

Operational Training Needs Analysis High-Risk Criminal Networks

EDUCATE, INNOVATE, MOTIVATE



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List of abbreviations

@ON – Operational network
CEPOL – European Union Agency for Law Enforcement Training
CKC - CEPOL Knowledge Centre
CNU – CEPOL National Unit
CSDP – Common Security and Defence Policy
EES - Entry/Exit System
EL PacCTO - Europe Latin America Programme of Assistance against Transnational Organised Crime
EMPACT - European Multidisciplinary Platform Against Criminal Threats
ENAA – European Network on the Administrative Approach
EPE - Europol Platform for Expert
ETIAS - European Travel Information and Authorisation System
EU – European Union
EUCPN – European Crime Prevention Network
EUROPOL – European Union Agency for Law Enforcement Cooperation
EU SOCTA – European Union Serious and Organised Crime Threat Assessment
EU-STNA – European Union Strategic Training Needs Assessment
HRCN - High-Risk Criminal Network
HUMINT - Human Intelligence
HVG – High-Value Grant
HVT – High-Value Target
ILP – Intelligence-led Policing
INTERPOL - International Criminal Police Organization
ISF – Internal Security Fund
JHA – Justice and Home Affairs
JIT – Joint Investigations Team
LE – Law enforcement
LVG – Low-Value Grant
LVT – Low-value target
MAOC - Maritime Analysis and Operations Centre
MB – Management Board
MS – EU Member State
OCG – Organised Crime Group
OSINT - Open Source Intelligence
OTNA – Operational Training Need Analysis
SIENA - Secure Information Exchange Network Application
SNA – Social Network Analysis
SPD – Single Programming Document
TTT – Train-the-trainer

Executive summary

High-Risk Criminal Networks (HRCN) were identified as one of the core capability gaps for law enforcement (LE) in the [European Union \(EU\) Strategic Training Needs Assessment \(EU-STNA\) for 2022-2025](#). In line with the training priorities defined in the EU-STNA process, the main training topics in relation to HRCN are listed below.

- Structure and operation of criminal networks.
- Identification of high-value targets (HVT) during investigations and addressing these
- Criminal finances.
- Sharing of strategic and operational data.
- Common and coordinated action, close cooperation and information sharing among Member States (MS), (e.g. common legal, judicial and investigative frameworks, prevention-orientated information) and with other actors, including the Common Security and Defence Policy (CSDP) missions and operations.
- Cooperation with other initiatives, projects and relevant actors.
- Operational network to counter mafia-style serious and organised crime (@ON).

Following up on this strategic training priority, CEPOL launched an **Operational Training Needs Analysis (OTNA) on HRCN** in December 2022, with a view to using the outcomes of the survey to define its training portfolio for 2024-2026. An online questionnaire resulted in **45 individual answers** from different LE agencies of **23 EU Member States¹ (MS)**, representing **88 %** of the countries participating in the CEPOL regulation², and one institution, namely the International Criminal Police Organization (INTERPOL).

All seven main topics presented in the survey were considered as strongly relevant (91 % - 57 % of responding MS considered them relevant) with urgency rates ranging from 81 % to 70 %, meaning that the training needs across the topics should be considered **urgent** or **crucial³** and delivered within a period of one year. In Chart 1 below, the topics are presented in descending order based on a combined average (orange bars) of relevance and urgency rates, and where these rates are equal, weighted by the number of potential participants.

¹ Responding countries: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Estonia, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.

² All EU MS excluding Denmark.

³ See explanation of urgency levels in Annex 3.

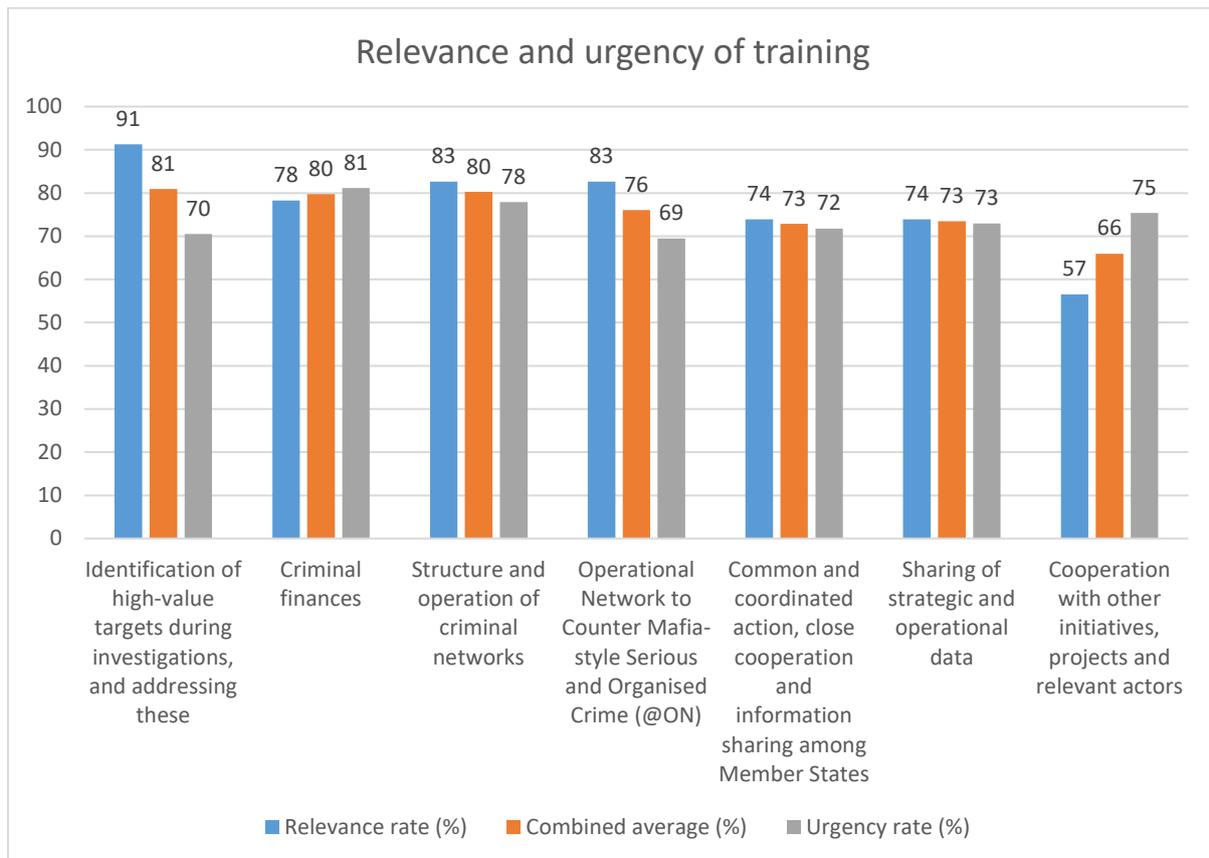


Chart 1. Relevance and urgency of training – all main topics

Respondents indicated that **up to 46 741 participants⁴ would need training on these topics.** While OTNA methodology does not rely on prioritising training needs solely based on the number of potential participants, the survey results indicate that the number of European LE professionals in need of training is potentially high across all topics. Chart 2 below provides an overview of the volume of trainees for each main topic, with blue bars representing estimated numbers extrapolated to EU level, and as a comparison, orange ones communicating the actual totals provided by the responding MS.

⁴ The numbers presented are based on calculated median values (reported total 15 568). For further details on the calculation methodology, please see the ‘Analysis’ section of this report.

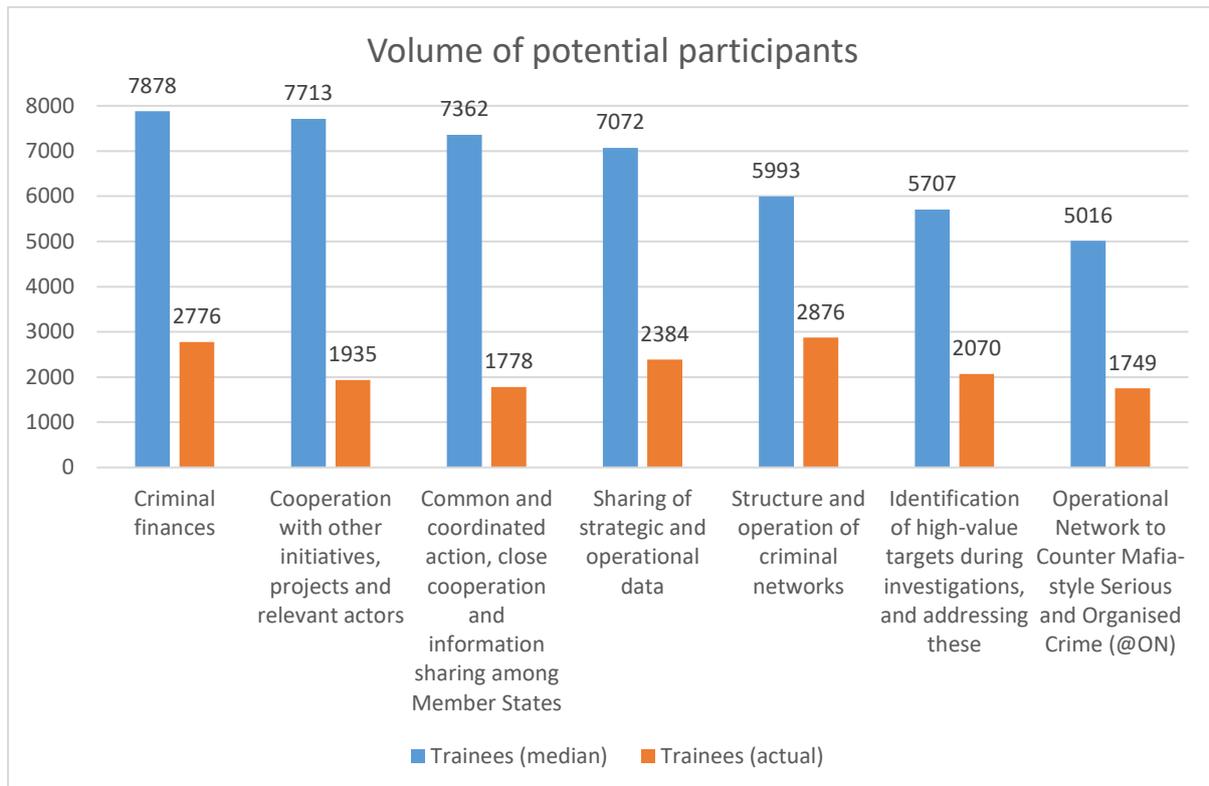


Chart 2. Volume of potential participants – all main topics

In terms of the profiles of professionals in need of training, the ‘**others**’ category – included so as to represent, for example, money laundering investigators, crime prevention officers and counsellors in LE agencies involved in the fight against fraud – was the statistically-largest group⁵ (20 %) of professionals that would overall require training on high-risk criminal networks. However, considering that the actual number of potential participants received from the responding MS for this group was the lowest of all, and considering the partial overlaps with the ‘investigators’ category, it is suggested that this category be deprioritised. **Cybersecurity officials** (16 %), **investigators** (14 %) and **experts (forensics, IT etc.)** (12 %) formed the next largest groups and are more in line with the actual numbers provided by the survey respondents. Following the non-statistically processed data supplied, **investigators**, **intelligence officers**, **analysts** and **managers**, in descending order, represent the largest segments of trainees. Potential profiles/functional target groups are reflected in more detail under each specific main topic, and the ranking order may vary.

⁵ From the data processed according to the established OTNA methodology, whereby the statistical median (middle value) of the actual numbers submitted by the survey respondents is calculated and the result is multiplied by 26 (the number of EU MS excluding Denmark).

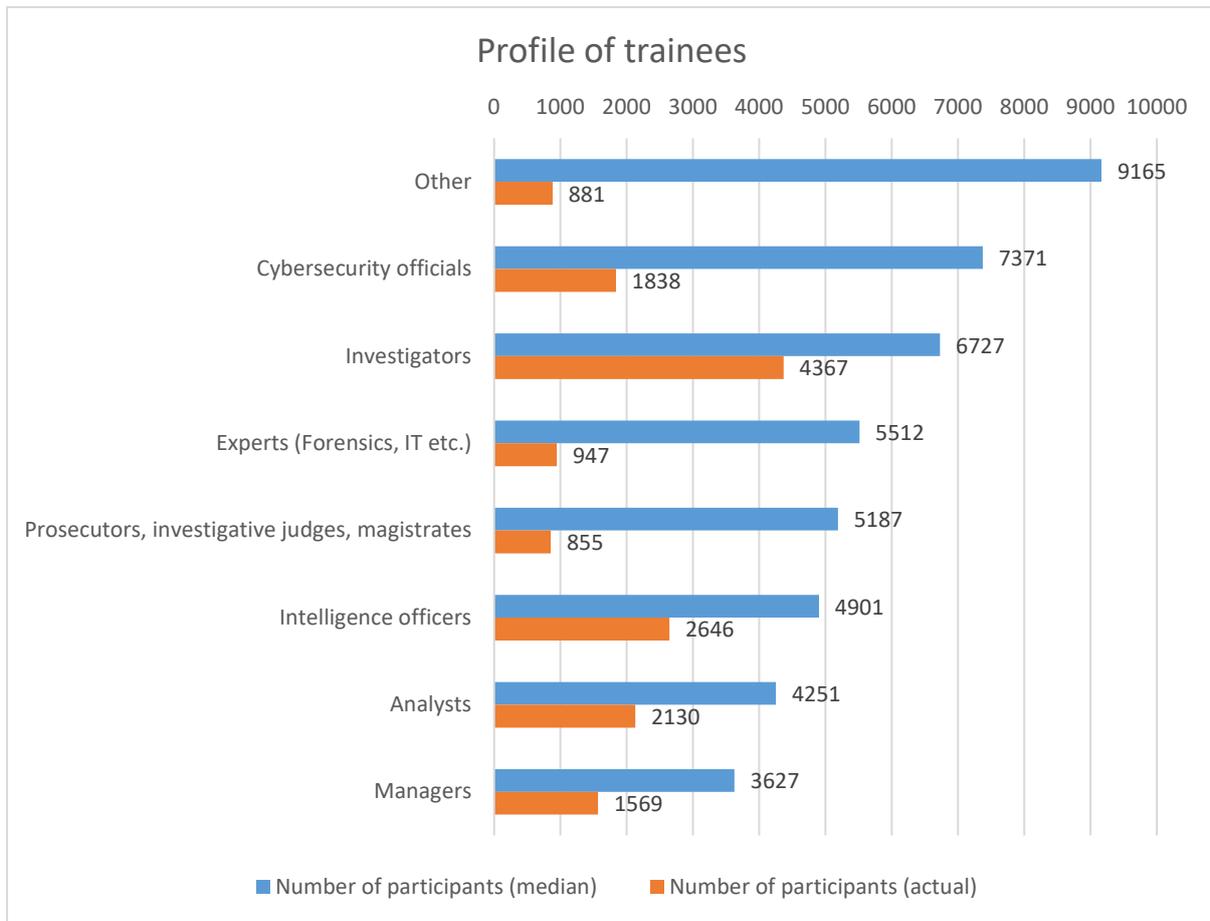


Chart 3. Potential profiles of trainees – all main topics

Considering the overall topic of HRCN, statistically processed data suggests that the highest need for training is at the **awareness** level. The second highest number of potential participants divides almost equally between **practitioner** and **expert** levels, albeit with a not remarkable distance to the fourth largest category, formed by **experts**. However, based on the numbers of potential participants as communicated by the responding MS, most trainees would be at **practitioner** level, and otherwise the breakdown is relatively equal across the different proficiency levels.

The Eisenhower Matrix⁶ below (Chart 4) displays the relationships between three numeric variables, namely relevancy, urgency and the number of trainees on each main topic. Each dot in the bubble chart corresponds with a single data point (main topic). The horizontal axis represents relevancy and the vertical axis represents the urgency rate; the size of the bubbles corresponds to the number of trainees.

⁶ Designed for prioritising tasks by first categorising items according to their urgency and importance, the Eisenhower Method was used for further demonstrating the distribution of main topics by their urgency and relevance rate, and visualising the data in the form of a matrix.

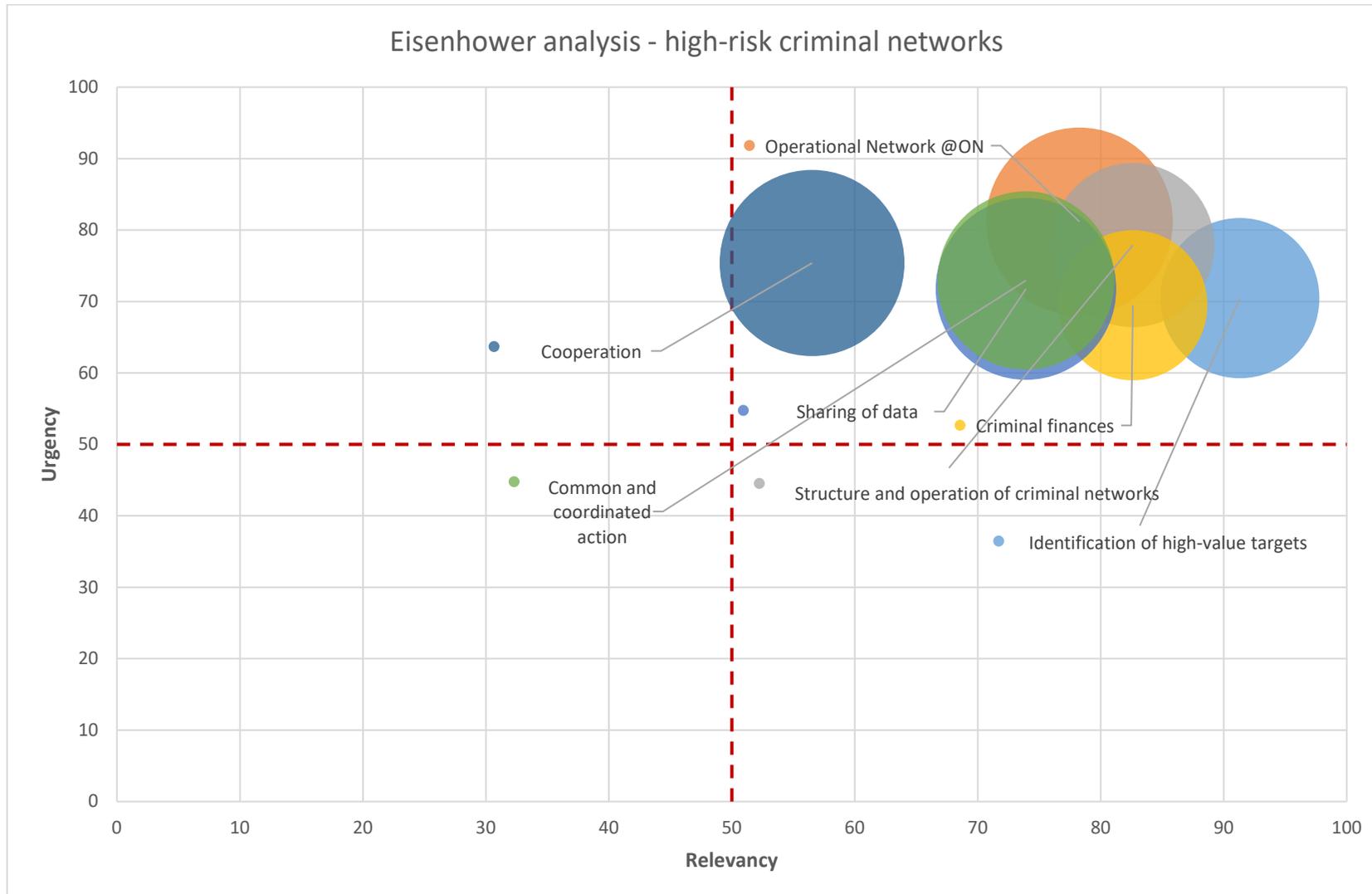


Chart 4. Eisenhower analysis

Introduction

As defined under Article 3 of Regulation 2015/2219⁷, the objectives of the European Union Agency for Law Enforcement Training (CEPOL) are to support, develop, implement and coordinate training for law enforcement officials, while putting particular emphasis on the protection of human rights and fundamental freedoms in the context of law enforcement (LE), in particular in the prevention of and fight against serious crime affecting two or more MS and terrorism, maintenance of public order, international policing of major events, and planning and command of EU missions, which may also include training on law enforcement leadership and language skills.

The Single Programming Document (SDP) for the years 2024-2026⁸ describes OTNA as seeking to assist the realisation of strategic goals through the implementation of operational training activities. The OTNA methodology as adopted by CEPOL Management Board (MB) Decision 32/2017/MB (15/11/2017) was piloted in 2018. There were a limited number of thematic priorities for the 2019 CEPOL training portfolio, namely CSDP missions and counterterrorism. The OTNA methodology was updated in 2020 (9/2020/MB) based on CEPOL's experience and the feedback of the MS. Since then, CEPOL has conducted multiple OTNAs each year on different topics defined in the EU-STNA, which have been complemented by extraordinary needs assessments as necessary, conducted by applying the OTNA methodology.

The methodology consists of a series of seven steps encompassing close and dynamic cooperation with the MS, in particular the CEPOL National Units (CNU) and LE agencies, and involving CEPOL Knowledge Centres (CKC) in the design of the training portfolio. The overall OTNA process entails data collection and analysis, conducted via and corroborated by introductory surveys, detailed questionnaires and expert interviews. The target group referred to in this methodology is LE officials, as defined in Article 2 of Regulation 2015/2219⁹.

Building on the strategic training priorities defined by the EU-STNA and the experience gained from [previous OTNA studies](#), CEPOL launched the OTNA on HRCN in 2022. In order to develop a detailed overview of training needs in the field, an online survey was designed, and was programmed and delivered through the Qualtrics® web-based survey tool. Through the

⁷ Available on: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32015R2219&from=EN>

⁸ <https://www.cepola.europa.eu/api/assets/media/downloads/2023/17-2022-mb-annex.pdf>, Annex to Management Board decision, 17/2022/MB, CEPOL Single Programming Document for Years 2024-2026, (13 December 2022), p. 5.

⁹ <https://publications.europa.eu/en/publication-detail/-/publication/c71d1eb2-9a55-11e5-b3b7-01aa75ed71a1/language-en>

survey, CEPOL invited 26 MS¹⁰ and EU institutions to provide their views on training needs relating to the topic. Data collection took place between 19 December 2022 and 3 February 2023.

The material collected consists mostly of quantitative data, complemented by a portion of text data. In order to analyse the results, the data was first transferred from the online survey platform Qualtrics® to Microsoft Excel, and then processed by applying the OTNA methodology-based analysis approach, introduced in detail in the methodology and further explained in the ‘Analysis’ chapter of this report. Written responses were approached manually¹¹ and analysed by applying basic text analysis procedures.

This report summarises the outcomes of the OTNA process, which are intended to be used for defining CEPOL’s training portfolio on high-risk criminal networks, contributing to overall EU efforts to tackle organised crime. The report is structured into five main chapters. The executive summary provides an overview and summarises the overall findings of the process. This introductory part lays out the methodological and procedural dimensions of the study and provides an overview of the pool of respondents contributing to this OTNA. The following chapter is the analytical core of the report as it sets out in detail the training needs on the main topics that at least 50 % of MS expressed as relevant – in this case, all seven topics are presented in the survey. The penultimate chapter then presents each main topic in detail. Lastly, the conclusions summarise the findings of the OTNA process and communicate the key messages for further consideration by the users of this report.

Participants

The data collected through the survey consists of **45 individual answers** from LE agencies in **23 different MS¹²** and one response from INTERPOL, reportedly representing more than 8 225¹³ European LE officials. Considering the representativeness of the sample in terms of MS, the **88 % response rate** can be seen as a good level of responsiveness for survey research. The map below (Chart 5) shows an overview of the countries contributing to the process (responding countries are highlighted in blue).

¹⁰ Hereinafter, ‘MS’ refers to the 26 EU Member States participating in the CEPOL regulation, i.e. all EU MS apart from Denmark.

¹¹ Meaning without using any qualitative analysis software.

¹² Responding countries: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Estonia, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.

¹³ The number of officials in service represented is approximate, as some respondents provided answers like ‘up to’, ‘more than’ (rounded up to closest approximate) or ‘not able to specify’.

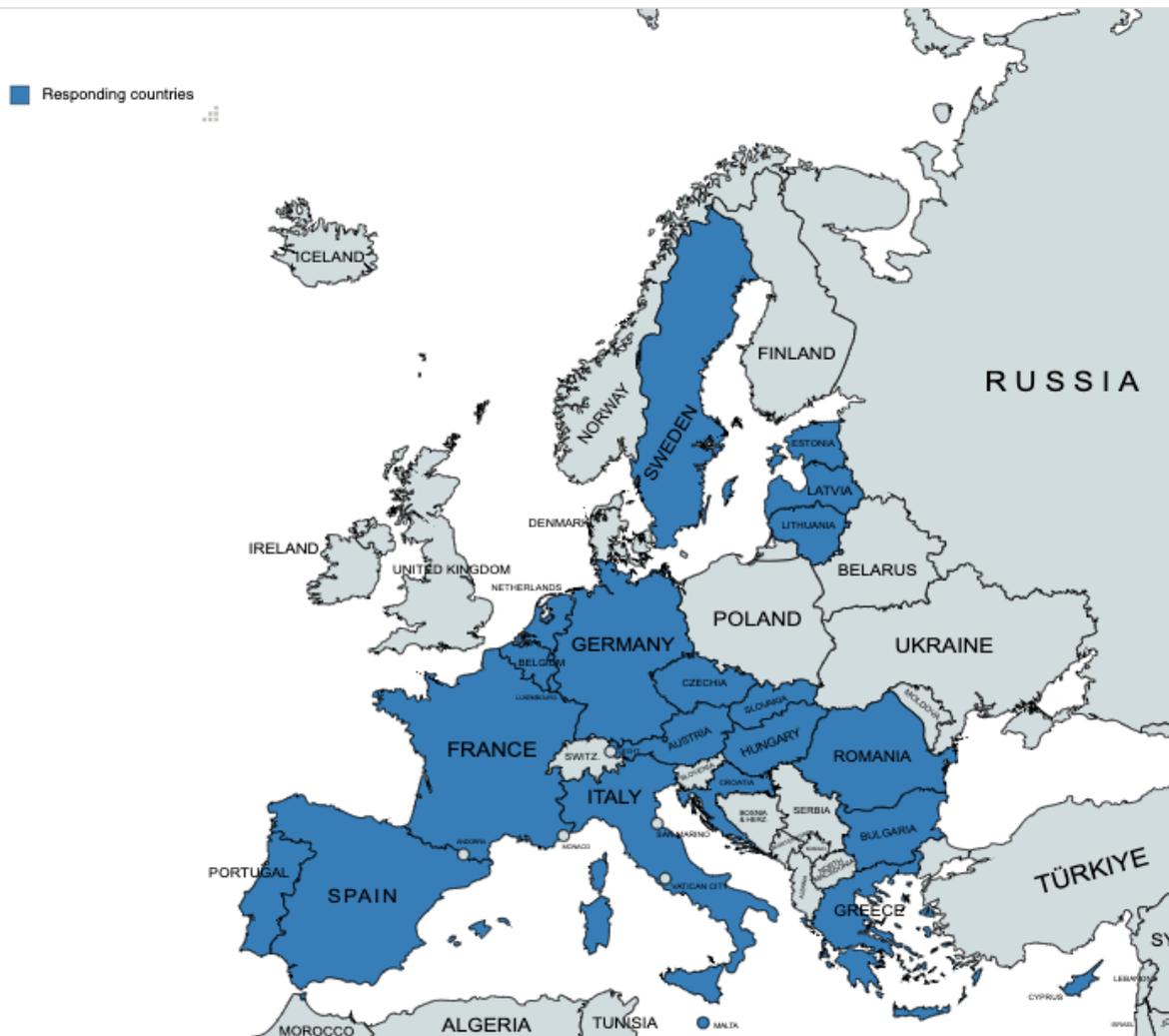


Chart 5. Overview of responding countries

While the data received from 23 MS represents the European LE community generally well, Spain, Germany, Czechia, Romania and Slovakia contributed to the survey with more than three respondents or organisations. In terms of the volume of LE professionals in need of training, Spanish officials represented nearly 57 % of the actual total of potential participants, which is also reportedly the largest service represented. While the survey sample represents more than 8 225¹⁴ LE officials, it must be noted that the complete population (the entire group of professionals engaged in work related to HRCN across the EU) is surely much higher.

In terms of services represented, the majority of responses were received from the **police** (82 %), followed by the **other relevant bodies** (9 %) category, **customs** (4 %), **judicial authorities** (2 %) and **border police/border guard** (2 %).

¹⁴ The number of officials in service represented is approximate, as some respondents provided answers like ‘up to’, ‘more than’ (rounded up to the closest approximate) or ‘not able to specify’.

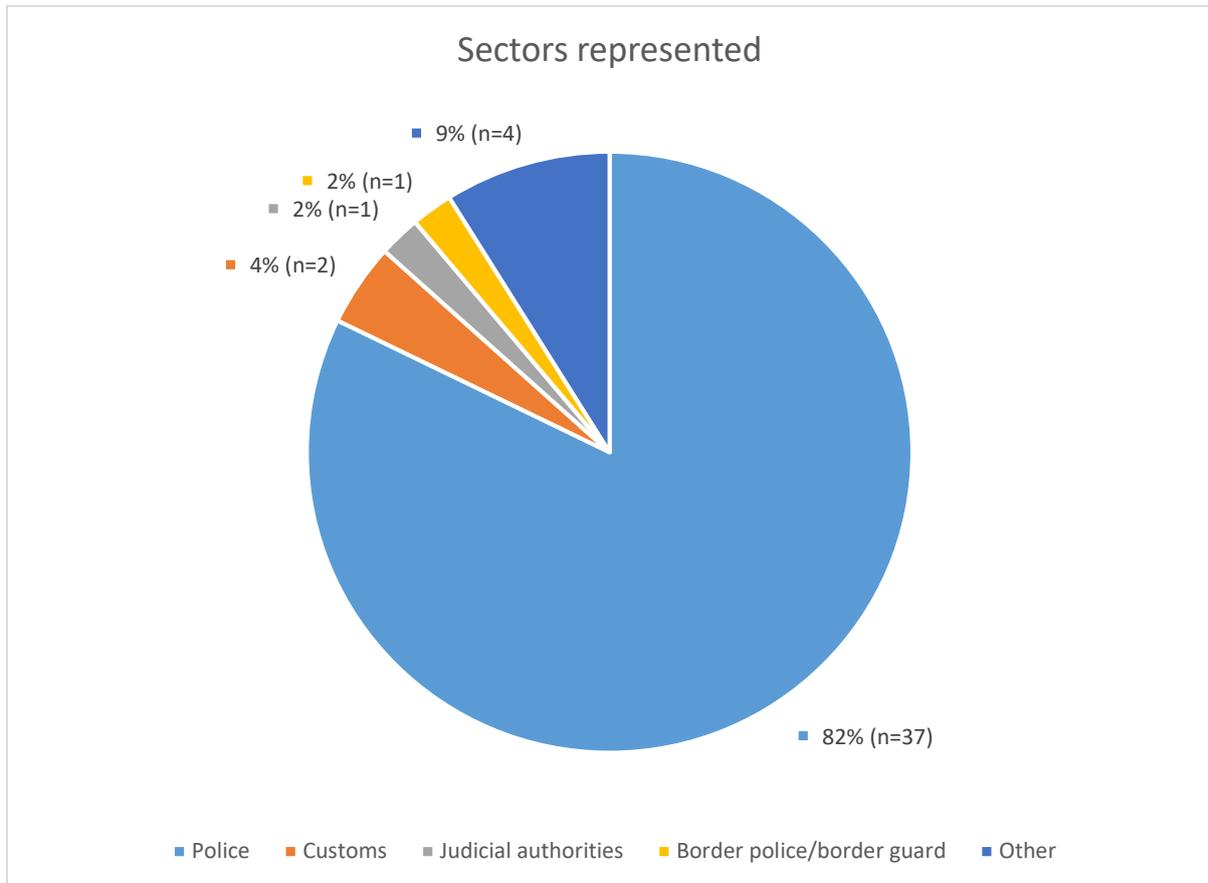


Chart 6. Sectors represented by respondents

Analysis

This chapter presents the core analysis conducted on the topics included in the OTNA survey. The first two parts introduce the process and the outcomes of analysing the relevance of the main topics and related subtopics in the survey, including a list of additional subtopics suggested by the responding MS. The following part concerns the urgency of training needs, as well as the estimated volume and profiles of potential participants, and the last parts of the chapter discuss potential additional training needs and regional, subregional and/or nationwide training needs.

Relevance of topics and subtopics

In order to identify which main topics are the most important for the European LE community requiring CEPOL training in 2024-2026, the OTNA questionnaire included a multiple choice question where respondents could select one or more choices from a list of seven main topics. When analysing the results, the relevance score of each main topic was calculated by adding up how many MS found the topics relevant. The final relevance rate was then calculated by

dividing the sum of MS that found the topic relevant by the number of responding MS. Where several LE agencies submitted answers from the same MS, the responses were consolidated. If more than 50 % of MS found a certain topic relevant, it was considered relevant and it was processed for further analysis as per the OTNA methodology. Based on this procedure, all main topics passed the relevancy threshold, meaning that they were all included in the analysis process for which the results are presented in this report.

Table 1. Relevance rate of main topics

Main topic	Relevance rate (%)
Identification of HVTs during investigations, and addressing these	91
Structure and operation of criminal networks	83
Operational network to counter mafia-style serious and organised crime (@ON)	83
Criminal finances	78
Common and coordinated action, close cooperation and information sharing among MS	74
Sharing of strategic and operational data	74
Cooperation with other initiatives, projects and relevant actors	57
Average/total	76

To gain further insight into training needs, various **subtopics** were presented under each main topic. The questionnaire gave the respondents an option to rate the relevancy of subtopics by using a five-point Likert Scale: not relevant at all; somewhat relevant; relevant; very relevant; and extremely relevant. To analyse the responses, this scale was converted into a numerical scale of 0-1-2-3-4, where 0 represents the minimum value (not relevant at all) and 4 the maximum (extremely relevant). The relevance score of each subtopic was calculated by adding up the responses, except in cases where several authorities from the same MS gave answers, and then calculating an average that was used as the final relevancy level for that particular country. The final relevance rate (percentage) was calculated by dividing the score by the maximum score¹⁵. If the relevance score reached 50 % of the maximum score, the subtopic was considered relevant.

The analysis showed that training needs for most subtopics under each main topic are considerably high, with all subtopics reaching the 50 % threshold, in most cases with very little difference between the highest and lowest scores. In descending order, Table 2 below presents the ranking of subtopics based on their relevance rate.

¹⁵ Maximum score identified by multiplying the number of responding MS that found the subtopic relevant with the highest relevancy score (5).

Table 2. Relevance of subtopics

Main topic	Subtopic	Relevance rate (%)
Identification of HTVs during investigations, and addressing these	Analysis of intelligence – operational/strategical	78
	The analysis methods for encrypted platform	72
	Target profile	70
	Different ‘INTs’: Open Source Intelligence (OSINT), Human Intelligence (HUMINT)	67
	Setting up of Operational Task Force	61
Structure and operation of criminal networks	New technologies facilitating crime – such as the use of new encrypted technology	86
	Abuse of legal structures and related activities in the field of money laundering.	79
	Corruption	78
	Crime mapping, modus operandi/type of structures, criminal culture	77
	The use of legal business sector by criminal networks	77
	Use of Intelligence-led Policing (ILP) to detect HVTs/Low-value Targets (LVT), threat assessment	72
	Social Network Analysis (SNA) and visualization of networks	65
Operational network to counter mafia-style serious and organised crime (@ON)	Thieves in law	71
	Clan based	61
Criminal finances	Follow-the-money	84
	Financial investigation	69
	Money laundering	69
	Asset recovery	65
	Cash collection networks and illegal banking services (Hawala, etc.)	63
	Cryptocurrencies	59
	Money saving locations (tropical islands, tax havens)	56
Common and coordinated action, close cooperation and information sharing among Member States	New systems in the future, such as the European Travel Information and Authorisation System (ETIAS), Entry/Exit System (EES)	87
	Close cooperation and information sharing among Member States (e.g. common legal,	84

	judicial and investigative frameworks; prevention-oriented information) and with other actors, including Common Security and Defence Policy (CSDP) missions and operations	
	Possibilities for EU-level operational support provided for cross-border investigations	84
	International operations - practical perspective	84
	Technologies used to detect cross border crime	81
Sharing of strategic and operational data	Use of international databases	71
	Sources of data collection	71
	EU-level information exchange tools and instruments, namely Secure Information Exchange Network Application (SIENA), Europol Platform for Expert (EPE)	69
	Collecting e-evidence	68
	Data sharing for financial intelligence analysis	67
	How to share strategic information to give EU-level criminal picture	64
Cooperation with other initiatives, projects and relevant actors	Internal Security Fund (ISF) projects, namely Maritime Analysis and Operations Centre (MAOC) and Europe Latin America Programme of Assistance against Transnational Organised Crime (EL PacCTO)	66
	Use of the European Multidisciplinary Platform Against Criminal Threats (EMPACT) Low-Value Grants (LVG) and High-Value Grants (HVG)	64
	Use of Joint Investigation Teams (JIT)	61
	European Crime Prevention Network (EUCPN), European Network on the Administrative Approach (ENAA)	60

Additional subtopics

Through the OTNA questionnaire, the respondents also communicated potential **additional subtopics** related to the main topics of ‘Operational network to counter mafia-style serious and organised crime (@ON)’, ‘Criminal finances’ and ‘Structure and operation of criminal networks’. All additional requests made concerned police as the training audience. Chart 7 below gives more details on the suggested additional subtopics.

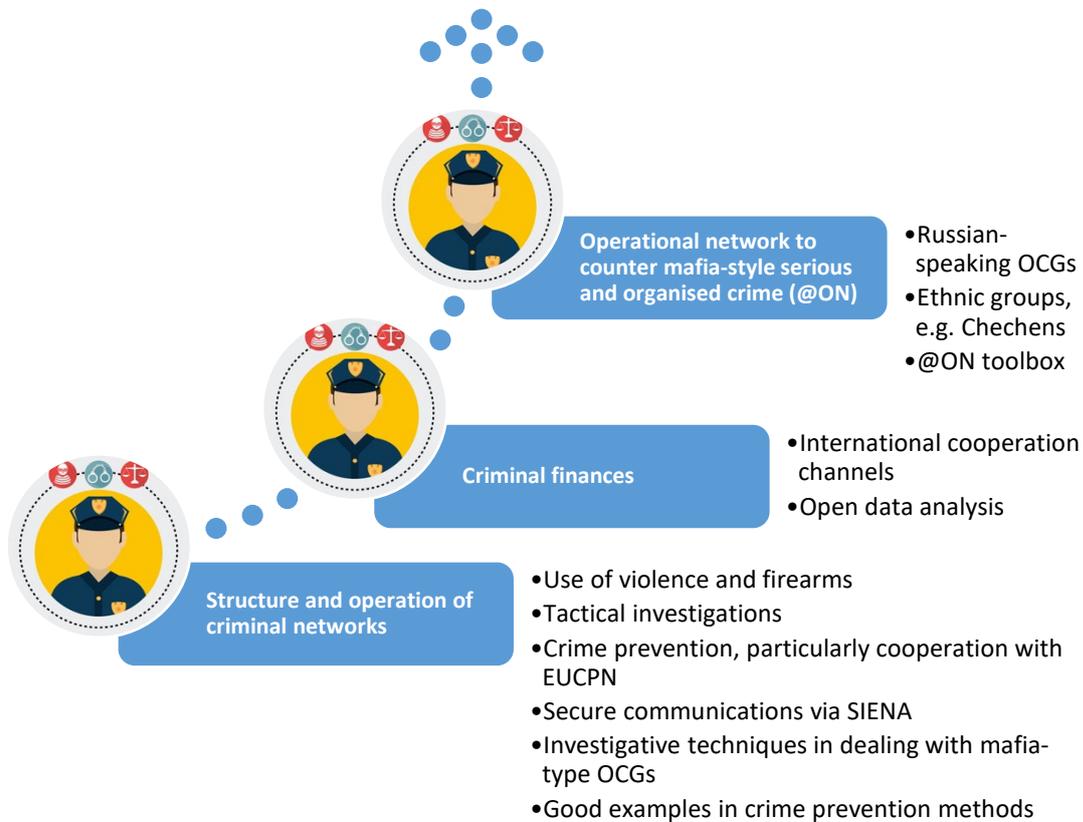


Chart 7. Additional subtopics¹⁶

Urgency and volume of training needs

To better understand the training needs under each main topic, the questionnaire gave the respondents an option of indicating the **urgency** level of training on topics related to HRCN and estimating the **number of participants** in different professional profiles¹⁷. A multiple rating matrix with a fixed sum function (facilitating an option to indicate quantities of trainees) was used to collect information on what level of training was needed and how urgently LE officials would need training to improve their current performance. By choosing from a six-point urgency-level scale (commonly known as a Likert scale)¹⁸, respondents could state whether they thought the training need was: not urgent; somewhat urgent; moderate; urgent; very urgent; or alternatively, not applicable at all. Urgency in the context of OTNA

¹⁶ SmartArt design has been complemented with assets (police icon) from Freepik.com, available on [https://www.freepik.com/free-vector/law-legal-justice-graphic_5405132.htm#query=police icon&position=3&from view=keyword&track=ais](https://www.freepik.com/free-vector/law-legal-justice-graphic_5405132.htm#query=police%20icon&position=3&from_view=keyword&track=ais), Image by studiogstock

¹⁷ Awareness, Practitioner, Advanced practitioner, Expert and Train-the-trainer; please find a detailed description of proficiency levels in Annex 2.

¹⁸ A Likert scale is commonly used to measure attitudes, knowledge, perceptions, values and behavioural changes. A Likert-type scale involves a series of statements that respondents may choose from in order to rate their responses to evaluative questions

methodology refers to the criticality of a timely training intervention and its impact on operational performance. In the analysis, responses were converted into a numerical scale from 0-5, where 1 refers to a low need with a minor expected impact on boosting performance and 5 refers to a crucial need as a critical response for ensuring the successful performance of duties. The minimum value is 0 because ‘not applicable’ means a zero training need. Where the same proficiency level was indicated by several LE agencies from the same MS, the highest rate indicated was taken into consideration.

Since CEPOL’s training activities are aimed at law enforcement officials in the 26 EU MS, the number of participants indicated in the responses to the survey is considered to be the number of participants who would need training from the responding MS. In order to estimate the total number of LE officials who would need training in a certain topic at a certain proficiency level, OTNA methodology relies on calculations based on the identified statistical median of the number of trainees. The estimate of the number of participants at EU level is then calculated by multiplying the median by 26 (the number of MS¹⁹). In statistics, the median is the value separating the higher half from the lower half of a data set, so it can be considered the middle value. Based on this method of calculation²⁰, approximately **46 741 individuals** across the MS would need training in HRCN. Arranged in descending order based on the combined average of relevance and urgency rates, Table 3 below provides a comparison between the statistical estimate and the actual number of potential trainees as communicated by responding countries.

Table 3. Relevance, urgency and trainee breakdown across the topics

Main topic	Relevance rate (%)	Urgency rate (%)	Combined average (%)	Trainees (median)	Trainees (actual)
Identification of HVTs during investigations, and addressing these	91	70	81	5707	2070
Criminal finances	78	81	80	7878	2776
Structure and operation of criminal networks	83	78	80	5993	2876
Operational network to counter mafia-style serious and organised crime (@ON)	83	69	76	5016	1749
Common and coordinated action, close cooperation and information sharing among Member States	74	72	73	7362	1778

¹⁹ All EU MS apart from Denmark.

²⁰ Median value calculated excluding zero (0) values.

Sharing of strategic and operational data	74	73	73	7072	2384
Cooperation with other initiatives, projects and relevant actors	57	75	66	7713	1935
Average/total	82	76	74	46741	15568

A basic feature of the median in describing data is that it is not skewed by a small proportion of extremely large or small values, and therefore provides a better representation of a typical value. However, a general limitation of this method of calculation is that it is possible that the ranking of participants (median-based numbers extrapolated to EU level) differs from the actual responses. Without statistically processing the data, the respondents communicated that there would be **up to 15 568 potential trainees** on these seven main topics related to HRCN.

Profiles and proficiency levels

In addition to calculating the overall urgency rate and number of trainees per each prioritised main topic, training needs and the volume of trainees were analysed for each proficiency level. In the statistical analysis, **awareness**, **practitioner** and **expert** levels formed the three largest groups of potential training participants. However, non-statistically processed data suggests that practitioner level is the first priority, followed by advanced practitioner and awareness-level participants, only after those two groups²¹. Moreover, based on the actual values, the need for expert-level training is almost equal to awareness training.

Table 4. Proficiency levels and number of participants

Proficiency level	Number of participants (median)	Number of participants (actual)
Awareness	14339	3037
Practitioner	9769	5482
Advanced practitioner	7750	3270
Expert	9375	2924
Train-the-trainer	5508	855
Total	46741	15568

In order to establish a more comprehensive picture of the target groups to be trained, the questionnaire offered the possibility of indicating **professional profiles** and the related volumes of LE officials who need training under each main category. Based on the identified

²¹ According to non-statistically processed data, the order is: Practitioner, Advanced practitioner, Awareness level, Expert, Train-the-trainer.

statistical median²² of the number of trainees, the **other** category constitutes the largest single group of professionals that would require training on high-risk criminal network topics. While the roles or positions of experts falling into this category were not particularly well defined by all respondents expressing other needs, most references were made to money laundering investigators, anti-fraud counsellors and crime prevention officers. Again, validating this against the actual volumes communicated by the different MS suggests that **investigators** should be considered as the most central group of trainees.

Table 5. Profiles of potential participants

Category	Number of participants (median)	Number of participants (actual)	Share of all trainees (%)
Investigators	6727	4367	14
Intelligence officers	4901	2981	10
Cybersecurity officials	7371	1813	16
Analysts	4251	2130	9
Managers	3627	1569	8
Prosecutors, investigative judges, magistrates	5187	855	11
Experts (Forensics, IT etc.)	5512	947	12
Other	9165	881	20
Total	46741	15568	100

Trainees per country

Complementing the identification of the total number of trainees per each main topic, actual totals reported by each responding MS were calculated and can be used for further assessments, such as on the need for a regional emphasis on training. While further details are given under the presentation of training dimensions, the table below provides an overview of the overall breakdown of training needs on HRCN topics, based on the total volumes of reported participants.

Table 6. Volume of potential trainees per responding country (all main topics) – actual values

Country	Number of trainees	Share of all trainees (%)
Spain	8861	56.92
Romania	1087	6.98
Slovenia	989	6.35
Germany	801	5.15
Bulgaria	708	4.55

²² For a more detailed description on the methodology, please see Section ‘Analysis’ of this report

Slovakia	546	3.51
Belgium	472	3.03
Italy	423	2.72
Portugal	328	2.11
Czechia	282	1.81
Sweden	250	1.61
Cyprus	160	1.03
Greece	160	1.03
Croatia	115	0.74
Estonia	84	0.54
Latvia	72	0.46
Malta	62	0.40
Austria	56	0.36
France	46	0.30
Hungary	32	0.21
Lithuania	16	0.10
Netherlands	10	0.06
Luxembourg	8	0.05
Total	15568	100.00

Reviewing the actual numbers of potential participants communicated by the respondent MS, with a nearly 57 % overall share, LE professionals from Spain made up the largest group of trainees. The reported training needs break down almost equally between all professional profiles and proficiency levels and concern all main topics. Since one respondent from Spain also expressed training needs for the 'other' profile without any further details, and since this category dominated across the median-based calculations and reporting, one respondent from Spain was invited for an interview. In the interview, it was mentioned that while filling in the survey, the respondent had experienced some technical difficulties that might have had an impact on the answers, further increasing the already high number of potential participants communicated. In terms of defining the professionals in the 'other' category, reference was made to first respondents that do the groundwork and require special training for practicing their profession and obtaining high-quality information to analyse. Based on respondents' experience of different types of inspections in factories, warehouses, shops, restaurants, and so on, concerning smuggling or special tax default, there is often a need for more information about what to do or what to look for, in order to detect other infractions like money laundering, criminal organisations or human trafficking. Considering the generally high number of potential participants communicated by Spanish respondents, it must be noted that five individual responses were received from the same LE organisation, namely the Civil Guard (Guardia Civil), which is one of the two national police forces in the country. It is an integral police force with over 80 000 officers deployed across 2 250 units throughout the whole of Spanish territory, and renders services to 83 % of Spanish

municipalities, providing security and protection to 16.3 million residents (35 % of the national population). Considering these statistics, the number of potential training participants represents around 10 % of LE professionals. However, considering there are multiple responses from the same organisation, some of these might overlap, in which case the volume of Spanish participants would be lower. Also, the provision of awareness-level and practitioner-level training being primarily a responsibility of each EU MS, and these groups therefore being excluded from the estimates, suggests that the segment of Spanish participants for CEPOL (and/or other EU training providers') training is in fact smaller.

Further training suggestions

Through an open text field, respondents were also able to specify other professionals in need of training and insert the related numbers. Just above 4 % (n=2) of them expressed further training needs, and those received mostly concerned additional training for **customs**, although on topics that could be relevant for other LE professionals as well. All additional customs training would be at **expert level** and required with **high urgency**. A further introduction to Europol's mandate and services was considered advisable by one respondent, suggesting this as an additional topic for the **police**, primarily to be addressed at **awareness-level**, but also offered for **advanced practitioners** and **experts** with high urgency. Chart 8 below compiles the core topics and the related target audiences of suggested further training needs.



Chart 8. Further training suggestions

Regional training needs

Through the OTNA survey, responding MS were able to communicate training needs that should be designed for and delivered in a specific region. Just above 13 % of respondents indicated such needs, which in to a lesser extent concerned specific countries, but in a more

overarching manner referred to EU-wide training needs. Chart 9 below summarises the themes/topics that came up as regional training needs.

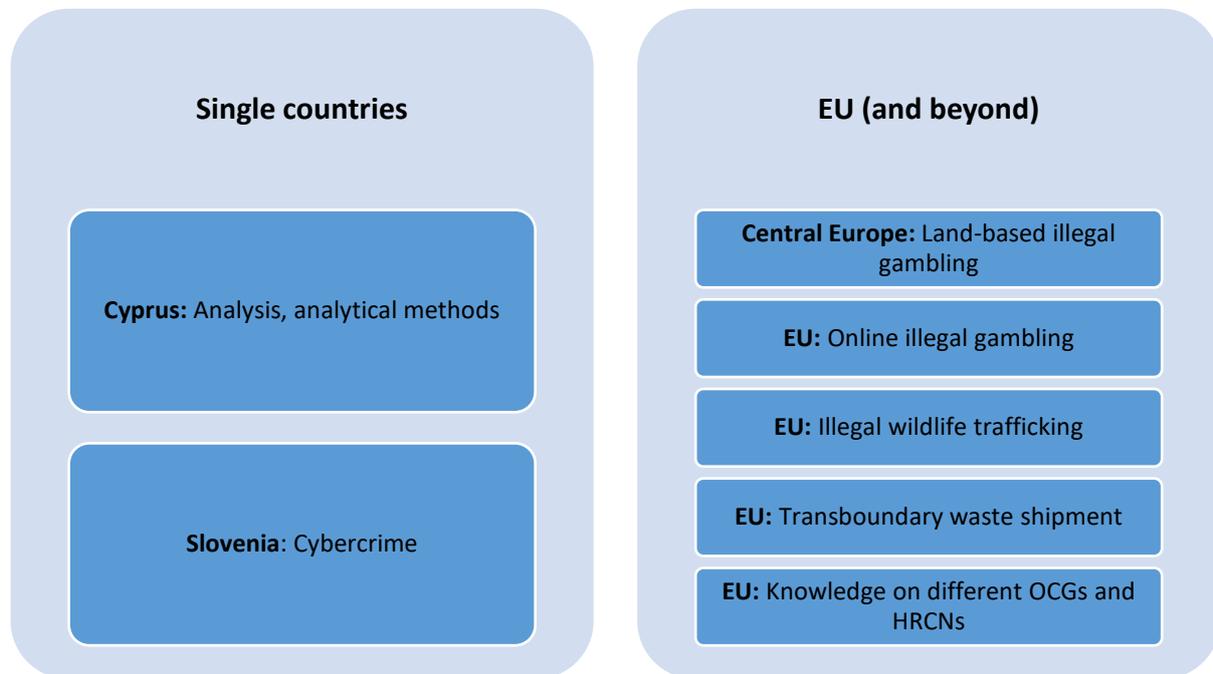


Chart 9. Regional training needs

In Cyprus, police stated that they require a regional training emphasis on analytical work, and Slovenian authorities expressed the need for further training on topics related to cybercrime. Topics related to illegal gambling – both online and land-based – were suggested as additional EU-wide (and even beyond the EU) topics. Increasing knowledge on different Organised Crime Groups (OCGs) was also highlighted as a training need relevant to all countries, specifically mentioning Albanian-speaking, Colombian and Chilean OCGs, as well as criminal ‘megabands’ in the South American context. Other topics not directly related to HRCN but to the investigation of environmental crime, such as identifying the trafficking of protected animals and the transboundary shipment of waste, were also mentioned as potentially EU-wide needs.

Aspects related to not only the language of training delivery but also to related needs assessments came up a few times from different respondents. Bearing in mind CEPOL’s new strategy²³ to establish a stronger presence as a regional training provider, a Slovakian respondent who provided some interesting views on challenges related to CEPOL training offered only in English was invited for an interview. In the end, this interview could not be conducted due to the expert not being available.

²³ Available on: <https://www.cepol.europa.eu/documents/annex-management-board-decision-15-2022-mb>

National or international training

The OTNA questionnaire included a question referring to previous national or international training on HRCN. In terms of topics, training data was provided in a free-form text, so the presentation differed between each topic. The text entries provided were approached by implementing a light text analysis, based on word spotting in an Excel spreadsheet, grouping similar entries and establishing categories of entries representing thematically similar topics. Fewer than 25 % of respondents from 10 different MS provided input on previous training attended at national or international level. Topics (see Chart 9 below) varied from areas not directly related to the topic of this OTNA, to detailed information on training attended on specific topics such as Nigerian-based HRCNs and clan-type criminality. 66 % of the reported national/international training was organised on-site and 34 % attended online, most of it (48 %) by professionals at advanced practitioner level, followed by practitioners (24 %) and experts (17 %).



Chart 10. National or international training attended

Training dimensions for main topics

This chapter presents the training needs related to each main topic in more detail. After a summary of the training needs, the first table of each main topic shows the subtopic relevance

rate in descending order. The second table shows the estimated number of participants per different proficiency level, both those calculated in line with the OTNA methodology²⁴ and, for comparison, the figures communicated by the responding MS, as well as the urgency rate of the training to be delivered.

Identification of high-value targets during investigations, and addressing these

Identification of HVTs during investigations and addressing these was the most relevant main topic as indicated by the MS (relevance 91 %). The need for training on the topic is **urgent** (70 %), with **up to 5 707 trainees** requiring training within a one-year period.

Table 7. Relevance rate of subtopics - identification of high-value targets

Main topic	Subtopic	Relevance rate (%)
Identification of HVTs during investigations, and addressing these	Analysis of intelligence – operational/strategical	78
	The analysis methods for encrypted platform	72
	Target profile	69
	Different ‘INTs’: OSINT, HUMINT	67
	Setting up of Operational Task Force	60

Investigators are suggested as the main target group for the training, primarily at awareness, practitioner and advanced practitioner levels, followed by **other** trainees, such as money laundering investigators and counsellors. However, a comparison between the median-based calculations (extrapolated to EU-level) and the actual values communicated by the 22 responding MS reveals that most groups are nearly equal with each other.

Table 8. Profiles and number of potential trainees – Identification of high-value targets

Profile/ level	Awareness	Practitioner	Advanced practitioner	Expert	TTT ²⁵	Median total	Actual total
Investigators	390	390	390	195	52	1417	514
Intelligence officers	130	130	78	130	78	546	384
Cybersecurity officials	78	78	234	130	52	572	236

²⁴ The number of trainees is presented as a figure extrapolated to the EU and calculated based on the statistical median; the related methodology and process is further explained in the ‘Analysis’ section of this report.

²⁵ Train-the-trainer

Analysts	130	130	52	130	52	494	355
Managers	130	91	130	91	52	494	200
Prosecutors, investigative judges, magistrates	260	52	130	78	39	559	115
Experts (forensics, IT, etc.)	325	52	52	130	52	611	137
Other	169	260	260	195	130	1014	130
Total	1612	1183	1326	1079	507	5707	2071

Criminal finances

The **Criminal finances** topic scored of 78 % relevance rate and the need is **crucial** (80 %). Based on the combined average of these two scores, it took the second highest position as a training topic, with **up to 7 878 potential participants** that would benefit from receiving training within the next year.

Table 9. Relevance rate of subtopics - criminal finances

Main topic	Subtopic	Relevance rate (%)
Criminal finances	Follow-the-money	84
	Financial investigations	77
	Money laundering	76
	Asset recovery	73
	Cash collection networks and illegal banking services (Hawala, etc.)	71
	Cryptocurrencies	67
	Money saving locations (tropical islands, tax havens)	64

Investigators are notably the largest group of professionals that would require training at all proficiency levels, although with less attention to TTT training. The next largest groups are formed by **other** professionals and **cybersecurity officials**. Also, **intelligence officers** and **analysts** indicate a reliable training demand.

Table 10. Profiles and number of potential trainees – criminal finances

Profile/level	Awareness	Practitioner	Advanced practitioner	Expert	TTT	Median total	Actual total
Investigators	520	260	260	260	91	1391	942
Intelligence officers	325	130	130	130	104	819	481
Cybersecurity officials	520	104	130	130	130	1014	268
Analysts	325	130	104	130	91	780	397
Managers	195	130	130	130	130	715	269
Prosecutors, investigative judges, magistrates	260	130	195	130	91	806	157
Experts (Forensics, IT, etc.)	390	156	260	130	52	988	139
Other	260	390	260	260	195	1365	121
Total	2795	1430	1469	1300	884	7878	2774

Structure and operation of criminal networks

Structure and operation of criminal networks is the second most relevant main topic indicated by the MS (relevance 83 %), with an urgency rate of 78 % that is considered **urgent**, with up to **5 993 professionals** in need of being trained within a year. Based on the combined average, it is equal to the topic of criminal finances, albeit with slightly fewer participants.

Table 11. Relevance rate of subtopics - structure and operation of criminal networks

Main topic	Subtopic	Relevance rate (%)
Structure and operation of criminal networks	New technologies facilitating crime – such as the use of new encrypted technology	86
	Abuse of legal structures and related activities in the field of money laundering.	79
	Corruption	78
	Crime mapping, modus operandum / type of structures, criminal culture	77
	Use of legal business sector by criminal networks	77

	Use of ILP to detect HVT or LVT, threat assessment	72
	Threat assessment	72
	SNA and visualisation of networks	65

As communicated by the responding MS, **investigators** clearly represent the majority of professionals in need of training. While there is a difference between the number of median-calculated and actual training participants, groups of **other, cybersecurity officials, intelligence officers** and **experts (forensics, IT etc.)** should be also regarded as potential trainee groups. Looking at the actual volume of trainees indicated by the survey respondents, the training of **analysts** should also be considered.

Table 12. Profiles and number of potential trainees – structure and operation of criminal networks

Profile/level	Awareness	Practitioner	Advanced practitioner	Expert	TTT	Median total	Actual total
Investigators	390	260	247	260	130	1287	963
Intelligence officers	130	130	130	195	130	715	543
Cybersecurity officials	260	104	130	260	52	806	259
Analysts	130	104	78	130	52	494	348
Managers	130	39	104	156	91	520	199
Prosecutors, investigative judges, magistrates	260	52	78	130	52	572	140
Experts (Forensics, IT, etc.)	260	91	130	130	52	663	180
Other	143	390	78	195	130	936	244
Total	1703	1170	975	1456	689	5993	2876

Operational network to counter mafia-style serious and organised crime (@ON)

Reaching a relevance rate of 78 %, **Operational network to counter mafia-style serious and organised crime (@ON)** was considered to be equally as relevant as the above-presented topic of Structure and operation of criminal networks, but with a slightly lower urgency rate (73 %). Up to **5 016 participants** would require training within the coming year.

Table 13. Relevance rate of subtopics - operational network

Main topic	Subtopic	Relevance rate (%)
Operational network to counter mafia-style serious and organised crime (@ON)	Thieves in law	71
	Clan based	64

Other professionals at **awareness** and **practitioner** levels again occupy the top position of all trainees statistically, although in terms of actual volume they would in fact form the smallest group. Within this main topic, the number of potential training participants breaks down relatively equally across all profiles, while suggesting that specific attention should be given to **awareness-level** training of **Prosecutors, investigative judges, magistrates** and **expert-level** training to be offered for **analysts and intelligence officers**.

Table 14. Profiles and number of potential trainees – operational network

Profile/level	Awareness	Practitioner	Advanced practitioner	Expert	TTT	Median Total	Actual Total
Investigators	143	98	132	94	25	492	411
Intelligence officers	143	91	26	260	52	572	374
Cybersecurity officials	78	78	52	78	52	338	195
Analysts	78	52	26	312	52	520	243
Managers	52	65	39	104	26	286	225
Prosecutors, investigative judges, magistrates	299	52	143	104	52	650	137
Experts (Forensics, IT, etc.)	78	156	26	130	78	468	99
Other	520	520	260	260	130	1690	65
Total	1391	1112	704	1342	467	5016	1749

Common and coordinated action, close cooperation and information sharing among Member States

Common and coordinated action, close cooperation and information sharing among Member States was considered relevant by 74 % of responding MS, with a 72 % urgency rate

attributed to the related training. Training in this area would still be considered **urgent**, with **up to 7 362 potential participants**.

Table 15. Relevance rate of subtopics - common and coordinated action

Main topic	Subtopic	Relevance rate (%)
Common and coordinated action, close cooperation and information sharing among Member States	New systems in the future (ETIAS, EES)	87
	Relevance of subtopics/common action - Close cooperation and information sharing among Member States (e.g. common legal, judicial and investigative frameworks; prevention-oriented information) and with other actors, including CSDP missions and operations	85
	Possibilities for EU level operational support provided for cross-border investigations	84
	International operations – practical perspective	84
	Technologies used to detect cross border crime	81

In terms of trainee profiles, while the profile ‘**other**’ again accounts for the highest median-based volume of trainees, a notable number of potential participants was identified among **cybersecurity officials**, particularly at **awareness** level. A comparison between median and actual totals also suggests paying attention to **expert-level intelligence officers**.

Table 16. Profiles and number of potential trainees – common and coordinated action

Profile/ level	Awareness	Practitioner	Advanced practitioner	Expert	TTT	Median total	Actual total
Investigators	260	86	105	86	26	563	394
Intelligence officers	169	130	130	260	117	806	363
Cybersecurity officials	689	130	52	143	260	1274	188
Analysts	130	130	130	130	195	715	270
Managers	130	130	117	104	195	676	245
Prosecutors, investigative judges, magistrates	325	78	130	260	91	884	108
Experts (Forensics, IT, etc.)	299	286	104	130	130	949	95

Other	390	390	260	260	195	1495	115
Total	2392	1360	1028	1373	1209	7362	1778

Sharing of strategic and operational data

Sharing of strategic and operational data was indicated as relevant by 74 % of the responding MS, with the training need being assessed as **urgent** (73 %) and up **7 072 participants** expecting training within a year.

Table 17. Relevance rate of subtopics - sharing of strategic and operational data

Main topic	Subtopic	Relevance rate (%)
Sharing of strategic and operational data	Use of international databases	71
	Sources of data collection	70
	EU-level information exchange tools and instruments (SIENA, EPE)	69
	Collecting e-evidence	68
	Data sharing for financial intelligence analysis	67
	How to share strategic information to give EU level criminal picture	64

Other trainee profiles, **cybersecurity officials** and **investigators** accounted for the largest group of professionals that would require training, mostly at **awareness** level, followed by **intelligence officers**, among whom the focus would however be on **expert**-level training. Without statistical processing, the responding MS answers suggest the same professional profiles as the main categories, with the exception of the ‘other’ category.

Table 18. Profiles and number of potential trainees – sharing of data

Profile/ level	Awareness	Practitioner	Advanced practitioner	Expert	TTT	Median total	Actual total
Investigators	390	104	130	260	130	1014	624
Intelligence officers	130	117	104	260	104	715	379
Cybersecurity officials	676	130	104	195	78	1183	333
Analysts	130	130	78	130	130	598	255
Managers	130	130	65	130	91	546	222
Prosecutors, investigative judges, magistrates	273	52	78	234	78	715	93

Experts (Forensics, IT, etc.)	286	260	65	130	65	806	192
Other	390	390	260	260	195	1495	115
Total	2405	1313	884	1599	871	7072	2213

Cooperation with other initiatives, projects and relevant actors

Cooperation with other initiatives, projects and relevant actors was the lowest scoring main topic, but was still indicated by more than half of the responding MS and reached a relevance rate of 57 %. With a 75 % urgency rate, this training need is still considered **urgent**, with up to **7 113 professionals** in need of being trained within a year.

Table 19. Relevance rate of subtopics – cooperation with other initiatives

Main topic	Subtopic	Relevance rate (%)
Cooperation with other initiatives, projects and relevant actors	ISF projects MAOC, EL PacCTO	64
	Use of LVG and HVG (EMPACT)	62
	Use of JIT	61
	EUCPN, ENAA	60

The survey results indicate that **cybersecurity officials**, primarily at **practitioner** and **awareness** levels, followed by **advanced practitioners**, would be the largest target audiences for training on this topic. Considering the actual number of participants communicated by the respondents, **intelligence officers** and **investigators** should also clearly be part of the training target audience.

Table 20. Profiles and number of potential trainees – cooperation with other initiatives

Profile/level	Awareness	Practitioner	Advanced practitioner	Expert	TTT	Median total	Actual total
Investigators	130	264	90	56	23	563	493
Intelligence officers	78	130	130	260	130	728	427
Cybersecurity officials	689	715	390	195	195	2184	334
Analysts	130	130	130	130	130	650	230
Managers	78	65	104	91	52	390	193

Prosecutors, investigative judges, magistrates	325	286	130	169	91	1001	87
Experts (Forensics, IT, etc.)	286	286	195	130	130	1027	81
Other	325	325	195	195	130	1170	90
Total	2041	2201	1364	1226	881	7713	1935

Conclusions

In 2021, the EU’s Serious and Organised Crime Threat Assessment (EU SOCTA)²⁶ conducted by the European Union Agency for Law Enforcement Cooperation (Europol) underlined that organised crime in the EU has never posed such a major threat as it does today. Disrupting OCGs is one of the priorities of the EU strategy for tackling organised crime 2021-2025²⁷, and identifying and controlling the HRCNs active in the EU has been also established as the EMPACT priority for 2022-2025²⁸. The EU-STNA for 2022-2025 has also recognised this area as one of the core capability gaps across EU Member States, establishing HCRN as a strategic training priority. Against this background, CEPOL launched the OTNA on the topic of HCRN, which further confirmed that training on the whole array of topics is highly important and much desired among the European LE community. Overall, the demand for training on HCRN-related topics is high, with **up to 46 741 LE officials**²⁹ needing training, with the highest focus on investigators.

All seven main topics related to HCRN presented in the OTNA survey were considered relevant and the related needs were communicated as urgent by the respondents contributing to this study. In line with common EU priorities, identification of HVTs during investigations and addressing these scored as the most important, but the other main topics were not far behind. The rate of urgency and the potential number of participants in need of training across the EU are also nearly equal for most main topics, which makes it relatively challenging to differentiate the topics from each other and establish clear training priorities solely based on the data received through the OTNA survey.

The only exception is the topic of cooperation with other initiatives, projects and relevant actors. As it exceeds the relevancy threshold of 50%, it should be considered relevant within

²⁶ Available on: <https://www.europol.europa.eu/publications-events/main-reports/socta-report>

²⁷ Available on: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12735-Fighting-organised-crime-EU-strategy-for-2021-25_en

²⁸ Available on: <https://www.europol.europa.eu/crime-areas-and-statistics/empact>

²⁹ The numbers presented are based on calculated median values (reported total 15 396). For further detail on the calculation methodology, please see the ‘Analysis’ section of this report.

the scope of a common European effort in countering HRCNs. However, in terms of training priority, it should be treated as slightly less urgent. Furthermore, although as a main topic, this gained generally slightly less attention, it became evident through other areas of the survey (such as further training needs and suggestions for additional subtopics) and the Expert Group Meeting³⁰ that there was the need to continue including knowledge-building on common tools and initiatives as part of the training provided by CEPOL and its partners.

As with the main topics, all the subtopics were considered important in terms of training, with some complementary topics and needs suggested by the survey respondents. Perhaps the most important additions concern the need to further develop knowledge and stay up-to-date on the functioning and operations of different HRCNs, such as Russian-speaking OCGs, Chechen mafia, Albanian criminal organisations, and South American (e.g. Chile, Colombia) organised crime. Some of these are already covered within the current CEPOL training offer on the topics of HRCN and OCG. However, this suggestion could be used for revisiting the question of whether any adjustments should be made and/or for promoting existing training with a view to building professional capacity on HRCNs operating in the EU, mafia-style crime and ethnic and family-based criminal organisations.

This suggestion also supports a statement made in the ‘Non-paper on the identification of and development of common measures to disrupt HRCNs affecting the security of the EU’ drafted by the European Commission’s Directorate-General for Migration and Home Affairs to guide the discussion at the meeting on the EU agenda to tackle organised crime³¹, which suggested that CEPOL develop specific training activities on the functioning, culture, etc., of different kinds of HRCNs.

CEPOL plays an important role in equipping European LE officials with the necessary knowledge and skills to face the evolving challenges posed by organised crime. It has an already well-developed training portfolio that is continuously delivered on related topics. The generally high demand for further training in various different topics poses a challenge in terms of being able to maintain and develop new learning resources that meet the needs of the professionals in the field. Local, national and international levels of HRCN phenomena and related capacity-development needs are interlinked, and training should aim to cover all of these, while taking into account language barriers. This can be potentially best achieved by applying a flexible approach that includes as e-learning, thereby reaching even wider and new audiences, but also by considering other transferable, perhaps regional, establishments and further utilising pre-existing training cooperation as well as multi-actor training delivery initiatives.

³⁰ Held on 20 March 2023 for the validation of the draft OTNA.

³¹ Not published

Annex 1. EU-STNA chapter on high-risk criminal networks

Organised crime being a major threat to European security overall, the EU-STNA findings confirm the need for intensified training efforts in tackling high-risk criminal networks, with special emphasis being placed on those using corruption, acts of violence, firearms and money laundering through parallel underground financial systems. Further efforts are required at various levels, ranging from advanced training on the functioning and operations of criminal networks to the identification of high-value targets during investigations. Law enforcement training should support EU goals to disrupt organised crime structures and equip authorities with an advanced skillset for tackling particularly serious forms of organised crime, such as those crimes committed by mafia-style groups. The operational network to counter mafia-style serious and organised crime (@ON) stated that training would be necessary mostly for senior law enforcement officials engaged in investigations countering international organised crime groups and mafia-style groups. Training should focus on the differences in legislation across Member States, elements of transnational cooperation and specific aspects (organisational structure, modus operandi, communication, etc.) of different top-level criminal organisations and mafia-style groups. As these aspects are and will continue to be tackled by H2020 and HE FCT projects that also develop related training materials for law enforcement, cooperation with these projects would optimise efforts and EU investment, creating synergies and avoiding duplications.

Detailed list of training needs:

High-risk criminal networks
Structure and operation of criminal networks; identification of criminal networks, new technologies facilitating crime, emerging threats, corruption
Identification of high-value targets during investigations, and addressing these
Sharing of strategic and operational data
Common and coordinated action, close cooperation and information sharing among Member States (e.g. common legal, judicial and investigative frameworks; prevention-oriented information) and with other actors, including Common Security and Defence Policy (CSDP) missions and operations
Cooperation with other initiatives, projects and relevant actors
Operational network to counter mafia-style serious and organised crime (@ON)

Annex 2. Proficiency levels

	Level 1 – Awareness	Level 2- Practitioner	Level 3 – Advanced Practitioner	Level 4 - Expert	Level 5 – Train-the-trainer
Definition	Refers to those who only need an insight into the particular topic, they do not need specific skills, competences and knowledge to perform the particular tasks, however require general information in order to be able efficiently support the practitioners working in that particular field.	Refers to those who independently perform their everyday standard duties in the area of the particular topic.	Has increased knowledge, skills and competences in the particular topic because of the extended experience, or specific function, i.e. team/unit leader.	Has additional competences, highly specialised knowledge and skills. Is at the forefront of knowledge in the particular topic.	Officials who are to be used as trainers for staff
Description	Has a general factual and theoretical understanding of what the topic is about, understands basic concepts, principles, facts and processes, and is familiar with the terminology and standard predictable situations. Taking responsibility for his/her contribution to the performance of practitioners in the particular field.	Has a good working knowledge of the topic, is able to apply the knowledge in the daily work, and does not require any specific guidance in standard situations. Has knowledge about possible situation deviations and can practically apply necessary skills. Can assist in the solution development for abstract problems. Is aware of the boundaries of his/her knowledge and skills, is motivated to develop self-performance.	Has broad and in-depth knowledge, skills and competences involving a critical understanding of theories and principles. Is able to operate in conditions of uncertainty, manage extraordinary situations and special cases independently, solve complex and unpredictable problems, direct work of others. Is able to share his/her knowledge with and provide guidance to less experienced colleagues. Is able to debate the issue with a sceptical colleague, countering sophisticated denialist talking points and arguments for inaction.	Has extensive knowledge, skills and competences, is able to link the processes to other competency areas and assess the interface in whole. Is able to provide tailored advice with valid argumentation. Is able to innovate, develop new procedures and integrate knowledge from different fields. Is (fully or partially) responsible for policy development and strategic performance in the particular area.	Has knowledge and skills to organise training and appropriate learning environment using modern adult training methods and blended learning techniques. Is familiar with and can apply different theories, factors and processes of learning in challenging situations. Experienced with different methods and techniques of learning. Can prepare and conduct at least one theoretical and one practical training session for law enforcement officials.
EQF equivalent	EQF Level 3-4	EQF Level 5	EQF Level 6	EQF Level 7	n/a
EQF levels – Descriptors defining levels in the European Qualifications Framework, more information is available at https://europa.eu/europass/en/description-eight-eqf-levels					

Annex 3. Urgency levels

Urgency in the context of this questionnaire refers to the criticality of training being delivered in a certain timeframe and its impact on operational performance.

Urgency scale level	1	2	3	4	5
Training need is	Low	Secondary	Moderate	Urgent	Crucial
Training impact	Training plays a minor role in boosting performance; it would refresh knowledge; officials could benefit from training; however, it is not essential.	It would be useful if the training were delivered; however, the need is not urgent. Training can be delivered in (predictable) 2-3 years' time; it is needed to stay up-to-date.	It would be advantageous to receive training within a year; it would improve performance, but not significantly.	Training is essential; it is necessary that it be delivered within a year; it is important for qualitative performance.	Training is critical; it is necessary as soon as possible; it is crucial for the successful performance of duties.

Operational Training Needs Analysis High-Risk Criminal Networks