

Promoting gender-responsive talent management in police organizations through strategic HRM measuring

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Abstract

Gender-responsive talent management assumes attracting, developing and retaining a required talented workforce in a way that promotes gender equality. Ensuring the balanced representation of female and male personnel is essential for police services to be able to prevent, detect and investigate crimes against women and men effectively. However, in a number of countries police organisations continue to be predominantly male with poor representation of women in high-ranking positions, and owing to the underutilization of their skills and discriminatory attitudes and policies, sexual harassment and difficulties combining police work with family responsibilities. Therefore, in this paper we seek to explore and propose a strategic HRM instrument for promoting a gender-responsive talent management in policing through measuring.

Keywords

Strategic human resource management measuring, talent management, gender equality, policing.

Introduction

The police appear to have an important role in society and provide a wide range of services to the community. They are usually accountable for the following: maintaining law and public order in society; preventing, investigating and combating crime; maintaining, protecting and respecting the individual's fundamental rights and freedoms; and protecting individuals and communities from harm (Bastick, 2014). The police include all law enforcement agencies, such as the police and gendarmerie-like constabulary forces that exercise police powers, especially the power of arrest and detention (OECD DAC, 2007, p. 163). Nowadays, when majority of societies highly value democracy, openness, respect for human rights and equality, and are facing more harmful and severe forms of crime, a high-quality and modern policing is fundamental to the creation and protection of a society that values freedom, fairness and responsibility. It is believed that a modern policing should be constitutional

(protecting the civil rights guaranteed by the Constitution), just and respectful, deeply connected with the community it serves, using force judiciously, transparent and accountable, using "best known methods" of policing and committed to continuous improvement, following and applying research regarding effective policing practices. Furthermore, to be effective, the police need both to recognize and address the different needs of women and men in the communities they serve and to provide that policing, as a profession, is equally open to women and men and that women and men are treated fairly as police officers. As such, a modern policing requires professionalization of police service, gender equality and new set of skills and abilities to provide for better service to citizens. This draws attention to the significance of the gender-responsive talent management in policing which symbolizes a necessity to build democratic societies and professional and high-quality policing.

Gender-responsive talent management assumes attracting, developing and retaining a required talented workforce in a way that promotes gender equality. Ensuring the balanced representation of female and male personnel is essential for police services to be able to prevent, detect and investigate crimes against women and men effectively. However, according to Bastick (2014), although various surveys indicate that women can often bring different, useful skills and strengths to increase the effectiveness of police work yet in a number of countries police organisations continue to be predominantly male with poor representation of women and the recruitment processes discriminate against women who are often disproportionately overrepresented in low-ranking positions, and often end up leaving as a result of the underutilization of their skills and owing to discriminatory attitudes and policies, sexual harassment and difficulties combining police work with family responsibilities (Bastick, 2014; Martin & Jurik, 2006). Monitoring HR processes, paying particular attention to the different experiences of women and men, can help a police service to address these problems, and to increase the recruitment, retention and advancement of talented female staff.

In this paper we seek to explore and propose a strategic HR instrument for promoting a gender-responsive talent management in policing through measuring. For that purpose we made an attempt to develop adequate strategic measures and indicators and to create a gender-responsive talent management instrument for policing, which would provide for increasing women's participation and involvement within the institutions of security systems, primarily by improving HR policies, practices and metrics in these institutions.

1. Defining talents and talent management

Many authors agree that talents imply people as individuals who represent 'a high-performing workforce' (Berger & Berger, 2018) and are critical for an organization's sustainable competitive advantage (Lewis & Heckman 2006; Collings & Mellahi 2009; Hartmann, Feisel, & Schober, 2010; Tarique & Schuler, 2010) and for increasing the performance of an organization and its success (Nijs Gallardo-Gallardo, Dries, & Sels, 2014; Gallardo-Gallardo, Dries, & González-Cruz, 2013; Berger & Berger, 2018). They are

often difficult to copy, imitate or to substitute. 'Talent consists of those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential' (CIPD 2017, p. 1). Talent comprises all personal abilities, character, drive, knowledge, attitudes and potential to learn and grow (Michaels, Handfield-Jones & Axelrod 2001). Talent are individuals who perform outstandingly in one or more domains of human functioning, who are noticeably better than their counterparts and who permanently act at their personal best (Nijs et al. 2014, p. 182). However, one of key organizational challenges nowadays seems to be a significant talent shortage (Cappelli 2008; Collings & Mellahi 2009), so organizational capacity to attract, develop and retain talents, turns out to be an essential feature of the corporate strategy (Tarique & Schuler, 2010).

Introduction of the concept of talent management is usually linked to the McKinsey's Report *"The War for Talent"* published in the late 1990s. Since then, the concept of TM has gained huge popularity among scholars and practitioners (Lewis & Heckman 2006; Cappelli, 2008; Iles Chuai, & Preece, 2010; Collings & Mellahi 2009; Shen & Hall, 2009; Farndale, Scullion & Sparrow, 2010; Caplan, 2010; Joyce & Slocum, 2012; Stahl, Bjorkman, & Farndale, 2012; Al Ariss, Cascio & Paauwe, 2014; Claussen Grohsjean, Luger, & Probst, 2014). Managing talents assumes 'an organization's efforts to systematically attract, identify, develop, and retain skilled and valuable employees – talents', either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles" (Campbell & Smith, 2010, p. 2). As such, talent management is concerned with all the HRM processes, with a precise focus on the attraction, development and retention of talents (Lewis & Heckman, 2006).

However, in the relevant literature different perceptions and insights of talent management can be found. According to Iles et al. (2010) and Capelli (2008) there are at least three different ways of understanding of talent management. Firstly, some authors are viewing it as a rebranding term of HRM with a strategic focus in all HRM activities. Secondly, talent management is often understood as focused only on talented people - talent pool, both internally and externally to the organization, by using HRM instruments. Finally, talent management may be viewed as

focused on talent flows - management of talent progression within an organization rather than on the talent pool.

2. The need for promoting gender-responsive talent management in policing

Having in mind complexity and importance of the role that police have in societies today, they urgently need to think about the skills and talent they require across their organisations to deliver against the ambitions of the police reform agenda and to improve the lives of the communities they serve, as well as to identify the skills gaps and how they will address these. This will require police forces to focus on talent management and leadership at all levels across their organisations. Given the focus on community empowerment, it will be vital that those working in the front-line in localities and neighbourhoods are developed, supported and empowered to work in different ways to support individuals and communities to improve their life outcomes.

However, some studies (Gadseden et al., 2017) suggest that within public services, in general, still there is no to be a shared consensus on the definition, scope or nature of talent management, and that only a few organisations have adopted an exclusive approach focusing on a small number of individuals, and instead are favouring an inclusive approach, developing talent with a broad based focus on skills development to meet future organisational needs, seeing talent management simply as a re-labelling of current learning and development provision. Further, even smaller number of organisations has a talent management strategy in place, since the talent management is more likely to be of peripheral concern, rather than a central component within organisational strategic/business plan.

When we think about police forces, additional concern appears to be of importance. That is certainly gender equality, which seems to be traditionally undermined, regardless of a large number of various regulations that promote gender equality at both levels national and international.¹ There are many national and

international studies that indicate that women and men are equally capable of conducting police work effectively; even more, studies indicate that women often bring a certain set of skills and strengths to police work, including the ability to minimize the use of, or reliance on, force when dealing with a belligerent person(s), the ability to act as role models to community members, better communication skills than their male counterparts, and capacity to facilitate the cooperation and trust required to implement a community policing model (Lonsway et al., 2003, p. 22; Bezuidenhout, 2001, p. 7)

A modern police service must be able to respond to evolving threats to security and novel types of crime, the reason why it should attract the most capable and motivated personnel for the job – encompassing a wide variety of skills and abilities needed for modern policing. In order to recruit the most competent candidates, the police should attract personnel from the widest possible pool of candidates, included women. In order to address the needs of the population as a whole, a police service has to be representative of the society it serves. Therefore, stronger gender equality leads to better efficiency and effectiveness of police work.

However, within police force gender inequalities appear to be even larger and more evident. The female officers often indicate significantly lower levels of equal opportunity perceptions and their quality leadership, more reasons for career opportunity differences (particularly discrimination), more sexual harassment and consequently less job satisfaction, and lower professional efficacy than did male officers (Burke & Mikkelsen, 2005). Moreover, gender equality plans often have objectives that are difficult to evaluate, the reason why they over and over again remain free of any real obligation (Van den Brink & Benschop, 2017). For example, in South Eastern

Security Council adopted the *Resolution 1325 on women, peace and security*, which ensures the full participation of women in all aspects of decision making and peace-building process as well as in security sectors. On the other hand, in Europe, the European integration process implies harmonization of national legislation with the European Union regulations and directives on equal opportunities and non-discrimination, such as the *Directive 2006/54/E3* on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation, EU Council Directive 2000/78 on discrimination, as well as with the conventions of the European Union and the Council of Europe (The Council of Europe Declaration on gender equality as the fundamental demographic principle, The European Convention on Human Rights, etc.).

¹ One of the most influential documents that deal with the issues of preventing discrimination against women is *The Convention on the Elimination of All Forms of Discrimination Against Women* (so-called CEDAW). States members of the UN have undertaken the legal obligation to conduct *The Convention on Human Rights* as well as to realize specific goals. In 2000, the United Nations

European countries studies show that overall, including civilian personnel, women represent between 10.7% and 29.9% of employees of police services only, whereas only a few women occupy top or senior level positions in police services and most of the uniformed and commissioned women hold lower level positions (SEESAC, 2015). Altogether, these facts draw attention to the necessity of decreasing gender inequalities within HRM practices and promoting gender-responsive talent management in police organisations.

3. Proposing strategic HRM measures for advancing gender-responsive talent management in policing

Decreasing gender inequalities attracted enormous attention of numerous academics for many years (Calás & Smircich, 2009; Eriksson-Zetterquist & Renemark, 2016; Nentwich, 2006; Williams, Muller, & Kilanski, 2012; Stamarski, 2015; Blau & DeVaro, 2007). However, refusal to accept such change, as Van den Brink & Benschop (2017) suggested, has been often confirmed by various research studies (Benschop & Verloo, 2006; Wasserman, Gallegos, & Ferdman, 2008; Lee-Gosselin, Briere, & Ann, 2010; Lombardo & Mergaert, 2013).

Even though many attempts to developing gender-balanced HRM practices fail to succeed, still we believe that promoting and achieving gender-balanced talent management in policing with demonstrable economic contribution to the organization's bottom line is possible, but it requires the following (Edwards, Scott, & Raju, 2007): (a) developing specifically designed gender-balanced talent management programs/measures in policing, (b) considering those programs as high HRM priority in policing, and (c) ongoing evaluation of those programs on the basis of quantitative indicators. Such HRM measuring has to become one of the regular activities of HRM specialists in policing, as they can document HRM's contribution to organizational success only by becoming more quantitative oriented (Fitz-enz, 1995, 2000; Becker, Huselid & Ulrich, 2001). In this way it is possible to improve HRM activities, particularly talent management initiatives and practices, to demonstrate that HRM is a strategic partner in police organizations, and to provide evidence that HRM activities impact and contribute to the police organizations' vision, mission and goals, leading to greater organizational performance and

competitive advantage (Schuler & MacMillan, 1984; Sparrow, Schuler, & Jackson, 1994; Pfeffer, 1995; Guthrie Flood, Liu, & MacCurtain, 2009).

In this paper, under the term of „the gender-responsive talent management in policing” we assume talent management in policing with a strategic focus in attracting, developing, and retaining talented people in a way which highly values gender equalities. In the following sections we propose various measures aimed at advancing gender-responsive talent management in policing.

Strategic focus. In order to advance gender-responsive talent management, the police organisations need firstly to design and adopt a talent management strategy, as a key part of the overall HR strategy, and Guidelines on gender equality measures in policing. A talent management strategy will help in understanding the skills, experience and capabilities the police organisation needs to deliver its strategic objectives and business plans. By reviewing staff and their roles it is possible to understand the current state of the organisation and mapping this onto organisational future requirement. A gender-responsive talent management strategy should provide for a gender-balanced recruitment in police careers and management positions through a higher level of participation and more opportunities for women's career advancement by implementing equal opportunity policy and affirmative action measures, as well by creating equal opportunities for education, employment, career guidance and counselling, career advancements for women and men at all levels of education and security specializations – and therefore the police education systems, especially for leadership positions.

From an employer perspective, implementation of a talent management strategy can bring significant benefits: ensures that the leadership of the police organisation is rich and diverse, reflecting the particular society; helps in achieving strategic business objectives; builds a high performance workplace; encourages a culture of learning and development; ensures value for money through targeting talent spend and ensuring talent is coherently managed; addresses diversity issues, and to eradicate direct and indirect discrimination; engages people; retains talented people, and enhance the police organization image and position in the employment market. From an individual employee perspective there are also real

advantages to investing in talent management strategies: engage with their work and be more effective; become satisfied with their jobs and proud of their organisation; recommend the police force as a good employer; have a good opinion of their managers; feel that their performance is valued; have stronger feelings of personal and professional growth and accomplishment; feel

valued and important to the success of the organization.

In Table 1 we propose various HR measures (and specific HR indicators) at the strategic level to create a gender-responsive environment in policing in order to attract, develop and retain a required talented workforce in a way that promotes gender equality.

Table 1. Designing gender-responsive and TM oriented HR strategy, policies, and practices in policing

| Measures/Activities | Indicators | Responsible |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Defining talents and talent management in police. Developing and including talent management strategy (vision, values, goals, means) as a central component of the overall HR strategy. | -formal definition of talents and talent management in police has been adopted; -talent management strategy has been adopted as part of HR strategy. | Director of Police Executive police officers Director of HR department |
| Adoption and implementation of the guidelines on gender equality implementation measures and goals (the Guidelines) and inclusion of gender responsive objectives in relevant strategic documents. | -the Guidelines has been adopted; -Gender-sensitive objectives included in both the business strategy and HR strategy of the police organization. | Director of Police HR Director |
| Developing a protocol guideline on sexual harassment treatment and gender based discrimination. | -adoption of the procedure; -annual No. of reported cases; -No. of processed cases during the year; -average duration of the procedure; -No. of the imposed measures/orders. | Director of Police, HR Director, Legal Department |
| Formation of the Gender Equality Council in the police in order to define and implement the gender equality policies and appointing an adviser suitable for internal communication and equal opportunity policies. | -the Gender Equality Council has been formed. -Gender adviser appointment decision has been signed. | Director of Police |
| Supporting female police associations as a venue for advocacy, support, sharing of experiences and the learning of lessons on how to cope and excel in a police environment. | -No. of police female associations; -No. of shared initiatives, meetings, etc. | HR Department Adviser for internal communication and equal opportunity |
| Mandatory annual monitoring and reports on the implementation of gender equality, and providing the measures for improvement. | -annual gender equality report, including the indicators of all the HRM areas with special attention drawn to talent management practices, and precise improvement measures. | Adviser for internal communication and equal opportunity |

Source: The author

Attraction. Attracting talented people to the police force with respect to gender equality is a first task of a gender-responsive talent management strategy. The talent pool in police organisations possibly will include a group of people who have special personal traits, abilities, attitudes, drive, adequate knowledge and potential to learn and grow and are source of future senior executive positions. Attracting them assumes at least three groups of activities: recruitment (internal and external), selection and employer branding. Recruitment and selection should provide for the attraction of best candidates for the police jobs on the basis of wide recruitment campaign, use of multiple recruitment methods in order to attract more talented female candidates, realistic job descriptions and variety of selection

tests to identify the best candidates for the opened job postings. Since job descriptions guide the recruitment process, they need to be realistic and updated to accurately reflect the knowledge and abilities required in modern policing, such as: ability to communicate with diverse community members, knowledge of the value of cultural diversity, ability to de-escalate violent situations, ability to mediate disputes, ability to work cooperatively with community groups, ability to develop and prioritize solutions for crime and community day-to-day life problems, ability to empathize with those holding different values, ability to work cooperatively with other governmental and social service agencies, ability to identify proactive measures to prevent problems and improve community life conditions,

ability to handle conflicting priorities. Job descriptions for key roles and managerial positions in police organisations should also reflect needed knowledge, skills, and experience in order to attract more female talents. In addition, through redesigning jobs in policing, as some studies show (Hernaus, Tadić Vujčić & Aleksić, 2017), work engagement of public-sector employees may be significantly enhanced.

In order to recruit the best candidates externally, the police organisation should dedicate sufficient attention to developing its image as a good and credible employer in public. Good employer image may additionally further and increase the employee value proposition, i.e. an employee's perception of the value of the organisation seeking to recruit him in relation to variety of jobs, work environment, training opportunities, flexibility and reputation of the organisation (Kargwiria Iyria, 2013). Public awareness of an organization and strength of its branding as an employer may present a great

talent magnet and put control of the number and type of job candidates into the hands of the employer (Schiemann, 2018, p. 30).

In order to provide for timely recruiting, cost savings, better access to a large number of candidates, easier targeting of potential candidates, faster responses and information exchange and ease of use, police organizations should use more intense the Internet and social networks for recruiting purposes (Cappelli, 2001; McFarland & Ployhart, 2015; Parry & Tyson, 2008; Slavić, Bjekić & Berber, 2017). Regarding the selection process, the role of the Internet and social networks is important, but not crucial, since the role of traditional selection methods is still important in making selection decisions (Slavić, Bjekić & Berber, 2017, p. 42).

In Table 2 we put forward several measures and indicators we believe that will encourage and move forwards the police forces to attract more female talents, both internally and externally.

Table 2. Attracting more female talents to police force, internally and externally

| Measures/Activities | Indicators | Responsible |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Reassessing job descriptions and person specifications of key roles and available managerial job positions in police sectors in order to modify and increase the value of knowledge and skills diversity, capabilities and previous experience; in this way, not only men would be chosen for these positions but women as well. | -No. of reassessed key roles and managerial job positions' specifications; -No. of applicants/ applied men and women, and number of the received applicants; -No. of applicants (men and women) who fulfil the requirements. | Director of Police Job analyst Recruitment department OD department |
| Making a recruitment campaign information guide that is focused on realistic job descriptions, needed personal skills, knowledge, attitudes and abilities, position responsibilities, risks and specific features of police services, career progression opportunities and advantages of police service. | -printed recruitment campaign information guide. | Recruitment department OD department |
| Implementation of Affirmative recruitment | -No. of the implemented internal and external affirmative job competitions during the year; -No. of different methods of affirmative recruitment implemented during the year; -No. of the applicants, in terms of gender, attracted by different recruitment methods. | Recruitment Department |
| Implementation of the external recruitment campaign strategy aimed at attracting talented women to join the police, including the following: social networks, schools, TV, female print media, camps, workshops in cooperation with women's associations, citizens' associations, local self-governments, traditional women's schools, etc. | -No. of the promotional campaigns organized in schools during the year; -No. of times women in policing appear on TV shows during the year; -No. of newspaper articles during the year; -No. of organized camps and workshops during the year; -No. of women's schools with which cooperation was established; -No. of women's associations with which cooperation was established. | Recruitment department, Adviser for internal communication and equal opportunity |
| Internal and external competition panels should have at least 30% of the less represented gender. | -No. of panel members in terms of gender, | Recruitment department |
| Training courses organized for the panel members in relation to gender discrimination and recognition of | -No. of the panel members who took part in trainings. | Adviser for internal communication and |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| talents. | | equal opportunity, Training department |
| Affirmative measures should be applied whenever it is possible, which means in case of two equally ranked candidates, the candidate belonging to less represented gender has advantage | -No. of cases in which the affirmative method was applied; -No. of employed women and men in term of fixed-term employment contracts and indefinite term contracts, including some other criteria. | Adviser for internal communication and equal opportunity, Recruitment department |
| Detailed analysis of adequacy of tests and interview questions and results in order to promote more efficient recognition of talents and to avoid discrimination factors. | -No. of women and men who fulfilled the test criteria; -No. of different tests used. | Recruitment department |

Source: The author

Learning and development. One of key activities of talent management is to provide learning and development to recognized talent groupings. Learning and development is oriented towards improving individual and organisational performance through developing employee capability to underpin organisational effectiveness. The required skills and capabilities need to be articulated in a competency framework, which reflects current and future skills and behavioural needs of the organisation, often at different levels: core competencies, functional competencies and leadership competencies. These can then be used in recruitment processes, in talent management and

in career development and promotion decisions. The core competencies are the baseline and for every role in an organisation it would be required to specify the level to be successful in that role. This should make easier to create a talent succession plan that defines the roles, as well as the prerequisite capabilities and responsibilities for those roles. Within police force learning and development practices should value gender equality and should promote greater availability and therefore higher involvement of female talents. In Table 3 we proposed various measures to promote and improve gender responsive learning and development in police.

Table 3. Promoting gender responsive learning and development in police organisations

| Measures/Activities | Indicators | Responsible |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Design a competency framework, which reflects current and future skills and behavioural needs of the police, at different levels: core competencies, functional competencies, leadership competencies. | -a competency framework designed and adopted | OD department |
| Developing a talent succession plan that defines the roles, responsibilities and, prerequisite capabilities for various responsibilities and roles as well as demonstrated capabilities needed for advancement. | -Talent succession plan adopted. | OD department |
| Performing a talent (skills, competencies) gap assessment as the baseline for determining near-term competencies and actions that need to occur to shore up immediate gaps and guide long-term talent investments. | -no. of talents not having necessary skills (competencies) according to feedback from performance reviews, interviews, surveys or skills management software (for example, TrackStar or Skills DB Pro); -list of skills (competencies) needed improvement in near term; -list of skills (competencies) needed improvement in long term. | OD Department |
| On the basis of talent gap analysis, developing, implementing and monitoring development programs targeted to recognized groups of talents in police. | -development programs targeted to the needs of all recognized talent groups; - No. of managers, in terms of gender, who attended the training during the year. | OD Department |
| Implemented training program in relation to gender based discrimination and sexual harassment, as well as mandatory | -No. of managers, in terms of gender, who attended the training during the year. | OD department Adviser |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| implementation of the program within the management training program. | | |
| Establishing a standard orientation program for the newly employed, including a special part for orientation of female candidates for encouraging them to apply for uncommon sectors | -No. of women applied for the sectors which traditionally hire less female employees. | Training department Recruitment department |
| Applying different training formats for different talent groups based on specific needs: in-house courses, external trainings, conferences and events, educational qualifications, books and journals, coaching by line managers or peers, mentoring, job rotation, work shadowing and secondments, action learning, e-learning, blended learning, etc. | -No. of participants per training format; -No. of training formats available to women. | Training department |
| The list of mentors includes at least 30% female mentors | -mentorship in terms of gender, on annual basis. | Training Department |
| Realization of the mentorship program in order to ensure equal availability of mentoring support for both women and men, including a specially designed mentorship program for the women employed in the sectors where they represent a traditional minority | -No. of mentorship program users in terms of gender; -No. of women employed in untypical sectors using mentoring support; -No. of women who remained/left the sector after having used mentorship support. | Training Department |
| Mentoring trainings in relation to gender based discrimination and additional support measures for women employed in police sectors. | -average No. of training hours per mentor. | Training Department |
| The key indicators on target gender structure of the employees are included in the managers performance evaluation form (strategic, high, medium and operative management level) | -implemented gender indicator in the managers performance evaluation forms. | OD Department |
| Monitoring the assessment of the employees in relation to gender, in order to find out potential inequalities in the evaluation procedures. | - gathered information about the evaluation of the employees, in terms of gender, sectors and job positions. | OD department |

Source: The author

Retaining. Talents retention assumes taking measures and actions to convince employees to remain in the organization as long as possible, since talent turnover may produce high costs due to lost productivity, reduced performance levels and high attraction costs. Within police force the main retaining objectives in order to keep female

talents is to provide for pay equity, benefits and flexible working practices that allow women to balance their business and private lives. Therefore, in Table 4 we propose several measures to advance retaining more female talents through pay and flexible working practices in police.

Table 4. Retaining more female talents in police through compensation and flexible working practices

| Measures/Activities | Indicators | Responsible |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Continuous annual monitoring report on the amount of total earnings (salary, benefits, variable earnings) of police officers in terms of gender, in order to identify differences and define the methods for reducing wage inequalities between women and men. | -facts about salaries divided into gender, ranks, managerial positions; -identified wage inequalities between women and men; -suggested and approved pay gap reduction methods. | Compensation & Benefit department |
| Monitoring report on monthly earning stimulation based on gender. | -structure and No. of employees, in terms of gender, who are given monthly stimulation during the year; -average amount of monthly salary increase, in terms of gender, on an annual basis. | Compensation & Benefit department |
| Monitoring report and analysis of the amount of the initial earnings of the newly employed, in terms of gender. | -structure of initial earnings of the newly employed in terms of gender. | Compensation & Benefit department |
| Measures to increase paternity leave due to childcare issues, in case when both parents | -employees' structure in relation to the gender using absence from work due to childcare issues. | Compensation & Benefit department |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| are employed in policing | | |
| Develop support measures for returning to work after the absence from work due to childcare. | -No. of different measures applied in practice. | OD department Compensation & Benefit department |
| Analysis of the reasons for leaving the organization; creating a support package for leaving preventing. | -structure and No. of the employees in terms of gender who leave their jobs after having taken the leave of absence due to childcare issues (including the number in accordance with the program dealing with redundancy solving). | Employee relations department |
| Preventing the return to lower job positions – dealing with superiors. | -job positions the employees return to after the leave of absence, in comparison to the positions they used to have before taking the leave of absence, in terms of gender. | OD department |
| Increase predictability and regularity of shift works so that women and men are able to coordinate their parental responsibilities | -changes in relevant acts; -No. of men and women having children and working in shifts, and the level of their satisfaction with the shift work organization in relation to parenting. | Compensation and benefits department Employee Relations department |
| Implementation of flexible working practice (flexible working hours, work from home employment, compressed working week...) within organisational sectors in which such work schedule is possible to implement, depending on the type of jobs. | -structure and No. of employees in terms of gender, length of service and organisational sector using flexible work practice (flexible work hours, compressed week, work from home, etc.) | Employee Relations department |

Source: The author

Conclusion

In this paper we attempt to shed light on the importance of promoting and advancing gender-responsive talent management in a modern police service. We propose a various measures (and indicators) for advancing strategic focus in attracting, developing and retaining more female talented candidates in police service, since we believe that talent management (as well as other HRM initiatives and activities) would be taken for serious and really implemented within police organisations only if there is a formalized system with designed measures and indicators needed to be monitored and evaluated on a continuous basis. We expect that such an approach to talent management in police organisations can

significantly contribute to future talent management research and practice in policing through the following: (1) by linking directly strategy and talent management in policing, (2) by providing gender balanced recruitment, development and retention in police careers and management positions, (3) by fostering a long-term irreversible modification of behavioural patterns leading to the reproduction of gender inequalities in policing. In studying talent management in police organisations the challenges such as engagement, skills gap and talent shortage, technology acceleration and transparency may be of significant importance for future investigations. **SM**

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