

**User Guide for the CEPOL
General Mentoring Programme**

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**USER GUIDE FOR
THE CEPOL MENTORING
PROGRAMME - GENERAL
2026**

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1. Introduction

This document provides guidelines for participation in the CEPOL General Mentoring Programme (hereinafter Mentoring). It aims to assist mentors, mentees, as well as the National Exchange Coordinators (NECs) and Single Point of Contacts (SPOC) in the context of mentoring. Participation in the mentoring is available for applicants of EU Member States¹, and those non-EU Member States the CEPOL Executive Director has decided to include in the Mentoring.

1.1. About CEPOL

CEPOL, the European Union Agency for Law Enforcement Training, is tasked with organising training for law enforcement officials in the Member States of the European Union (EU). It began operating in 2001 and provided training for senior police officers and experts, and in 2016 expanded its mandate to all law enforcement officials of all ranks (EU Regulation 2015/2219 of the European Parliament and the Council).

The aim of CEPOL is to support, develop, implement and coordinate training for law enforcement officials in particular in the areas of prevention of and fight against serious and organised crime, terrorism, public order including training in law enforcement leadership and language skills.

More specifically elements of its tasks are to:

- Develop, implement and coordinate law enforcement training addressing specific criminal or policing thematic areas;
- Facilitate exchanges, study visits and secondments for law enforcement officials;
- Raise awareness on Union bodies in particular Europol, Eurojust and Frontex;
- Train the trainers and assist in improving exchanging best learning practice;
- Develop common curricula on specific subjects with a Union dimension;
- Support web-based e-learning and other innovative and advanced training activities through an electronic network;
- Support Union missions and capacity building in third countries.

The Agency cooperates with a wide range of partners, including other European Union agencies such as EUAA, EIGE, EMCDDA, eu-LISA, Eurojust, Europol, FRA and Frontex, other partners like EJTN and OLAF together with international organisations such as Interpol. CEPOL stipulates working arrangements with countries, in particular the candidate, potential candidate and neighbourhood partnership countries.

In reference to CEPOL's mandate (EU Regulation 2015/2219 of the European Parliament and the Council, Article 2 (1) (a) (b)), law enforcement officials means staff of police, customs and other relevant services, as defined by individual Member States, that are responsible for, and staff of Union bodies that have tasks relating to, the following:

- (a) the prevention of and fight against serious crime affecting two or more Member States, terrorism and forms of crime that affect a common interest covered by a Union policy; or
- (b) crisis management and public order, in particular international policing of major events.

For further information, please visit the CEPOL website at: <http://www.cepola.europa.eu>

¹ In line with the preamble (25) (26) of the EU Regulation 2015/2219 of the European Parliament and the Council, participation of Denmark in the Exchange Programme is not funded by CEPOL.

1.2. Main objectives of the CEPOL General Mentoring Programme

The CEPOL General Mentoring Programme is a programme, which aims to strengthen the development, knowledge, skills and expertise of all involved parties contributing to a better work effectiveness and the exchange of best practices. The benefit of the programme goes beyond an individual level and provides overall benefits to the participating individuals and organisations by enhancing skills and increasing knowledge sharing.

The Mentoring Programme is based on the CEPOL General Exchange Programme² methodology. It is a learning activity, which provides the opportunity to law enforcement officials (mentors) to share expertise in a dedicated professional area in order to promote knowledge transfer and to enhance individual skills of law enforcement officials (mentee) working in the same domain. In the long-term perspective, this programme will contribute to trust building and to strengthening of cooperation between the EU Member States and also non-EU Member States included in the mentoring.

'Mentoring' in policing and law enforcement context can be described as:

"The process of 'shadowing' a mentee-officer by a mentor-officer, coming from similar background, for an extended period of time with a view to witness the application of new knowledge and skills by the mentee-officer, and assisting him / her in furthering her / his skills, promoting professional growth and, overall, enhancing the effectiveness of the law enforcement agency"³.

The programme is meant to be a cooperative partnership (as mentor and mentee) between law enforcement officials. The matching process will result in a mentor and a mentee being paired. After the pairing is concluded and if the parties reciprocally accept each other, they can start planning their common activities.

1.2.1. Benefits of knowledge sharing

Gaining additional knowledge and expertise will be the primary purpose of mentoring. In order for the mentoring to be successful, the mentor and the mentee must focus on the learning objectives, which have to be maintained throughout the whole learning process. The mentor acts as a partner and supports the mentee development goals as defined by both the mentor's and mentee's law enforcement agency.

The mentoring programme will:

- Promote professional growth through the development of individual competences;
- Enhance personal motivation for both mentors and mentees;
- Facilitate direct cooperation among the EU law enforcement agencies and also those of participating non-EU countries;
- Develop and improve institutional capability;
- Support leverage of individual and institutional knowledge;
- Explore similar topics of interest in fighting serious and organised crime;
- Strengthen the relationship between participants/organizations of EU and also participating non-EU countries;
- In the long run serve to foster trust and potential exchange of knowledge and expertise between the participating partners.

² For more information on the programme, please refer to <https://www.cepola.europa.eu/training-education/how-apply-training/cepola-exchange-programme>

³ UN Peace Operations, Reference 2017.14, Manual 'Police Monitoring, Mentoring and Advising in Peace Operations', page 3

1.2.2. Organisational benefits

Long-term knowledge sharing performed by experienced and skilled colleagues.

Creation of additional training and development opportunities for employees.

Improvement of employee productivity and job satisfaction.

Improvement of cultural awareness and diversity in the workplace.

Enhancement of strategic, managerial and/or operational business initiatives.

Strengthening of international cooperation

1.2.3. Mentee's benefits

Access to mentor's expertise for the duration of the programme.

Feedback on key competences, e.g., communication, interpersonal relationships, technical abilities, and perhaps even change management and leadership skills.

Sharper focus on what is needed to grow professionally within the organisation.

Learning specific skills and knowledge relevant to personal goals and career development.

Establishment and maintenance of larger professional networks.

Ability to use skills related to cultural awareness and adaptability.

Increased sharing of **knowledge** of international law enforcement practice

Possibility to transfer the knowledge further after the completion of the programme.

1.2.4. Mentor's benefits

Exchange of knowledge.

Increase of overall job satisfaction.

Development of competences that might enhance career development within the organisation.

Development of cross-border professional contact networks.

Improvement of leadership/managerial communication and interpersonal skills.

Improvement of cultural awareness and adaptability.

1.3. Types of mentoring programmes

Although there are different types of mentoring programmes (e.g. group mentoring and peer mentoring with an expert), the General Mentoring Programme will restrict itself (in line with the existing CEPOL General Exchange Programme) to the most common types, **the one-to-one pairs and the small groups with one mentor and several mentees from the same organisation and unit**

An experienced individual from an EU Member State (mentor) is paired with one or several (max 3) representative(s) from another EU Member State or participating non-EU Member

States (mentee) from the same institution and unit with the purpose of facilitating the mentee's competences in a specific area and to further career development.

In addition, the following modality are possible/accepted subject to agreement with CEP Team:

E-Mentoring to complement the in-person meetings allowing for more flexibility. Mentor and Mentee(s) can communicate from any location.

Flash Mentoring (on an exceptional basis) where the focus is on a specific concrete situation, e.g. case related, and the process lasts for a shorter period.

2. The Mentor and Mentee

Under the mentorship programme, the mentor and mentee will work together and support each other in order to achieve the set objectives. It is recommended to establish a set of main responsibilities for each of the parties in order to allow for a balanced relationship. The frequency of contact, the agreed timeline and objectives, as well as reporting arrangements, meetings and feedback will be included in the Activity Plan. The programme will be framed by a set of guiding principles, such as, honesty, openness to challenge, trust, record keeping, etc.

2.1. The Mentee

Once the programme starts or is in the initiation phase, it is the mentee's responsibility to ensure the process drives forward. The mentee is the 'stakeholder', who is set to gain most of the mentoring process.

The mentee is the one to accept and appreciate the assistance, to set up the first mentoring programme (physical) meeting (after the centralized 'mentoring kick-off' meeting' - for more details see 5.5.) agreeing on expectations and setting clearly defined personal goals by initiating an Activity Plan while following the SMART principle (Specific Measurable Achievable Relevant Time-bound) and guiding the discussions with the mentor. Activity Plan shall be further developed together by the Mentee and the Mentor. The final plan shall be sent for acceptance to the CEP Team. The mentee should be able and be willing to receive feedback when the mentor gives advice or insight and apply it to his or her daily activities.

In the middle of the mentorship period the mentee should report on the progress of the programme by presenting an Interim Narrative Report (see 5.10.2.) to the mentor and the CEP Team, his/her progress update, his/her successes and (new) challenges. Equally the mentee's line manager will be invited to provide his/her input.

A mentorship might taper off eventually when a mentee's career or job development progresses. It is the responsibility of the mentee to ensure the closure of the mentoring programme.

2.2. The Mentor

The mentor provides the experience in years and/or applicable experience. The mentor will have been selected, because they have strategic, operational or tactical experience in the subject matter that can be beneficial to the whole process.

In this way the mentor can offer help in defining the mentee's goals making them more or less ambitious and helping the mentee to understand exactly how the goals can be reached.

After the successful matching process and participation in the 'mentoring kick-off meeting' (see 5.5.) the mentor should be aware of his or her own supporting role and understand where he/she can be of added value to the mentorship process.

At every stage of the mentorship, the mentor should be able to provide feedback and guidance. Thus, supporting the mentee in shifting his or her own expectations and goals and ensuring better results than what the mentee could have achieved alone. This is the essential part in the difference between mentoring and participating in a training course or the General Exchange Programme.

2.3. Line Manager

Throughout the duration of the programme the line manager of the Mentee and the Mentor shall play a crucial role in the selection process, supporting the programme and providing feedback, if requested.

3. Conditions for participation

The programme does not specify a maximum number of applications per country, however a fair distribution of nominations in line with budget availability will be ensured by the CEP Team. Furthermore, the participating countries are encouraged to nominate pre-matched mentoring pairs identified on the basis of the pilot General Mentoring Programme call.

NB: Please note that the eligibility - non-eligibility period of applicants for participation in an exchange in the previous 3 years is calculated independently in the two units (EUTH and ICU). Having participated in a programme of one of the unite does not penalise participation in an exchange of the other unit.

3.1. Coordination and Communication

The CEPOL General Mentoring Programme is coordinated by a team at CEPOL, the CEP Team. The CEPOL National Unit's and/or National Exchange Coordinator's (NEC's) of the partner countries, are expected to play an active role in communication activities, and they are responsible for facilitating and coordinating the sending and hosting of mentors and mentees, as well as contacts between the mentors and the mentees. The NEC also acts as the communication link with CEPOL.

All documents mentioned in this User Guide are subject to be reviewed and approved first by the NEC then by the CEP Team. Documents sent individually or not via the hereby regulated route will not be accepted.

Note: it is participants responsibility to follow the national procedure for approval before the documents are submitted to NEC.

CNU's and/or NEC's, will be responsible for ensuring that all the documents mentioned in this user guide are to be sent via their structures to the CEP Team to the respective e-mail address:

expro@cepol.europa.eu

It is important that the department/organisation of the mentor and mentee are fully informed about the planned/ongoing cooperation and regulations organised in the framework of the CEPOL General Mentoring Programme. They shall make efforts to embed mentoring in their culture and to ensure that senior executives are on board and actively involved in endorsing the programme.

3.2. Candidates

Candidates for mentors can be nominated if they:

- Have a reasonable level of English (at least B2 level) which enables participants to communicate with colleagues on selected law enforcement topics;
- Have at least ten years of work experience and expertise in the defined specialised (sub-)thematic area;
- Have a need and readiness for individual learning;
- Have the ability and willingness to cascade knowledge (the process of passing on newly gained knowledge and expertise both on a European and on a national level).

Candidates for **mentees** can be nominated if they:

- Have a reasonable level of English (at least B2 level) which enables participants to communicate with colleagues on selected law enforcement topics;
- Have a minimum of three years of work experience and expertise in the defined specialised (sub-)thematic area;
- Have a need and readiness for individual learning;
- Have the ability and willingness to cascade knowledge (the process of passing on newly gained knowledge and expertise both on a European and on a national level).

3.3. Target Group

The programme is a cooperative partnership of law enforcement officials with possible participation of law enforcement senior officers, experts, leaders, trainers and researchers (including, but not limited to customs/border and tax officials, FIU officials and prosecutors) with experience on the subject matter in line with the training priorities.

In the pilot General Mentoring Programme the following countries are funded by CEPOL: Member States of the European Union⁴, Western Balkan Countries and Türkiye. Associated countries such as Iceland, Lichtenstein, Norway and Switzerland can take part in the programme on their own cost.

3.4. Language requirements

The main language of the programme is English (at least B2 level), however, during the programme, it is possible to use other languages subject to agreement between the mentor and mentee, who both must have an adequate level of their chosen language in order to arrange a functional mentorship.

However, all reports and documents related to the completion of the programme must be concluded in English.

3.5. Bilateral basis, with possibility of small groups

This programme is expected to create a bilateral relationship among the participants, hence mutually benefiting the involved parties.

Nevertheless, one mentor can be matched with several (maximum 3) mentees from the same institution and unite that he can mentor at the same time. Any residential activities planned during this process may be carried out in either the mentor or mentee(s)' country of origin and should be organised in the specified topics of interest as indicated in the mentorship agreement.

⁴ with reference to the preamble (25) (26) of the EU Regulation 2015/2219 of the European Parliament and the Council, Denmark can take part in the programme on their own cost

3.6. Length of the CEPOL General Mentoring Programme

The pilot programme will last for one year and will include mentoring activity with six mentees. The duration of a (bilateral) programme is foreseen for minimum period of three (3) months and a maximum period of twelve (12) months. The duration of e-mentoring can last between 3 – 12 months. However, the duration of a flash mentoring programme can be shorter, between 1-3 months.

3.7. Thematic Areas

This programme will seek to foster training cooperation and networking between law enforcement agencies between the participating countries and bridge the gaps between theory and practice focusing on a variety of thematic and sub-thematic areas following CEPOL priorities as determined by its Management Board through the Single Programming Document in line with the Justice and Home Affairs policies of the EU.

Participants will be invited to choose from the specified thematic areas in the application form, and as the programme develops CEPOL will create a database of suitable mentors for each of the thematic areas.

4. Use of the eLearning platform, LEEd

CEPOL's eLearning platform, LEEd (Law Enforcement Education) is an online training system aimed at enhancing the online learning experience of users. Within this platform, the CEPOL Mentoring Programme will provide participants with the opportunity to exchange their experiences and to ask questions on discussion forums. The platform users will also find all the necessary templates, as well as additional useful information and instructions related to the different stages of the mentoring programme. All surveys necessary for the implementation of the programme will be also carried out using the LEEd platform.

The platform provides different training materials from CEPOL and other partners, such as short online sessions (Exchange bites), online modules, e-lessons and other online training materials such as e-books and e-journals on specific topics.

The LEEd is available for EU MS and those countries with whom CEPOL has a working arrangement.

Registration on LEEd site is required to join the CEPOL General Mentoring Programme platform. For this reason, participants are advised to register using the following link: <https://leed.cepol.europa.eu> (click "registration" on the top right corner). The national LEEd manager will validate the registration. CEPOL can also provide the participants with a separate document explaining `How to register` on CEPOL website in order to facilitate registration. For further information on CEPOL's eLearning platform, LEEd, please visit CEPOL website: www.cepol.europa.eu.

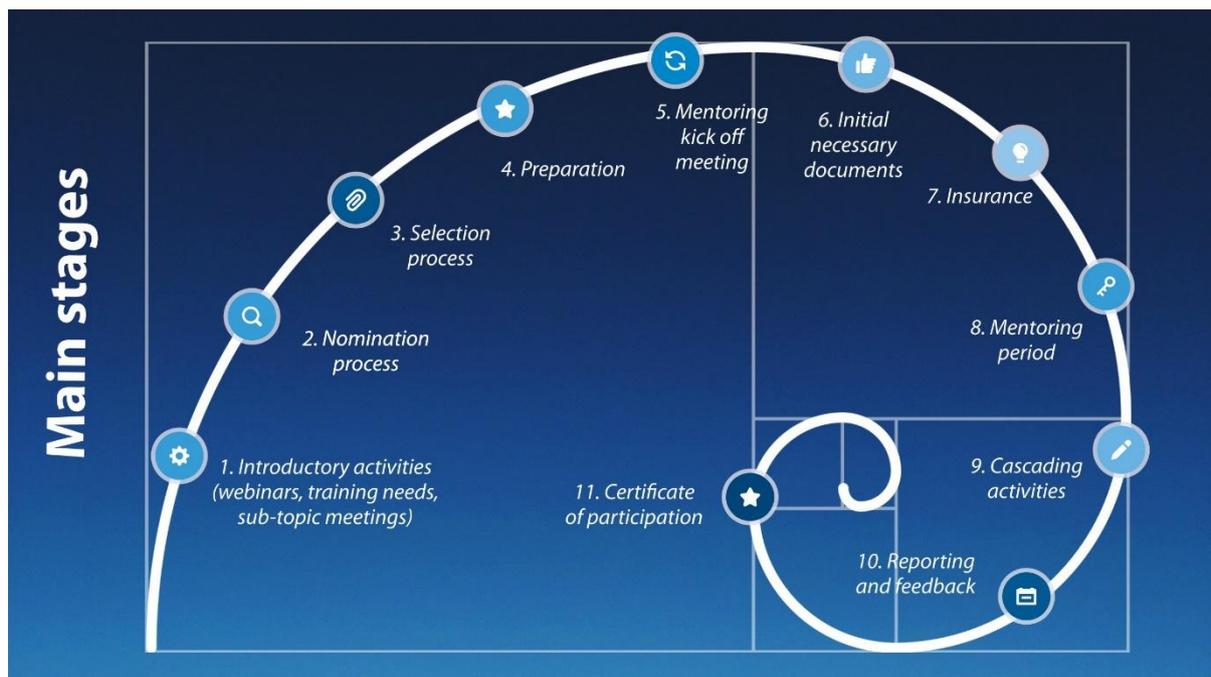
From 2023 CEPOL has been using the LEEd Exchange Plugin where CEPOL General Mentoring Programme participants must submit their applications. The applications will be reviewed and approved/rejected on the platform by NECs and CEP Team, and approved applicants will have the opportunity to find a match for themselves. Matches indicated on the platform are subject to approval of NECs and CEP Team. CEP Team will also manually match pairs in case of insufficient number of matches or unsuitable pairs. Approved mentor-mentee pairs will be informed via e-mail and will have to submit their further documents along the process via e-mail through their NECs.

Please note that it is not necessary to find a match for yourself on the platform, but you are welcome to indicate your preference. In case of pre-matches, please indicate the same section and thematic are in order to be able to find your counterpart.

5. General Mentoring Programme Process Phase

The programme will consist of the following **main stages**:

- 1) Introductory activities
- 2) Nomination process
- 3) Selection process
- 4) Preparation
- 5) Mentoring Kick-Off Meeting
- 6) Pre-assignments
- 7) Initial necessary documents
- 8) Insurance
- 9) Mentoring period
- 10) Cascading activities
- 11) Reporting and Feedback
- 12) Certificate of participation



5.1. Introductory activities

The first step of the programme will be to ensure that the EU Member States and non-EU Member States are well aware of the Mentoring programme and its objectives by providing information through a concept note allowing stakeholders to get well acquainted with the programme in advance.

In order to manage the mentoring outcomes, CEP Team will involve the CNU/NECs from an early stage, including a group of chosen leaders from different departments of the relevant organisation(s) and will host an **introductory meeting**. This meeting will create an opportunity for mentors, who have supported any other mentoring programmes, to share his/her lessons

learned and propose innovative ways forward. Additionally, it would enable senior leaders to participate in the activities of the programme.

At this stage, the CEP Team will provide any clarifications regarding the Mentoring Programme and may suggest the following outcomes:

- a) Developing (new) leaders;
- b) Developing specific individual or organisational related skills;
- c) Aiming for higher retention rates;
- d) Creating long-term benefits for the organizations involved in the process.

Different expectations may require different structured programmes. However, combination of expectations in one programme are possible (e.g. leadership competences in combination with developing specific skills).

Potential outcomes of the introductory meeting may be the following:

1. Understanding specific capacity building/development needs for (specific) officers;
2. Identify the job descriptions and job requirements for the respective jobs/officers involved in the programme;
3. Define the current screen/assessment process of the officers;
4. Assess whether the long-term mentoring programme is the best option for the officer's capacity building/individual development;
5. Identify the best approaches to communicate the General Mentoring Programme in your specific department/organisation;
6. Assess foreseen risks during the implementation of the Mentoring Programme.
- 7.

5.2. Nomination process

A **Call for Nomination** is sent out by CEPOL to its partners and the National Exchange Coordinators (NECs), who then distribute the information to the national bodies. A deadline is set by which applications must be submitted via the Exchange Plugin on LEEd to CEPOL. Applicant must have a valid LEEd account in order to reach the Exchange Plugin. Please take into account also the time that is necessary to register on LEEd, the registration has to be completed prior submitting the Mentoring application.

A **Europass CV and Supervisor consent** is mandatory to submit – country specific requirements may apply, please enquire at your National Exchange Coordinator. Those who have previously agreed with a counterpart to host each other shall indicate this in the Pre-match section.

National Exchange Coordinator reviews applications (also in order to check whether the national application procedure has been followed) and ensures that the content is in accordance with the User Guide (including the supervisor consent) – then approve or reject them on individual basis. Applicants will receive a notification on the decision via LEEd, as well as to their registered e-mail address.

In case of rejection, a note will be added as the reason for rejection.

The second leg of approval is done by CEP who reviews the applications approved by the National Exchange Coordinators and then approves or rejects them on an individual basis.

Applications through the Exchange Plugin will only be possible until the deadline set in the Call for Nomination.

Only fully and completely filled in applications and forms will be accepted. Please note that in case of late submission of the documents, the CEP Team reserve the right to reject the document(s).

5.3. Selection process

Due to the specifications of the Exchange Plugin, approved applicants will have access to other approved applicants' profile who match their professional background and other preferences, fully or partially.

Even though applicants have the opportunity to find a match for themselves, in case of the pilot General Mentoring Programme it is not necessary to do so.

However, applicants can get into contact with each other by using the chat function within the Exchange Plugin and in case they can mutually agree in the benefit of the mentoring, they are able to request an 'exchange' by setting the travel dates. The travel dates in this case would be regarded as an express of interest and not as a binding agreement for travel at the specified time.

Important Note:

In case of mutual interest, it is important to establish a **mentor-mentee pair**, not a mentor-mentor or mentee-mentee pair.

Requests for unsuitable pairs will be rejected on the platform, but the applicants will be able to stay in the programme and might be manually matched later.

Matches indicated on the platform are subject to approval of NECs and CEP Team.

CEP Team will also manually match pairs in case of insufficient number of matches or unsuitable pairs. Approved mentor-mentee pairs will be informed via e-mail and will have to submit their further documents along the process via e-mail through their NECs.

Important Note:

If mentor and mentee already know each other from other events, training activities or business-related experience, they can indicate their agreement in the Pre-match section of the Application form or later by requesting an 'exchange'.

5.4. Preparation

After the matching process, the CEP Team will **inform** the NEC about the selected nominees through the **outcome of matching**.

Within 4 weeks after the confirmation of the successful selection, selected participants are to take up contact with each other for four purposes:

- 1) To check whether the matching process is in accordance with set requirements;
- 2) To agree mutually on the mentorship timeframe;
- 3) To agree on the details for the mentorship and the programme components, including participants' goals and expectations;
- 4) To agree on the set of principles guiding the programme (e.g. honesty, openness to challenge, trust, record keeping, etc.);
- 5) Mentee(s) are requested to complete the mandatory pre-assignments on CEPOL Exchange Programme Course page;
- 6) To send the (first) Travel Request Form and the Activity Plan completed and signed via their NEC;

As a first step during the first contact of the selected nominees, the mentee shall need to identify his/her needs. In order to facilitate establishment of the needs, it is recommended to conduct a SWOT analysis with the mentee to determine strengths/weaknesses in his/her skills and highlight the opportunities and threat that his/her current environment presents.

In the next step, selected nominees should define the expectations and objectives of their specific relationship, in particular the desired outcomes, indicators of performance, specific mentoring topics, and the way of working and means of communication to be used. This will be relevant when preparing the **Activity Plan (see 5.6.)**.

5.5. The mentoring kick-off meeting

CEP Team will facilitate and organise / host an online '**Mentoring Kick-Off Meeting**' within the first month following the completion of the matching process and after the mentor and mentee have established contact with each other and defined the initial settings of their Mentoring Programme.

The CEP Team will inform and instruct the mentors and the mentees on (not limited):

- Why mentoring is important for the capacity building and the specific individual and the organisational development;
- Present and establish an agreement of cooperation, privacy arrangement and confidentiality statement;
- How to prepare a planning and timeline for mentoring;
- Reporting system, through e.g. Narrative Reports and Evaluation;
- Cascading information, gained skills and knowledge;
- Q&A and information on programme outline.

5.6. Initial necessary documents

6 weeks after the confirmation of the successful selection, the NECs must submit the **Travel Request Form** and **detailed Activity Plan** of the selected participant, completed and signed OR must inform the CEP Team about any communication or other difficulty between the counterparts. In case no feedback is received within the 6-weeks deadline, selected nominees will be considered as step back the programme in the concerned year.

5.6.1. Travel Request Form (FO EXPR 003-13 Travel Request Form)

It is a Word document, which can be downloaded from LEEd within the CEPOL Mentoring Programme 'course' page.

It contains all technical details about the travel (personal data, exchange period, the date of departure and return travel, means of transportation, hotel proposals, etc.).

Hotel recommendations should be discussed with the host prior to filling in the form. While giving hotel options, priority should be given to hotels in a reasonable distance from the place of activities during the exchange, offering breakfast with a price under the hosting country's ceiling limit⁵. It is, however not guaranteed that the suggested hotels will be booked as the CEP Team has to consider the financial regulations regarding costs.

NB: in case the hotels listed on the Travel Request Form are not available or more expensive than other reasonable options, CEPOL is authorised to book an alternative, at least 3-star hotel in the vicinity of the proposed hotels.

In order to ensure the working days are fully used, bookings will be made in such a way that the visiting partner will be able to travel one day earlier (e.g. travelling on Sunday to start the mentoring programme visit on Monday morning 09.00 hrs).

⁵ As specified in Annex X– Hotel ceilings and daily subsistence allowances of the Tender Specifications CEPOL/PR/OP/2017/002 on Travel Arrangement Service

The return flight/train/bus/ferry will be arranged in such a way that the visiting participant leaves the law enforcement premises of the host, on the planned departure day, not before lunch time. This implies departure times no earlier than 14:00 hrs.

Clarification:

For the first face-to-face meeting, the travel form should be sent to CEPOL together with the Activity Plan within 6 weeks after a successful matching. For any subsequent travels it will be sufficient to submit the Travel Request Form up to 6 weeks before the planned travel dates.

The above documents should be sent to the CEP Team via the NECs responsible for the mentoring programme at the national level. Only the full pack of these documents will be accepted in order to start the booking procedure at CEPOL. In case of late submission of the documents, the CEP Team reserves the right to ask for the mentorship to be rescheduled to a later date.

5.6.2. Activity Plan (*TE EXPR 009-1 Activity Plan – General Mentoring*)

It is a Word document, which can be downloaded from LEEed within the CEPOL Mentoring Programme 'course' page.

The first part of this document contains the agenda of activities during the mentorship. This **must** be prepared in close cooperation by both parties identifying also the learning expectations of the programme including the input of line managers.

The second part of this document shows activities after the mentoring period, called cascading plan (see 5.9.).

5.7. Insurance, visa

5.7.1. Insurance

Neither CEPOL nor the hosting country takes any liability in case of any incident for which **insurance** is required. The flight booking also does not include any travel insurance.

Participants must be made aware that CEPOL is not responsible for participants' travel and health insurance. Neither it is possible for CEPOL or the hosting organisation to obtain an insurance specifically to cover possible COVID-19 cases, nor can accept any liability towards such costs; therefore, all participants are strongly recommended to ensure that they have personal insurance for any costs related to falling ill during the exchange, including coverage for hospitalisation and repatriation. Additionally costs for PCR / antigen tests carried out by participants in their own country before travelling to the hosting country or for the purpose of returning to their home country can also not be reimbursed by CEPOL.

5.7.2. Visa

Participants might require a **visa** to travel to the country of their selected counterpart. The following issues are to be considered:

- The application and issuing procedure may take a considerable length of time. Participants have to ensure that any visa application has been submitted by them in line with the timeframe defined by the visa regulations valid in the country of residence/country of the application!
- Costs involved in the process of obtaining a visa which cannot be covered by CEPOL. The sending country is expected to cover the costs of any required visa for exchangees.

It is recommended to take up contact with the relevant Embassy/Consulate as soon as the participants have agreed on the practicalities of residential meetings.

For hosting countries, a **model invitation letter** is often required for a visa and can be provided by CEP Team under the document named *TE EXPR 006-4 Invitation Letter for Visa (TRU only)*. It will be needed to amend it to specific national requirements which must be clarified beforehand.

The hosting countries are kindly invited to liaise, as early as possible, with the relevant visa issuing and border/immigration authorities (of the sending and hosting countries respectively) in order to facilitate visa issuance and entry arrangements for the visiting officers. Written communications to the relevant authorities highlighting the relevance of swift visa processing to allow participation into the CEPOL Mentoring Programme are highly recommended.

Timely application for a visa is responsibility of the sending country/participant. In case visa does not arrive on time before travelling due to a late application from the sending country CEPOL might recover any costs for bookings already made for the participant.

It is recommended to set the travelling dates for the mentoring for a reasonably later date within the implementation period of the programme in case participant needs a visa to travel to the hosting country, and to start the visa application process as soon as the participation is confirmed.

5.8. Mentoring period

In their Activity Plan, mentor and Mentee (in accordance and cooperation with their line manager), can plan/decide how long the mentorship will last, **minimum of 3 months and up to a maximum of 12 Months** (Note: The duration of a Flash Mentoring programme is estimated between 1-3 months).

During the mentorship, the mentee and mentor are expected to visit and meet each other in person within the first three months of established co-operation. The principle of these visits (mentoring programme meetings) is, that the mentoring programme visits should be done on a bilateral basis (e.g. a mentor can visit the mentee(s) and vice versa). During such mentoring programme visits the receiving partner is acting as the host.

Mentor and mentee should agree on an initial face-to-face meeting, preferably at the beginning, but no later than 3 months after the start of their mentoring programme.

Within the **maximum period of 12 months** CEPOL will facilitate and cover the costs of these mentoring programme visits up to a **maximum of one face-to-face meeting (single travel) every 3 months per mentorship period** (up to a maximum of four mentoring programme visits in a mentorship period of maximum 12 months).

The length of each mentoring programme visit period covers a **maximum of 6 days/5 nights, minimum 3 working days. Mentor may also choose only hosting** (see Annex I).

In addition to these face-to-face mentoring programme visits, mentor and mentee will be expected to carry out monthly online meetings with each other.

5.9. Cascading activities

Cascading of newly gained knowledge is one of the most important features of the programme. Cascading of the knowledge means that the participants share with other colleagues the knowledge gained during the programme, hence, the period of cascading will follow after the

mentorship has taken place. Participants' plan for cascading their knowledge is included in the **Activity Plan**.

First part is the national level sharing, whereby the participant has to identify how s/he plans to share gained experiences of the Mentoring Programme with colleagues in the home country's organisation. Sharing of experience can be through delivering a presentation, write an article to a professional journal, e learning, discussion forums, organising a seminar etc. Cascading of the knowledge can be done within your unit / academy, in national / international courses or conferences, on the internet, etc. If in doubt about how to identify cascading options, the NEC can provide advice.

Additionally, a European level cascading is required from the participants, or in a form of an Exchange-bite – online presentation, where mentors and mentees will be interviewed in order to disseminate their knowledge and experience on the mentoring programme or writing an Essay of Practice. CEP Team will facilitate the organisation of these activities.

In order to fulfil the aims of the programme, it is essential that participants share the new knowledge with other colleagues after the completion of the mentorship period. Cascading needs to be incorporated in the learning objectives.

5.10. Reporting and feedback

5.10.1. Monitoring and Evaluation

Ensuring quality has an utmost importance during the implementation of the mentoring program as it results efficient learning process. Therefore, control during the whole process will be ensured by using the following "13 Quality Questions" approach⁶. The phases of the mentoring activity shall be regularly monitored by addressing the following questions:

Phases		Question
Initiative	CONTROL	1. What is the problem? 2. Is mentoring the proper solution?
Design		3. Is the overall design of the mentoring balanced, effective and CEPOL, mentee specific? 4. Is the mentor competent? 5. Are appropriate mentoring methods and supporting materials selected? 6. Is the content up-to-date and appropriate in the mentor-mentee context? 7. Has the attendance and active involvement of the mentee is ensured?
Implementation		8. Is the mentoring environment properly organised? 9. Is the implementation appropriate to the design/plan?
Evaluation		10. What are the results of the mentoring? 11. Are these results intended? 12. Are problems solved adequately?

⁶ For more information see: <https://www.cepol.europa.eu/newsroom/news/revisted-thirteen-quality-questions>

		13. What can be learned and what can be improved?
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Monitoring report shall be elaborated by the CEP Team in each phases (initiative, design implementation and evaluation).

Evaluation will be carried out based on the Donald Kirkpatrick's model. CEPOL will collect by means of **narrative reports (see 5.10.2 and 3.)** and **feedback forms (see 5. 10.4.)**, data concerning Level 1 (Reaction), Level 2 (Learning) and Level 3 (Behaviour). These documents will be collected throughout the mentoring programme in order to effectively measure the evolution of the relationship between mentor and mentee, and the achievement of mentorship objectives and outcomes, allowing for the overall evaluation of the process. Targeted satisfaction rate with CEPOL mentoring program is 90%.

The Reaction Measurement (Level 1)

This level will assess the degree to which participants find mentoring favourable, and relevant to their jobs. The objective is straightforward, to evaluate how individuals react to the programme by asking questions that establish their thoughts.

In a way this is comparable to obtaining a measure of "customer satisfaction" but, in contrast to more traditional approaches, learners will be asked to judge whether they can relate to the accomplishment of the mentorship objectives, as established in their Activity Plan.

The **Feedback Form (see 5.10.4.)** will consist of generic questions focusing on the satisfaction/approval on the following measurement areas:

- Mentorship Outcomes
- Content and Methods
- Matching Process
- Communication
- General Satisfaction
-

As outlined by this evaluation model, assessing a programme at this level also helps improving it ahead of future iterations. Although a positive reaction will not ensure that the model is effective for all participants, a negative reaction might point to relevant issues, which should be promptly addressed.

The Learning Measurement (Level 2)

This level of evaluation carries additional challenges as it intends to measure how mentoring developed the skills, mindset and knowledge of the participants, gauging their development. This is often not easy as competences obtained during a mentoring program aren't always technical, or even skill-based, but attitudinal.

As a starting point a set of activity objectives were developed, which will be applicable to all Mentoring pairs and the Mentoring Programme as a whole:

Activity objectives

- At the end of the Mentoring Period the Mentee should be able to:
 - Use newly acquired skills and knowledge during their everyday work;
 - Identify skills relevant to their professional growth;
 - Identify other cultural frameworks and increase their cultural adaptability;
 - Recognise the importance of international cooperation and the development of networks;

- Present additional leadership and communication/interpersonal skills (if part of the objectives).
- At the end of the Mentoring Period the Mentor should be able to:
 - Present additional leadership/management communication and interpersonal skills;
 - Apply different problem-solving methods;
 - Identify other cultural frameworks and increase their cultural adaptability;
 - Recognise the importance of international cooperation and the development of networks.

The mentor and the mentee will be asked to assess via a **narrative report (see 5.10.2 and 3.)** and **feedback form (see 5.10.4.)**, their contribution to the process, best practices they have been exposed to and their application to their own organisations, as well as to provide a subjective assessment on whether the activity objectives have been achieved by the end of the programme.

The Behaviour Measurement (Level 3)

The third level intends to assess whether participants apply their new skills. Due to the long duration of the mentorship, it is expected that participants start to make behavioural changes throughout the programme. Accordingly, mentors and mentees will be asked for feedback at the halfway mark, assessing each other's developments and challenges via a **feedback form (see 5.10.4.)** - for mentorships longer than 3 months -, and at the end of the process via a **narrative report (see 5.10.2 and 3.)**

Participants will be asked whether they intend to continue their cooperation after the programme and their planned cascading actions, in order to promote long-term knowledge sharing and additional training and development opportunities to other colleagues in the same organisation.

Additionally, the line managers for mentors and mentees will also be asked to assess, via a **feedback form (see 5.10.2 and 3.)**, whether participation in the programme caused a noticeable change in the participant's mindset or skills at the workplace.

5.10.2. Interim Narrative Report

At the halfway mark of the agreed timeframe, participants are expected to prepare an Interim Report. The Interim Narrative Report will be used as an instrument to assess each mentorship pair and to decide if the mentorship is fulfilling expectations, in line with the agreed objectives at the start of the mentoring, and needs to be continued, or if it needs to be revised, considered as finalized, or should be stopped (not being successful).

Note: The narrative report should not reveal sensitive operational information!

5.10.3. Final Narrative Report

Two weeks after the conclusion of the programme, the participants are requested to provide feedback and to prepare a **Narrative Report**. This report (including the cascading plan) and **Feedback Form (see 5.10.4.)** will be used to finalize and to evaluate the mentorship. Upon completion of the programme the participants who successfully finalize the mentorship will receive a certificate.

The Narrative Report gives detailed information on how individual participants experienced the programme, which lessons they have learned and which best practices they have

managed to exchange, in line with the agreed objectives at the start of the mentoring. The aim of the Narrative Report is to make this information available for all those taking part in the programme. The report will be shared only between concerned parties and CEPOL Management.

Note: The narrative report should not reveal sensitive operational information!

5.10.4. Feedback form (3x)

Feedback will be completed on the LEEed platform and should be given twice, one month after the start of the mentorship period and two weeks after completion of the mentorship. In case the mentoring programme is foreseen for a duration of 12 months, feedback should also be provided in the middle of the mentoring period.

Additionally, the line manager of the mentor and mentee in the activities, will be asked to complete a feedback form at the end of the mentoring period, assessing the perceived improvements in the participant's work.

Feedback gives a clear picture of whether and to which extent the objectives of the project have been achieved, furthermore, this information will be relevant for lessons learned for future Mentoring Programmes.

5.11. Certificate of Participation

After the completion of the programme, those participants, who successfully fulfil all the obligations and submit the requested documentation, will receive a certificate, which will become available on the LEEed platform. Certificate will indicate the working volume.

6. Costs

CEPOL covers the following costs during the on-site mentoring activities:

6.1. International transport

CEPOL will pay for the return transport (flight, international train, bus or ferry) from the main international airport/train station/bus station/ferry station that is situated closest to the place of duty to the main international airport/train station/bus station/ferry station that is situated closest to the place of the main activities in the hosting country, while respecting the principle of sound financial management. If the distance in the sending country is more than 300 km to the nearest international airport/train station/bus station/ferry station CEPOL will cover this domestic transportation if requested. Please note that the closest international airport can be in a different country.

Please note that private detour or extensions of stay for private reasons are not facilitated by CEPOL. In case of business detour, CEPOL will provide only one way ticket (only outbound or only inbound). However, in duly justified cases after assessing the reasons and comparing the prices, CEPOL may agree to deviate from this rule and book a return ticket.

Travel by car can also be one of the transportation options. This has to be requested when submitting the travel request form and it is subject of prior CEPOL Management Approval.

The cost of travelling by car will be reimbursed at 0.28 €/km, to which toll fees and parking costs can be added after submitting the corresponding supporting documentation. The reimbursement shall be done based on the vehicle log sheet which has to be completed and signed. The maximum reimbursement for car travel shall not exceed €224 (800km round trip) to which toll fees and parking costs can be added.

Request for reimbursement has to be submitted to CEPOL using the appropriate **Reimbursement forms for car travel** (*FO EXPR 005-3 Individual Reimbursement Form Finance* and *FO EXPR 007-2 Participant Reimbursement Form for Car Travel*) and other relevant supporting documents, which will be checked by the CEP Team. The originals of the documents (including originals of toll fee payment) must be sent to CEPOL Headquarter by mail before CEPOL can initiate the reimbursement.

Exchangees should be advised that CEPOL will not reimburse individuals by transferring money to private bank accounts. Reimbursement is only possible to law enforcement organisations (sending authorities) that are registered in CEPOL's accounting system, ABAC.

Reimbursement requests for car travel will only be processed within the year when the mentoring programme visit took place. All documents, claims should therefore be submitted through the NEC within 4 weeks after the completion of the mentoring programme visit.

Please note: Travel bookings are made based on the offers of the travel agency, taking into consideration the best available transport option, the agenda of the activity and CEPOL's financial guidelines. Please note that CEPOL is NOT required to consult with participants on possible travel options and CEPOL is authorised to book alternative flight/train/bus/ferry option in case the preferred option does not fulfil the above criteria.

Tickets sent electronically or by surface mail by the travel agency are already purchased, and in most cases, they are not refundable and not changeable. Participants are expected to notify **directly and immediately** the travel agency, the CEP Team and their NEC as soon as they are aware of any circumstances and issues that can affect their travel.

Changes or cancellation of the exchange after funds are committed (tickets and vouchers are purchased), might be subject to reimbursement/recovery procedure, unless due to serious illness (medical certificate is required) or other force majeure situation. More details in [6.1 Stepping back from the Programme](#).

6.2. Accommodation, including meals

Accommodation and breakfast are paid for in advance by CEPOL; beyond these costs any extra private consumption and charges in the hotel will be the responsibility of the participant. Should there be a matter of discussion, the service provider (travel agency) issuing the ticket/booking confirmation and/or CEP Team must be contacted immediately.

6.3. Other costs

CEPOL does not provide lunches, dinners and domestic transport, it is expected that the sending country covers these expenses for its exchangees.

Equally, CEPOL does not cover any expenses to the host related to the hosting activities in the host's country, neither the costs related to insurance or visa.

6.4. Stepping back from the Programme

Stepping back from the Exchange Programme must be **avoided** as far as possible as this not only has logistical and financial consequences but also has an impact on the counterpart/partner country.

If it becomes necessary to step back the CEP Team must be informed as early as possible via the NEC. In case of a step-back, the respective country is welcome to nominate a suitable replacement that fulfils the requirements of the stepped back person, pending the approval of CEP Team.

If this happens AFTER CEPOL has committed funds and these cannot be retrieved, the participant may be requested to reimburse CEPOL for the costs incurred, unless stepping back is due to a serious illness (medical certificate is required) or other force majeure situation. If the sending country covers the cost for an approved replacement's travel, and the travel is still possible, CEPOL will not request recovery of committed funds.

Please note all replacement requests are subject to approval of the CEP Team, prior to the agreement with the counterpart.

7. Risks

Starting a new activity/programme with long term and time-consuming investments in personnel might evoke resistance at the manager level or above. A proper introduction/inception period is essential to reduce this resistance.

As already mentioned, to reduce or even eliminate this resistance, the CNU and/or NEC, preferably in close cooperation with local/national leaders of relevant organisational departments, play a pivotal role as stakeholders and communicators.

In the below table the identified preliminary risks and mitigation measures are indicated:

Risks	Risk level (H/M/L)	Mitigating measures
Not all countries are willing to participate in the mentoring programme, lack of available mentees, resistance within the management.	H	<ul style="list-style-type: none"> • Mobilise support for the action via EU institutions • Respect specific national work environment and reporting chains • Institutional communication with partners and with the managers • Introduce the benefits, added value to the organisation • Inclusion of all relevant actors at the early stages of the action • Involvement of the national contact points (CNU, NEC etc.) during the planning, selection and communication • Leveraging the experiences of the ICU Mentoring Programme in regards of the reputation
Availability of mentors	M	<ul style="list-style-type: none"> • Mobilize support of EU MS and partner organisations • Introduce the benefits of the programme
Differences in organisational cultures and values	L	<ul style="list-style-type: none"> • Increase cultural awareness among the mentees and mentors • Decrease the gap by orientation activities during the preparation phase
Volatile political situation in partner countries	L	<ul style="list-style-type: none"> • Continuous monitoring of the political situation in order to establish an early warning capability

		<ul style="list-style-type: none"> • Prepare contingency plan during the planning phase
Fundamental right issues	L	<ul style="list-style-type: none"> • EU rule of law practices, including data protection issues, are promoted across all components • Thematic modules are developed on these aspects
Lack of internal interagency operability	M	<ul style="list-style-type: none"> • Involve all relevant services as of the start-up of the programme • Mentoring programmes are designed in the way that all relevant national LEA may participate or cascade the knowledge of the activity
Overlapping with other initiatives	M	<ul style="list-style-type: none"> • CEPOL creates programme specific control mechanism to ensure quality implementation
High turnover of staff in the partner countries	M	<ul style="list-style-type: none"> • Pay attention during the selection of the mentees by thorough check of education and professional background, carrier path/plan

8. Documents for the programme implementation

In order to ensure that all documents are submitted to the CEP Team, please take note of them as listed below.

1. Application Form (including Europass CV and supervisor consent)

It is an online form to be filled in on LEEd platform, within the Exchange Plugin. Submitting an application including a Europass CV for the General Mentoring Programme is accepted only via LEEd. Applicant must have a valid LEEd account in order to reach the Exchange Plugin. Please take into account also the time that is necessary to register on LEEd, the registration has to be completed prior submitting the application.

Supervisor consent (*FO EXPR 001-12b Supervisor consent for CEP*) is also a required document to be uploaded as part of the application. The requirements with regard to the Supervisor consent can vary based on country specific rules, and applicants have to make sure to comply with country specific requirements as well, those shall be consulted with the respective NEC prior to the application.

Those who have previously agreed with a counterpart to host each other shall indicate this in the Pre-match section.

Applications received after the deadline will not be accepted.

2. Activity Plan (*TE EXPR 009-1 Activity Plan – General Mentoring*)

It is a Word document, that can be downloaded from LEEd within the Exchange Plugin.

This document – together with the travel request form - has to be submitted to the CEP Team via the NEC latest 6 weeks after the confirmation of the successful selection.

3. Travel Request Form (*FO EXPR 003-13 Travel Request Form*)

It is a Word document, that can be downloaded from LEEd within the Exchange Plugin.

This document – together with the activity plan - has to be submitted to the CEP Team via the NEC latest 6 weeks after the confirmation of the successful selection.

4. Interim Narrative Report (*RP EXPR 003-1a Narrative Report – General Mentoring Interim report*)

It is a Word document, that can be downloaded from LEEEd within the Exchange Plugin.

The Interim Report has to be submitted to the CEP Team via the NEC latest 2 weeks after the halfway mark of the agreed timeframe.

5. Narrative Report (*RP EXPR 003-1b Narrative Report – General Mentoring*)

It is a Word document, that can be downloaded from LEEEd within the Exchange Plugin.

The final Narrative Report has to be submitted to the CEP Team via the NEC latest 2 weeks after the completion of the mentorship programme.

It will be asked if the narrative report can be fully or partly used for the publication made at the end of the year. CEPOL reserves the right to edit the reports before publication.

6. Invitation Letter for Visa (*TE EXPR 006-4 Invitation Letter for Visa (TRU only)*)

This template serves as a supporting document to those countries, where visa is required.

7. Feedback form is to be completed on the LEEEd platform. Feedback should be given by twice, one month after the start of the mentorship period and two weeks after completion of the mentorship.

8. (If applicable) Individual Reimbursement Form Finance and Participant Reimbursement Form for Car Travel.

9. Privacy Statement

All personal data collected by the Agency are processed in accordance with the provisions of Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.

A dedicated Privacy Statement for the CEPOL General Mentoring Programme is available on the CEPOL website www.cepola.europa.eu.