Decision of the Management Board 32/2017/MB

On CEPOL Operational Training Needs Analysis methodology

Adopted by the Management Board

On 15 November 2017

THE MANAGEMENT BOARD,

Having regard to the Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA, and in particular Article (4)(1) thereof,

Having regard to the Decision of the Management Board 06/2016/MB on the Single Programming Document 2017-2019, adopted by the Management Board on 10 November 2016,

Whereas:

(1) 'In order to make the most efficient use of its resources, CEPOL's activities should be focussed on priorities and areas where training can add value for Member States and the Union in line with current and future needs and business requirements';

(2) 'CEPOL should ensure that training is evaluated and that conclusions from training needs assessments are part of its planning to enhance the effectiveness of future actions';

(3) 'To avoid duplication or overlap and to ensure better coordination of training activities for competent law enforcement officials carried out by Union agencies and other relevant bodies, CEPOL should assess strategic training needs and address Union priorities in the area of internal security and its external aspects, in line with the relevant policy cycles';

(4) 'CEPOL shall prepare multi-annual strategic training needs analyses and multi-annual learning programmes';

(5) 'CEPOL shall contribute to and encourage the development of research relevant for training activities within the scope of its objectives and shall disseminate research findings. For that purpose, CEPOL may carry out relevant surveys and may develop repositories of available research as well as law enforcement training needs';

(6) Under the Activity 2: *Prepare multi-annual strategic training needs analyses and multi-annual learning programmes* of the SPD 2017-2019, CEPOL committed to conduct the analysis of European training needs, addressing strategic and operational aspects of law enforcement education in line with LETS principles, delivering the annual training needs analysis outlining the tactical level training requirements.

Article 1

HAS ADOPTED the Operational Training Needs Analysis methodology as detailed in the Annex of this Decision.

Article 2

The Operational Training Needs Analysis methodology shall be piloted as from November 2017 with a limited number of thematic priorities for CEPOL training portfolio planning 2019.

Article 3

The present decision shall take effect on the day following of its adoption.

Done at Tallinn, 16 November 2017

For the Management Board

<Signature on file>

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Mr. Norbert Leitner
Chair of the Management Board

Annex: **Operational Training Needs Analysis methodology**

Annex to the Decision of the Management Board 32/2017/MB
on CEPOL OPERATIONAL TRAINING NEEDS ANALYSIS METHODOLOGY
Effective: 16 November 2017

Annex 9.4.1.1 Operational Training Needs Analysis Methodology

OPERATIONAL TRAINING NEEDS ANALYSIS
METHODOLOGY

STRUCTURE

This document is structured in four sections as follows:

1. Introduction – reflections on the general aspects of the OTNA and the background of the study, explores the correlation between EU-STNA and OTNA
2. OTNA Methodology- reflections on the overall features, objectives and expected outcomes of the OTNA process
3. OTNA Methodology – includes step by step description of the OTNA process
4. OTNA administration – describes OTNA related supporting aspects such as necessary resources and possible risks, and contains draft templates to be used during the analysis

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1. INTRODUCTION: ASSESSING TRAINING NEEDS AT STRATEGIC AND OPERATIONAL LEVELS VIA EU-STNA AND CEPOL OTNA

Since its establishment, CEPOL has been training European police officers by organising courses, developing manuals, guidelines and disseminating best practices while supporting the Member States (MS) carry out their own national training activities. By virtue of the new legal mandate, the Agency's target group has been broadened and as of 2016 CEPOL serves the whole EU law enforcement (LE) community[1].

Today's realities – Union security challenges in times of limited resources – require that CEPOL's training offer is relevant to the law enforcement officials operating on the frontline, to ensure Union citizen's security. The new CEPOL regulation provides several tools, through the Strategic Training Needs Assessment (STNA) and the Operational Training Needs Analysis (OTNA)[2] to provide a better training framework for the EU law enforcement community, based on analysis, prioritisation and concrete measures to correctly address performance gaps.

The effectiveness of European cooperation tools relies on law enforcement officers in Member States knowing not only that those instruments do exist but also that they know how to use them. Training is essential to allow authorities on the ground to exploit European cooperation instruments in an operational situation[3]. Training is recognised as one of the actions supporting the priorities set by the European Agenda on Security (tackling terrorism and preventing radicalisation, disrupting organised crime and fighting cybercrime), therefore, as well as imposed by the European Agenda on Security, CEPOL shall adapt its annual training programmes to the identified priorities. The key to qualitative, sustainable training is of course that it must be elaborated on the basis of a sound methodology to assess and address training needs in a structured and evidence based manner.

To avoid duplication or overlap, and to ensure better coordination of training activities for law enforcement officials carried out by Union agencies and other relevant bodies, CEPOL will conduct a Strategic Training Needs Assessment (STNA) to address Union priorities in the area of internal security and its external aspects, in line with the relevant policy cycles[4]. The **EU-STNA serves the strategic policy level and refers to the detailed examination and identification, among EU threats and priorities in the area of internal security, of those with a training dimension and that should be tackled with training activities, with a view to orient EU training policy across a 4-year horizon.** The EU-STNA is conducted by CEPOL, but designed for the benefit of all JHA agencies providing EU level training across Europe.

In July 2017, a methodology for conducting EU-STNA developed via a consultancy contract financed by the European Commission was delivered to CEPOL.

The scope of the EU-STNA covers strands 3 and 4 of the European Law Enforcement Training Scheme (LETS)[5], which correspond to thematic policing specialism on one hand, and civilian missions and capacity building in third countries on the other. CEPOL operates primarily within these two strands.

Strands 1 and 2 of the LETS instead refer to basic knowledge of the EU dimension of law enforcement and effective regional/bilateral cooperation respectively. These two latter strands are essentially MS competence, with CEPOL in a supporting role.

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[1] That has tasks relating to 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 crisis management and public order, in particular international policing of major events.
[2] Observations, Area evaluated: Relevance/ Five-Year Evaluation Report of the European Police College, Recommendations by the Governing Board/ Decision 11/2016/GB, 24 May 2016.
[3] 2.3. Supporting action: training, funding, research and innovation/ The European Agenda on Security/ Strasbourg, 28.04.2015.
[4] Recital 8, Preamble of the Regulation 2015/2219.
[5] COM (2013) Final Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions- Establishing a European Law Enforcement Training Scheme.

Hence, due to its strategic nature the EU-STNA does not cover the whole spectrum of CEPOL's mandate, nor does it address all strands of the LETS. Furthermore, the EU-STNA will not cover the specificities of training in terms of training form, quantity, quality and content.

The logical consequence is that the outcomes of the Strategic Training Needs Assessment should be the cascaded into more operational objectives that relate to CEPOL training.

Therefore, in order to better meet the actual needs of the LE community and at the same time enable a faster response to evolving criminal threats, CEPOL in consultation with the Member States and relevant stakeholders[6] has developed a standardised methodology based on sound scientific basis for analysing the operational needs at CEPOL level (meso level) via a periodical Operational Training Needs Analysis (OTNA).

The first approach to the new OTNA methodology was presented to CNUs at its 1st meeting in September 2016 where the initial endorsement for further work was given. An expert group was established in November 2016 bringing together training and research experts. The group advised the agency to invest in quality data mining to ensure quality of the data which led to adjustment of the methodology. . Based on the discussions within the experts and CNUs, CEPOL proposed to the CNUs and the Management Board three possible tracks of the methodology:

- Track 1: methodology consisting of sophisticated data mining tools: surveys, meeting, questionnaires, interviews on various levels. Such methodology would bring consistent and accurate data, however its implementation would require considerable financial and human resources.
- Track 2: consisting of survey, questionnaires and interviews at policy level. This approach would produce fairly valid, but not always fully reliable data.
- Track 3: consisting of survey only, which would require the least of resources, but the quality of data would be unreliable bearing high risk of inaccurate data giving superficial results.

Overall preference was given to Track 2, on which the present methodlogy is based. Being aware of the high workload for CNUs, the agency took every effort to develop an approach that brings the desired results while minimizing impact on the CNUs.   The **OTNA refers to the analysis of training needs of CEPOL target group in terms of thematic areas, quantity and quality of needed EU level training activities**.

The figure below illustrates the correlation between EU-STNA and CEPOL operational OTNA:

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[6] E.g. JHA agencies, Commission.

EU-STNA	TNA

© Can Stock Photo
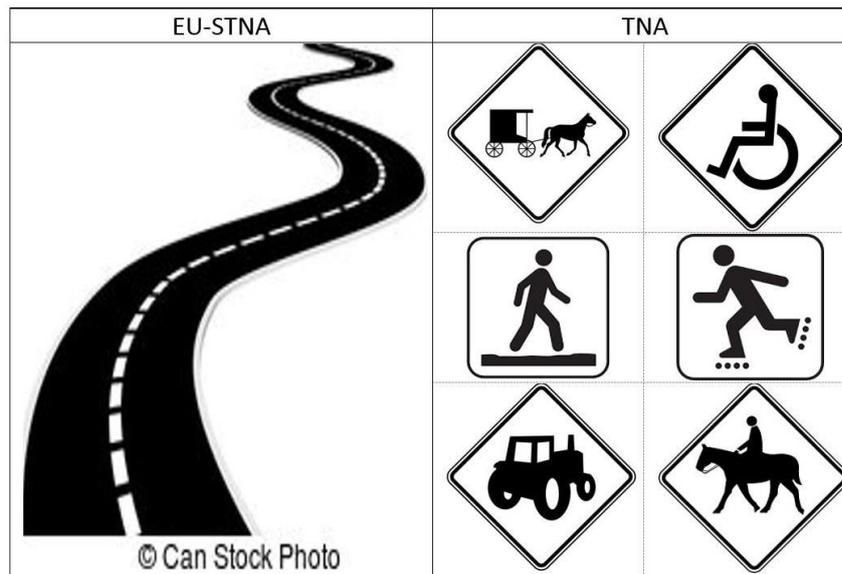
2. THE OPERATIONAL TRAINING NEEDS ANALYSIS (OTNA) METHODOLOGY: FEATURES, OBJECTIVES AND OUTCOMES

The OTNA Methodology establishes a structured OTNA procedure taking into account EU-STNA deliverables. It aims at enabling an evidence-based **operational** level TNA to prepare solid grounds for an efficient CEPOL training offer in the priority topics, ensuring that training needs of the Member States with a European dimension are met. It has to be noted that **training needs in question** have to be understood as **EU level training needs** designed for a multinational LE audience. While the methodology is focused on the O**TNA** development **exclusively for the MS**, it does not influence 3rd country participation to CEPOL training activities.

The OTNA outcomes will feed into CEPOL's planning and programming, providing the basis for training design.

The Methodology consists of a series of 7 steps encompassing close and dynamic cooperation with the MS, in particular the CEPOL National Units (CNUs), and involving CEPOL Knowledge Centres (CKC) in the design of training portfolio. The overall OTNA process entails data collection and analysis, conducted via and corroborated by introductory surveys, detailed questionnaires and expert interviews.

The OTNA will identify necessary training areas which will be addressed by the specific training activities (as designed by CKCs), which will be reflected in the upcoming training offer – the CEPOL training catalogue. In particular, **OTNA objectives** are to:
- identify MS LE operational training needs in the areas pertinent to the EU internal security, including those deriving from the EU-STNA;
- enable CEPOL to justify the prioritisation of the planned training;
- serve as a source of information for designing the training activities and identifying the desired training content;
- provide a solid background for course organisers in shortlisting potential participants and selecting the appropriate experts and training methods;
- ensure the relevant training is delivered to the appropriate functional and geographical target group;
- allow CEPOL to plan the workflow in a more efficient way and if necessary justify a request for additional resources.

Towards this end, the O**TNA methodology encompasses the analysis** of:

- CEPOL relevant EU-STNA outcomes (related to strands 3 and 4 of the LETS);
- Existing training offer (e.g. CEPOL training catalogue);
- Emerging training needs expressed by the MS that are not covered by the EU-STNA (related to strands 3 and 4 of the LETS);
- Topics related to strands 1 and 2 of the LETS (to be addressed at national or bilateral/regional level with CEPOL in a supporting role) as expressed by the MS;

After the conclusion of the analysis phase a OTNA report shall be compiled by the CEPOL staff encompassing qualitative and quantitative aspects of the identified training needs. The OTNA report together with the proposal for the thematic prioritisation, targeted number of LE officials to be trained and budget allocation among CKC shall be approved by the CEPOL Management Board. Following its adoption, taking into account the budget appropriation and based on the findings of the OTNA report, the CKCs in their respective thematic areas will be tasked to design the training portfolio accordingly.

Based on the outcomes of the OTNA, CEPOL will develop and deliver its response to the MS EU level training needs. A thematic based approach will be applied, where the proficiency level and quantity factors will be crucial in selection of intervention solutions (training form).

The Target group referred to in this methodology is law enforcement officials, as defined in Article 2 (1) of Regulation 2015/2219[7] .

The present methodology has been developed after a thorough desk research of the available scientific literature and legislation, interviews with academics and experts in educational science, focus group discussion with the representatives from MS, Europol and Frontex, comments from the CNU meeting and CNU consultation with regard to the preferred data mining approach.

The following **abbreviations** (in alphabetic order) are used in the text:

CKC	CEPOL Knowledge Centre
CNU	CEPOL National Unit
EU-STNA	EU Strategic Training Needs Assessment
HoTRU	Head of CEPOLs Training and Research Unit
LE	Law enforcement
LETS	Law enforcement training scheme[8]
MB	CEPOL Management Board
MS	Member States participating in the CEPOL Regulation
SPD	Single Programming Document
OTNA	Operational Training Needs Analysis
TRU	CEPOLs Training and Research Unit

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[7] https://publications.europa.eu/en/publication-detail/-/publication/c71d1eb2-9a55-11e5-b3b7-01aa75ed71a1/language-en.
[8] https://ec.europa.eu/home-affairs/sites/homeaffairs/files/e-library/documents/policies/police-cooperation/europol-cepol/docs/law_enforcement_training_scheme_en.pdf.
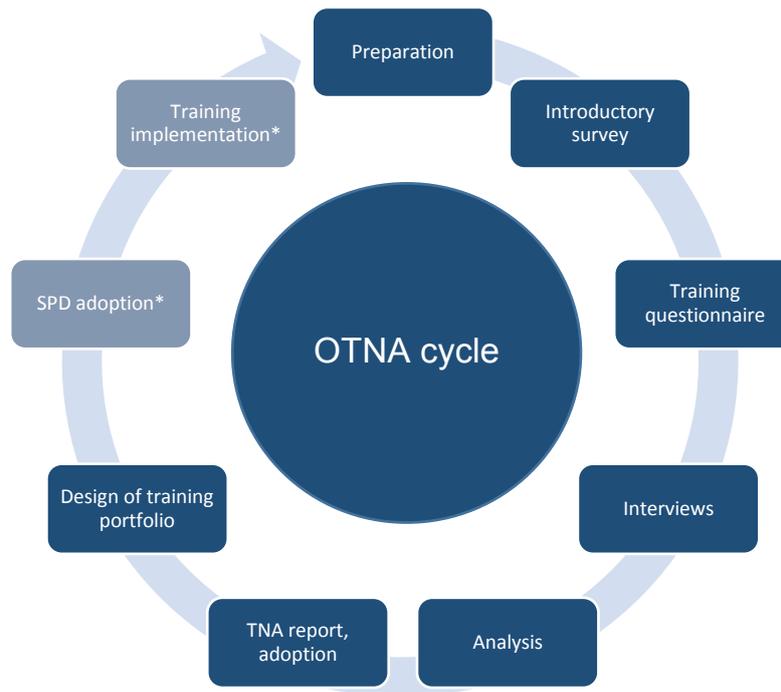
3. OTNA METHODOLOGY IN DETAIL

This section describes the methodological aspects, steps and techniques to be used to conduct CEPOL's operational TNA.

It is suggested to **carry out a <u>full OTNA cycle</u> every 2 years**.

Every second year, CEPOL should conduct a less intensive OTNA, which would be based on the results of the previous OTNA and a set of questions for the purpose of updating it.

The full OTNA cycle shall be carried out as follows[9]:

Figure 1 OTNA Cycle

Preparation

Introductory survey

Training implementation*

OTNA cycle

Training questionnaire

SPD adoption*

Interviews

Design of training portfolio

TNA report, adoption

Analysis

Step 1 – Preparation

Actor	CEPOL
Action	Review of the OTNA methodology[10], its adjustment if needed, lessons learnt and best practices from the previous OTNA cycle.
	Adjustment of the OTNA process description if relevant.
	Internal CEPOL agreement on the workflow and alignment of the timeline (OTNA implementation plan).
	Preparation of a general OTNA presentation and its dissemination among the CNUs with a view of its further distribution (by the CNUs) to the national LE services together with a request to identify national LE contact-persons.

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[9] Note that SPD adoption and training implementation are not considered steps of the OTNA methodology; however they are included as part of the full planning and implementation cycle for completeness of information purposes.
[10] This will become applicable as of the 2nd OTNA cycle.

* Outside of the scope of the OTNA methodology.

	Introductory webinar to CNUs (or/and an in-house presentation during the CNU meeting, if schedule allows).
	Preparation of the Survey, Questionnaire and supporting documents (invitation letter, extract from the training catalogue (previous topics), extract from the STNA (or EMPACT priorities plus training implications from various Council conclusions), manual/set of instructions (how to fill in the questionnaire), etc.).
Actor	CNU
Action	Identify national LE services.
	Receive a general OTNA presentation from CEPOL, disseminate it further to the relevant national LE services **ask to identify a contact-person**[11] (who will be contacted by CEPOL in relation to the OTNA) in every national LE service for further research.
	The contact-person shall possess relevant knowledge or be able to access the relevant knowledge on training matters, and will be responsible to receive, fill in and return the questionnaire to CEPOL.
	Gather information on national LE contact-persons, brief them on the OTNA exercise and CEPOL mandate.
Timeframe	2 weeks

Step 2 – Introductory survey

Actor	CEPOL
Action	Send out to CNUs an Introductory survey (Annex 1), survey will be supported with an explanatory document (manual). The purpose of the survey is to identify the relevant LE services in each MS, and provide CEPOL with direct contact details.
Actor	CNU
Action	Fill in the Introductory survey with the names and contact details of the national LE contact persons, return it to CEPOL.
Timeframe	2 weeks

Step 3 – Questionnaire

Actor	CEPOL
Action	Send out to the national LE contact-persons the Questionnaire (Annex 2) with a supporting document/manual (explaining how to fill in the questionnaire). The purpose of the Questionnaire is to identify specific training topics, their LETS categorisation, their urgency, proficiency requirements and envisaged number of trainees.
	The questionnaire shall be completed for each LE service by the respondent who has the relevant knowledge or access to the relevant knowledge on training matters.
Actor	Contact-persons from national LE services
Action	Receive, fill in the Questionnaire, return it to CEPOL.
Timeframe	6 weeks

The questionnaire shall be filled online. Hard copies will be provided at the request of the CNUs or the contact person in the LE service concerned in case online completion of the survey is not possible. The

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[11] A person should be able to communicate in English with CEPOL staff with regard to the training needs of the particular national LE agency.

questions will be drafted in a manner that can enable both qualitative data for analysis purpose, and user-friendliness for questionnaire respondents.

The questionnaire will be structured in two blocks as follows:
- A. General information (country, LE service, number of LE officials, contact-details of the contact-person);
- B. Training needs. Training needs will be presented in four categories:
    1. CEPOL relevant EU-STNA[12] outcomes (not all EU-STNA outcomes will fall within CEPOL's remit);
    To ease the work of questionnaire respondents, harmonize terminology, and facilitate the subsequent analysis, CEPOL shall aim at developing a series of topics under each heading, so that national experts may "tick the box" of a topic they deem relevant for the analysis. CEPOL will develop the list of topics using existing expert networks or using its available contractual instruments. However, free text fields will be maintained to allow questionnaire respondents a degree of flexibility.

    2. Existing training offer (e.g. CEPOL training catalogue);
    3. Emerging EU level training needs identified by the MS not captured by the EU-STNA and that relates to strands 3 and 4 of the LETS.
    4. Additionally, where explicitly asked by Member States they will be provided with the possibility of including training needs pertaining to strands 1 and 2 of the LETS with a view to CEPOL's possible supporting role as detailed in the LETS.

Each training need will have to be assessed against:
- urgency scale (urgency in this context refers to the criticality of timely training intervention and its impact to the operational performance, see the urgency levels in Annex 3);
- proficiency levels (Annex 4);
- estimated number of trainees.

In addition respondents will be asked to indicate their (or other person) willingness to be contacted for an interview.

Step 4 – Interviews and analysis

Actor	CEPOL
Action	After receiving the completed Questionnaires from the LE contact-persons, start data analysis, conduct interviews. The purpose of the interviews shall be to clarify any outstanding item resulting from the questionnaire, gather additional elements where needed, and to validate the responses to the questionnaires themselves.
	If for any reason (resources/time constraints, language barrier, other) a phone interview cannot be performed, and there is no network experts (e.g. Research and Science Correspondent) available to conduct an interview, CEPOL may contract researchers to conduct the interviews, using the contractual instruments at its disposal.
CNU	If in some countries this research process (interviews) can be undertaken by the Research and Science Correspondents or another network expert proposed by the CNU, CEPOL will support this approach.
Actor	Contact-persons from national LE services
Action	Be available for interviews with CEPOL staff
Timeframe	6 weeks

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[12] EU-STNA will define strategic thematic areas of intervention.

Step 5 – Analysis

Actor	CEPOL
Action	Consolidate the data received via questionnaires and interviews, analyse the data. Make an initial estimation of priority categories and training methods. Identify CKC (or profiles of experts[13]) to design the training portfolio.
Timeframe	6 weeks

The CEPOL Project team will conduct a detailed analysis, which will entail disassembling, coding, and then sorting and sifting of the data collected. This will be done via Lime Survey (or other similar tool). Each item in the questionnaire will be transformed into measurable variables, will be coded (will get ordinal[14] values) and sorted.

The main elements of the data analysis will be as follows:

- **clustering training needs and identification of training categories** (categories where at least 50% of MS expressed their needs will be brought for further analysis; number of MS expressing their training needs under particular category containing various topics may be used for further ranking if necessary);
- **attribution of one urgency rating per topic per country** (urgency rating will always be altered to the highest communicated rating among the national LE services, e.g., in country X topic A was rated as '5-crucial' by the police service and as '4-urgent' by the customs authority, hence, a rating of '5-crucial' will be used for general comparison);
- **Identification of urgency score per topic** (a sum of all urgency ratings will be divided by the sum of highest possible ratings (5x26=130), if all 26 MS rated the topic A with '5' it will get the maximum rating score of 130, which equals to 100% (130/130)).
- **Identification of central tendency/middle value** (statistical median[15]) number of trainees per topic;
- **Identification of total number of trainees per topic per country and per topic in total** (this in correlation with the proficiency level may be used for identification of the training form (e.g. residential or online));
- **Initial estimate of priority topics within the categories based on the urgency rating and proficiency level;**
- Identification of **potential functional target group per topic**;
- Other analytical data/combination of variables if necessary.

Step 6 – OTNA Report and Adoption

Actor	CEPOL
Action	Consolidate data, draft OTNA Report. Submit the OTNA report to the Management Board.

The CEPOL staff will issue a report describing the questionnaire outcomes, the results of the analysis conducted, and presenting the list of identified categories and topics with the descriptive information (the OTNA Report).

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[13] In case CKC is not established.

[14] In the ordinal scale, it is the order of the values what's important and significant, ordinal scales are typically measures of non-numeric concepts like satisfaction (e.g., slightly agree=1, agree=2, slightly disagree=3, etc.).

[15] The median is a simple measure of central tendency, the 'middle value' of the list. The basic advantage of the median in describing data compared to the mean (often simply described as the "average") is that it is not skewed so much by extremely large or small values, and so it may give a better idea of a 'typical' value. For example, in understanding statistics like household income or assets which vary greatly, a mean (average) may be skewed by a small number of extremely high or low values. Median income, for example, may be a better way to suggest what a 'typical' income is (https://en.wikipedia.org/wiki/Median).

In addition, the OTNA report shall contain:
- A proposal for the allocation of financial resources proportionate to the outcomes of the OTNA for each thematic area together with a target number of potential participants to be trained;
- A proposal for negative prioritisation, including negative priorities within each thematic area.

Actor	CEPOL Management Board
Action	Approve/amend the prioritisation of training needs, approve/amend resource allocation, approve/amend negative prioritisation where warranted Adopt the OTNA Report
Timeframe	4 weeks

Step 7 – Design

	NB: Approach to be applied to the priorities where **full transition to CKCs is implemented**	
Actor-Action	CEPOL Knowledge Centres to design training portfolio CEPOL - organise content expert workshops where CKCs are not established; Content experts - design training portfolio. This is a transformation phase from the list of prioritised training needs to the list of training activities, based on the OTNA Report and budgetary allocation as approved by the Management Board.	
Timeframe	6-8 weeks	6-8 weeks

Until full transition to CKCs is implemented or where no appropriate CKC is identified**,** CEPOL will invite experts (a call will be launched via CNUs) and engage with relevant existing expert groups/networks in order to develop the set of activities within each thematic area based on the prioritised topics. Whenever a CEPOL Knowledge Centre (CKC) has been established and granted a particular training theme, the training package design will be delegated directly to the CKC concerned. For 2018, the pilot OTNA shall be conducted on the priorities of Counter Terrorism and CSDP.

Roles and Profiles of Experts for the design of training activities

Experts will complement the identified topics with learning outcomes based on the actual trends and in accordance with the requested levels of proficiency taking into account potential target group. Merging of similar proposals and/or their inclusion as a content element in the training activity is expected to take place at this forum.

The experts will be provided with the detailed analysis of the data and will be informed on the approximate expenditure relating to training activities (costs per participant per day) in order to facilitate coherent planning, including duration of training activities and number of participants.

The result of this step will determine the form and the content of future training activities.

Formal approval of the list of planned training activities shall take place via MB adoption of the SPD encompassing the Work programme for the upcoming year. Being a separate process, the adoption of the MB decision as well as further training implementation is not described in this document.

Nevertheless, the OTNA process doesn't actually terminate with the adoption of the Work Programme, in fact, it continues throughout the year, as the outcomes of the questionnaires can be used as a background information for course organisers during the course design phase and identification of potential participants and experts.

Experts involved in the design of training packages shall be selected by CEPOL based on the relevance of their CV and indicatively in the number of 5 expert per group.

Indicatively, Expert profiles will be sought taking into account the following criteria:
- Professional experience in law enforcement;
- Recent either analytical, research, or operational or investigation expertise (depending on the area concerned), including in the international dimension (min 3 years);
- Thorough knowledge of the thematic area, and its national, regional and European/international situation and challenges;
- Knowledge of EU policies, operations, cooperation mechanisms, other activities and recent policy developments in the area concerned;
- Knowledge of the existing EU and national training opportunities and EU cooperation mechanisms in the area concerned;
- Good knowledge of English (min B2).

4. OTNA ADMINISTRATION

This section is dedicated to resources necessary to successfully conduct the OTNA, as well as to outline possible risks and list the mitigation measures.

4.1. Timeline

The proposed timeline is illustrated in the chart below. In order to ensure that the list of activities is available for the SPD adoption by the MB in November (year n-1), the OTNA process should start latest in November (year n-2).

In order to prepare a realistic timeline estimation, actual number of working days[16] has to be taken into account. Thus, actual estimation of 38 weeks (9.5 months) of workload (as depicted in the chart) in reality might take up to 12 months (including public holidays and leave days) to carry out the OTNA. Moreover, it has to be noted that first time production of any new process involves a certain 'learning curve' which assumes that more time is spent on carrying out tasks for the first time and also dealing with any unforeseen problems. In estimating the time allocation such a 'learning curve' is taken into account.

The Project team will, of course, do its best in order not to delay the OTNA workflow and where possible to accelerate the process.

Figure 2 OTNA timeline

	Task / Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Step1	General **preparation**, Preparation of OTNA presentation, its distribution by CEPOL to CNUs	x	x														
	CNUs to identify national LE services and contact persons		x	x													
Step2	CEPOL to send out the **Introductory survey**			x													
	CNUs to fill in the Introductory survey			x	x												
Step3	CEPOL to send out to national LE contact-persons the **Questionnaire**					x											
	Contact-persons from national LE services to receive, answer the Questionnaire, send it back					x	x	x	x	x	x						
Step4	Receive filled in Questionnaires from the LE contact-persons, start data analysis, conduct **interviews**											x	x	x	x	x	x

	Task / Weeks	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	38
Step5	Data **analysis** by CEPOL	x	x	x	x	x	x										
Step6	Draft OTNA **report**, incl. proposal for prioritisation, budget allocation and target number of trainees							x	x	x	X						
	MB to adopt the OTNA Report, incl. amending resource allocation and/or negative prioritisation where warranted											x	x	x	X		
Step7	CKCs (content experts) design training portfolio																6-8 weeks

Ideally, the OTNA cycle should start when the EU-STNA deliverables become available, which will not be the case for the production of the very first OTNA. In this case piloting the OTNA with a limited number of priorities shall be considered.

4.2. Human Resources

It is recommended that the OTNA process is run at least by 2 CEPOL officials (Project team) supported by the TRU coordinators and HoTRU when necessary. Two staff members will ensure business continuity, back up function, can cover the project all year round and can work more productive being a team. It is also more

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[16] 188 working-days per year (excluding weekends, public holidays and leave days), which is 15.6 working-days/month, which is 3.9 working-days/week.

efficient to have two Project team members while conducting interviews and organising content expert workshops (if needed).

From the national perspective, CEPOL has taken the interinstitutional OTNA coordination burden from CNUs off and will approach LE contact-persons from different services directly. In order to follow this approach, CNUs will have to make the first step to identify the LE services and contact-persons and to link them with CEPOL (via the introductory survey), CNUs will also have to pass CEPOL introductory information to LE contact-persons and brief them on the OTNA process. If explicitly requested by CNU, CEPOL will not engage in direct contact with national LE services and forward all the communication via CNUs, in that case more efforts to respect the timeline should be allocated.

CNUs will be asked for their support in the process of identification of network experts (e.g. Research and Science Correspondents) to conduct interviews in case phone interviews are not possible.

Contact-persons nominated by the national LE services should be able to communicate well in English with the CEPOL Project team and should possess relevant knowledge or have access to the relevant knowledge on training and/or professional development matters within the LE service they represent.

4.3. Financial resources

According to the described OTNA methodology there might be 2 types of expenditure[17]:

    a) Contracting national researchers (using CEPOL contractual instruments, it could be necessary to conduct 4 interviews per country);

    b) Costs related to the organisation of the 'design phase', content expert workshops, in case CKCs are not available.

The maximum approximate expenditure overview is illustrated in the figure below, concrete budget estimation will be calculated for each year separately, based on the planned OTNA workflow (please note that since the pilot OTNA will be executed on two priorities only, impact on the budget 2018 will be significantly lower):

Type of costs	Price	Volume	Calculation	Total
Interviews	max 450 €/day [18]	4(interviews[8h in total])x26(countries)=104	450x104=	11 700 €
Flights	450 €	5(experts)x13(policy cycle OAP)=65 (experts) 5(experts)x7(other categories)=35 (experts) 13+7=20(categories) 65+35=100(experts) total	450x100=	45 000 €
Accommodation	max 120 €[19]	100(experts)x2(nights)=200(nights)	120x200=	24 000 €
Airport taxi	50 €	100(experts)	50x100=	5 000 €
Coffee break	max 6.50 €	100(experts)x3(days meeting max)x x3(coffee breaks/day)=900(c.breaks)	6.50x900=	5 850 €
Lunch	21.60 €	100(experts)x3(days max)=300	21.60x300=	6 480 €
Water	0.50 €	100(experts)x3(bottles)x3(days)= 900	0.50x900=	450 €
Total				98 480 €
Unforeseen	5%		98 480 x0.05=	4 924 €
GRAND TOTAL				103 404 €

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[17] This does not include staffing costs.
[18] In line with CEPOL contractual instruments.
[19] Hotel ceiling for Hungary. Commission Delegated Regulation (EU) 2016/1611 of 7 July 2016 on reviewing the scale for missions by officials and other servants of the European Union in the Member States.

4.4. Possible risks

The potential risks and mitigation measures are reflected in the table below, some of the risks are already addressed to the extent possible:

CNU involvement not active, formal participation due to high workload	The proposed methodology model has minimised the burden on CNUs as much as possible, nevertheless CNU involvement at some stages is crucial (e.g. to identify LE services). CEPOL believes that only investing joint efforts in conducting the OTNA can lead to the satisfaction of LE services, success of the CEPOL core business and increasing the overall preparedness level of the LE officials across the EU. Project team will stand ready to support the CNUs and clarify all the necessary questions.
Passive national LE services	Raise motivation, explain the benefits, opportunity to deliver the opinion of the LE service and participate in CEPOL's work. Project team will stand ready to support and clarify all the necessary questions, active participation of the CNU on national level can also provide a good example to follow.
Limited national capacity to fill in the questionnaire	In order to not over-burden the respondents the questionnaire content is concise, and drafted in a user-friendly manner. The manual explaining how to fill in the questionnaire will be distributed together with the questionnaire. It is recommended to brief the staff at national level about the upcoming OTNA exercise and to start filing in the questionnaire as soon as possible when it becomes available. Internal deadlines, shorter than the original one, are also recommended in order to allocate sufficient time for the LE contact-persons to double-check, consolidate and pass the information to CEPOL.
No Project team at CEPOL, exercise is allocated to 1 person	Report to CEPOL management that the exercise quality and business continuity is at risk, there is no backup and no team work benefits, availability to the CNU is limited, analytical work cannot be performed at full capacity, high risk of delaying the outcomes. Currently CEPOL plans to delegate the task to 2 officials, which should be sufficient.
Project team involved in other CEPOL activities	During the OTNA process it is recommended to not to involve the Project team in other CEPOL activities, as timely OTNA delivery can be at risk. If additional tasks are being allocated to the Project team, OTNA actions should be prioritised. Project team should report to the HoTRU for any significant delay (more than 2 weeks) in the OTNA process explaining the reason and presenting the plan for further action.
STNA deliverables are not available by the time OTNA should start	Temporary use of SOCTA identified priorities and training delivery implications addressed to CEPOL and incorporated in the Council conclusions may be used. CEPOL will align OTNA-STNA planning accordingly.
Unavailability of content experts (in case CKC is not	CEPOL will launch calls for experts, however, in order to ensure that necessary expertise is present during the design workshops, and in

delegated to design the training portfolio)	case of expert unavailability or time constraints, CEPOL may directly engage with relevant experts, using the LTR database, contacting existing expert networks or based on previous experience. It is recommended to have 5 experts per priority category to ensure opportunity for varied inputs. It is possible to use existing formations, e.g., CEPOL will ask Europol for possibility to attend EMPACT meeting in order to gather content expertise, if the meeting schedule allows it. In case of established CEPOL Knowledge Centres (CKC), training package design will be delegated directly to the respective CKC.
Time constraints	The planned duration of the OTNA process is 9-10 months, however it should not exceed 11 months. The Work Programme (encompassing the list of planned training activities) should be available for the SPD adoption in November Y-1. Project team will monitor the OTNA workflow against the timeline, allocate sufficient time to its processes and where possible will start the next step earlier. Other involved parties are invited to prioritise OTNA related tasks, and to start its implementation as soon as possible.
Limited budget	Less costly approach was chosen by the methodology. CEPOL will monitor the expenditure and act cost efficiently applying financially reasonable solutions, e.g. one expert can cover two priority workshops (if possible), or bringing content question to the existing network meetings, if its schedule allows. In case of established CEPOL Knowledge Centres (CKC), training package design will be delegated directly to the respective CKC. If some steps of the OTNA, e.g., interviews can be performed via online solutions or phone by the Project team, it will be considered. Equally, if interviews can be performed by the Research and Science Correspondents, this option will also be considered.

TABLE OF ANNEXES

(To be filled in by the CNU)

Please provide answers to the following questions:

Country	
Organisation	
CNU member, who fills in the survey (First name, Last name)	
- e-mail address	
- phone number (please include international dialling code)	

Please provide details on national law enforcement services in your country.

Please list all the national law enforcement services in your country, which fall under the CEPOL Regulation 2015/2219, please list only <u>the function</u> (e.g. police, border guard, customs), don't name all the territorial institutions of the same or different level. Please consult the manual in order to get a more detailed explanation on 'LE'.

1	
LE service (function)	e.g. police, customs
LE contact-person (First name, Last name)	
- e-mail address	
- phone number (please include international dialling code)	
- organisation	

2	
LE service (function)	
LE contact-person (First name, Last name)	
- e-mail address	
- phone number (please include international dialling code)	
- organisation	

3	
LE service (function)	
LE contact-person (First name, Last name)	
- e-mail address	
- phone number (please include international dialling code)	
- organisation	

*Please copy as many tables as necessary.

Dear Sir/Madam,

You are receiving this questionnaire because you've been communicated by CEPOL National Unit as a contact person from one of the law enforcement services in your country.

In this questionnaire you will be asked about the EU level training needs of the law enforcement service you represent, you will have to assess all topics you marked as relevant against urgency and proficiency criterion, and to indicate approximate number or participants who would need the training.

Please answer the questions below, consult the manual in order to obtain more detailed information.

Please tell us, who you are and which law enforcement service you represent

Country	

LE service (function)*	e.g. police, customs
How many law enforcement officials are there on duty in this law enforcement service? (please see the definition of LE officials in the manual)	approx. number
Your First name, Last name	
- organisation	
- e-mail address	
- phone number	(please include international dialling code)

Please provide answers to the following questions:

Please consult the manual for more information

1.1.   These are the topics identified by the EU Strategic Training Needs Assessment, which have to be addressed by training. Please mark the topics, which are relevant to the service you represent.

Topics	Tick-box
Topic1	☐
Topic2	☐
Topic3	☐
Topic100	☐

1.2.   These are the topics from the current CEPOL training catalogue**.
Please mark the topics, which are relevant to the service you represent and should be considered for future implementation by CEPOL.

Topics	Tick-box
Topic1	☐
Topic2	☐
Topic3	☐
Topic100	☐

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* Please list the general function of your national law enforcement service (e.g. police, border guard, customs), don't name any territorial institutions of the same or different level.

** The full catalogue is available here https://www.cepol.europa.eu/sites/default/files/training-catalogue-2017.pdf.

1.3. Please list any emerging EU level training need, identified by your law enforcement service, not captured by the EU-STNA and that relates to strands 3 and 4 of the LETS.

Topics	Please explain
Topic1	
Topic2	
Topic3	Add new line if necessary

1.4. Please list any training need pertaining to strands 1 and 2 of the LETS with a view to CEPOL's possible supporting role as detailed in the LETS.

Please note that training in question, if shortlisted, will be designed for the multinational law enforcement audience and delivered in English language.

Topics	Please explain
Topic1	
Topic2	
Topic3	Add new line if necessary

1.5. Please assess all the identified topics: Topic1, 2, 3…

Question	Answer range	Explanation
How urgent training is needed?	1-5	Training need is: 1 – low 2 – secondary 3 – moderate 4 – urgent 5 – crucial For more detailed description of the Urgency levels please consult the manual (Annex 3)
What level training is needed?	1-4	Corresponds to the Proficiency levels 1-4 1 – **Awareness** – refers to those who only need an insight into the particular topic, they do not need specific skills. 2 – **Practitioner** – refers to those who independently perform their everyday standard duties in the area of the particular topic. 3 – **Advanced Practitioner** – has increased knowledge, skills and competences in the particular topic because of extensive experience. 4 – **Expert** - at the forefront of knowledge in the particular topic. 5- Train-the-Trainer – refers to those who train law enforcement officials. For more detailed description of the Proficiency levels please consult the manual.
How many officials would require training in the upcoming year?	Approximate number	

Would you like to address any other aspect of training or comment regarding your answer?	Comment	
Would you like/agree to be interviewed, would you suggest another colleague?	Yes/No	Name, contact details, language (Eng.)

Urgency in the context of this questionnaire refers to the criticality of timely training intervention and its impact to the operational performance.

Please see the levels below:

Figure 3 Urgency levels

Current performance					
Urgency scale level	1	2	3	4	5
Training need is	Low	Secondary	Moderate	Urgent	Crucial
Training impact	Training has a minor role in the performance boost, it would refresh the knowledge, officials could benefit from training, and however, it is not essential.	It would be useful if the training would be delivered, however, the need is not urgent. Training can be delivered in (predictable) 2-3 years' time, it is needed to stay updated.	It would be advantageous to receive training within a year's period, it would improve the performance, however, not significantly.	Training is essential, it is necessary to be delivered within a year's period, it is important to perform qualitatively.	Training is critical, it is necessary as soon as possible, it is crucial for the successful performance of duties.

Please see the description of the 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.
Visualisation					
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://ec.europa.eu/ploteus/en/content/descriptors-page				Images from https://askfortheworld.wordpress.com/levels/	