all of it. Congratulations to ENP. Congratulations to our teacher Susanne Thalheim. She is an excellent person and teacher with a lot of experience. Really, I am very grateful to you for the hospitality received.

And, the last comment comes from Susanne Thalheim herself:- During the seminar the participants explore and practice strategies and skills, discover personal qualities, competences, needs and values and talk about how to overcome possible obstacles and trapdoors. Actually I



we had a very nice teacher. I want to thank ENP for giving us the opportunity to be at the seminar and thank them for being so well organised.

Sonja Von Vormann, Kriminal Kommissarin, Germany:- Besides the interesting contents of the seminar, I really enjoyed meeting all those fascinating women from different countries. Without the seminar, we would never have met. It is so exciting to learn about their different personalities and careers. Even though we have such different characters and temperaments, we also have so much in common! It was a very well organised seminar with so many well planned contents and highlights. I also learnt a lot about Vienna and enjoyed to do a run along the Donaukanal during the nice Autumn weather.

Barbara Lampararo, Middle Management, Spain:- For me this seminar is the end of a process which started two years ago which I like to call The Change – my personal change. Now I know I am on the correct path and have a good balance in my life.

Barbara Krenn, Austria:- Exchanging experience and sharing knowledge with the other colleagues and

try to approach various personal needs and requests as much as possible and to create a comfortable atmosphere for learning and exchange. I am impressed of the skills and the experiences of the participants and also the way they supported and motivated each other. I saw how self-confidence grew during the 5-day training and how attitudes and behaviours changed in a more assertive direction.

During the last day we all enjoyed the fantastic presentations of personal profiles and I would like that superiors and colleagues could have seen those performances too!

Let me give my best wishes to the participants for their future and I would like to thank the ENP, the Austrian organisation and Marlies Menhart and Kristina Klik for the great hospitality and tremendous support.

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