

DECISION
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
25/2006/GB
ADOPTING THE WORK PROGRAMME 2007

Adopted by the Governing Board
on 27 September 2006

THE GOVERNING BOARD,

Having regard to the Council Decision 2005/681/JHA (¹), and in particular Article 10(9)(d) thereof;

Having regard to the opinion of the Commission (²);

HAS ADOPTED the Work Programme 2007 as detailed in Annex 1 (³).

Done at Helsinki, 27 September 2006

For the Governing Board



*Urpo Sarala
Chair of the Governing Board*

¹ OJ L 256, 1.10.2005, p. 63

² Opinion of 5.07.2006

³ Approved by the Council on

EUROPEAN POLICE COLLEGE
WORK PROGRAMME 2007

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List of acronyms

APC	Annual Programme Committee
COSPOL	Comprehensive Operational Strategic Policing
ECPTF	European Chiefs of Police Task Force
EFQM	European Foundation for Quality Management
ENWG	Electronic Network Working Group
EPDN	Electronic Police Discussion Network
EPKN	Electronic Police Knowledge Network
EPLN	Electronic Police Learning Network
FBC	Finance and Budget Committee
GB	Governing Board of CEPOL
HRM	Human Resources Management
MoLC	Management of Learning Committee
MS	Member States
PGEAPS	European Approach to Police Science
SEPE	Survey on European Police Education and Training
TOPSPOC	Top Senior Police Officers Course
TRC	Training and Research Committee
WGL	Working Group on Learning

1. Introduction

The 2007 Programme offers training activities on various topics, making use of a blended set of training activities and educational instruments.

In addition to the presented activities there will be new activities to take on board. Experience has shown that working groups in the Council and EU Task Force of Chiefs of Police may have priorities to be inserted in CEPOL's programmes with very short notice.

Therefore, CEPOL's programmes contain courses with no precise references.

This work programme can only be implemented according to the budget accepted by the budgetary Authority. However, part of the involved costs are taken on board by the Member states National police Institutes.

2007 will be characterised by a sharp increase in the College's activities which will coincide with the end of the selection procedure and so the emergence of an appropriately staffed secretariat.

The programme is in line with the priorities indicated by Member States, and includes demands from the European Union political levels, including the Hague Programme, and training needs identified by the Chiefs of Police and Europol.

The programme itself contains courses, seminars, conferences, implementing of common curricula, distance learning modules, and exchange programmes.

An electronic network (European Police Learning Net) continues to be developed which will allow for communications between trainers and experts to provide research data to facilitate future course implementation.

Emphasis will be put on the different ways of delivering educational programmes by developing common standards and harmonised training programmes for cross border police co-operation and joint investigation teams and COSPOL activities prioritised by the Chiefs of Police.

Participants will be expected to prepare themselves by consulting the EPLN Knowledge database and the E-Doc research database. In 2007 the Study Network will provide an e-learning facility.

In 2003, the CEPOL Governing Board adopted quality standards for all activities. Previous workshops enabled the Member States to train their own national course designers and facilitators to the CEPOL standards.

In 2005 common curricula for four mainstream courses are being developed and an additional three will be developed in 2006. In 2007 four additional common curricula will be developed.

2. Legal Framework

CEPOL, as a community financed EU-agency, was established by the Council Decision 2005/681/JHA of 20 September 2005 repealing Decision 2000/820/JHA; the decision took effect on 1 January 2006.

According to Article 1(2) of the Council Decision CEPOL shall function as a network, by bringing together the national training institutes in the Member States. Its task is to implement the programmes and initiatives decided upon by the Governing Board pursuant to Article 1(3) of the Council Decision. The work will be submitted to the Council for approval, according to Art. 10(9)(d) of the Council Decision.

According to Article 15(5) of the Council decision 2005/681/JHA dated 20 September 2005 establishing the European Police College, the CEPOL Governing Board shall adopt the draft budget, including the provisional establishment plan **accompanied by the preliminary work programme**, and forward them by 31 March of each year, at the latest, to the Commission.

3. Annual Programme

According to the Decision of the Council, CEPOL Governing Board, based on proposals from the Annual Programme Committee and the External Relation Working Groups, have to take actions in the following fields:

- a) Fight against crime, crime prevention, and the maintenance of law and order and public security;
- b) Knowledge of the national police systems and structures of other Member States;
- c) Knowledge of international and Union instruments, in particular in the following sectors: Institutions' of the European Union, Europol's and Eurojust's objectives;
- d) To provide appropriate training with regard to respect for democratic safeguards, with particular reference to the rights of defence;
- e) Provide training sessions, based on common standards;
- f) Develop and provide training for trainers;
- g) Provide specialist training for police officers playing a key role in combating cross-border crime, with particular focus on organised crime;
- h) Develop and provide training to prepare police forces of the European Union for participation in non-military crisis management;
- i) Develop and provide training for police authorities from the Candidate Countries;
- j) Enable the senior police officers of the Member States to acquire relevant language skills;
- k) CEPOL may cooperate with national training institutes of non-member States of the European Union, in particular with those of the Candidate Countries, as well as those of Iceland, Norway and Switzerland, according to Art. 8(1) of the Council Decision

3.1 Courses and Seminars

Specific objectives:

To provide specialist training for senior police officers and trainers on a European level; to provide language training for senior police officers in the Member States; to increase the knowledge on international instruments

Key initiatives to meet the objectives:

In order to reach the aims mentioned, the APC has drawn up the list of 2007 activities.

According to the Work Programme 2007, 81 training actions are planned, the majority of which are 4-days courses/seminars, open to 25 trainees.

3.1.1 Rationale

A number of the courses and activities listed have become part of a continuing theme in CEPOL programmes; others are short term, aimed at meeting an immediate and urgent need. In the programme for 2007, the Annual Programme Committee has duly taken into consideration the following priorities:

- The Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL) and repealing Decision 2000/820/JHA, in specific Articles 5, 6 and 7;
- EU legislation on international police cooperation;
- EU priorities, which can be found in the The Hague Programme and other relevant EU documents;
- Strategic topics identified by EUROPOL;
- Priorities set by the European Chiefs of Police Task Force, including the COSPOL projects;
- Priorities put forward by colleges.

These priorities are specified in the overview of seminars and courses (3.1.2).

3.1.2 Overview of the seminars and courses.

A. Crime in general

- Crime Intelligence and Risk assessment
The plan for the management of the external borders of the Member States of the EU, adopted by the JHA Council on the 13 June 2002, notes that the Common Integrated Risk Analysis is a vital component to the EU border security. Risk analyses form a basis for joint operations at the EU external borders. (Reference Article 5).

- **Crime Prevention Seminar**
In November 2000, the European Commission tabled a policy on Crime Prevention (COM (2000) 786 of 29.11.200).
The EU Council of Ministers has also created a European network on crime prevention.
For the European Commission, organising crime prevention at the European level involves that Member States have to adopt a common concept of crime prevention; that legal instruments must be forged; that best practices should be shared and that the dialogue between all those involved in crime prevention should be encouraged. (Reference Article 5).
- **Future Criminal trends in Europe**
A strategic view on crime requires a view on future developments in order to anticipate (Reference: Article 5)
- **Intelligence Led Policing**
Intelligence-led policing is based on intelligence being incorporated into the planning process to reflect (community) problems and issues. Intelligence is contingent on quality analysis of data. This approach has been identified by the Member States as an effective and efficient way of policing. (Reference: Article 2a)

B. Cross Border Crime

- **Joint Investigation Teams**
The Council of the European Union Framework Decision on Joint Investigation Teams (13th June 2002), and the Council Act establishing, in accordance with Article 34 of the Treaty on European Union, the Convention on Mutual Assistance in Criminal Matters between Member States of the European Union, sets the background for these programmes. The need for training in this area was recently re-emphasised by the Hague Programme and the Chiefs of Police Task Force as a priority. (Reference: Article 2 a)
- **Anti-terrorism**
(1) Strategic Course on Counter Terrorism,
(2) Curriculum Conference and
(3) An Experts Course on Anti Terrorism:
The events of September 11th 2001, March 11th 2004 and July 7th 2005, together with other more recent events and subsequent activities by Member States, have made this an urgent and continuing need. This area was re-emphasised in the Council's Presidency Conclusions of 5th November 2004 (Conclusion 3) adopting the Hague Programme, and by COSPOL priorities by the Chiefs of Police. (Reference Article: 5)
Cooperation with the ATLAS network of antiterrorist special units will be explored.

- Child Abuse / Pornography on the Internet
This is one of the priorities, prompted by the European Police Chiefs Task Force, for strengthening law enforcement co-operation within the Member States regarding this topic and it is also a topic for the COSPOL projects. (Reference: Article 5)
- Combating Vehicle Crime
(1) Cross border and
(2) Organised vehicle crime.
Vehicle crime causes a great financial loss; according EUROPOL it is a lucrative crime and EUROPOL's main focus is on motor vehicle crime (2004). (Reference: Article 7c).
- Drugs Strategy Course
This training is included to promote global analysis of organised crime linked to drug trafficking, linked to involvement of Europol & EMCDDA. It also addresses areas identified in the Hague Programme and the EPCTF COSPOL paper. (Reference: Article 7c).
- High Tech and Cyber crime
Many crimes are committed in the cyber world. Preventing, detecting and combating crime in an electronic environment is a relatively new aspect of policing and so is using the World Wide Web as a source for intelligence. High Tech is rapidly developing; new technologies very often provide new modus operandi to criminals and require new methods to detect evidence.(Reference: Article 7 c)
- Nature & Environmental Crime
Consideration of Joint Investigation criteria, information, exchange and European Environmental Law. The priority relates to Articles 6:2(b), 7(d) and 7(g) of the Council Decision.
- Trafficking of Human Beings & Illegal Immigration
These International and cross border crimes continue to be a high priority for Member States and are linked to organised crime e.g. smuggling of migrants. These are also a priority within the Hague Programme (Section 1.7.1-) and emphasised during the EU-Six on 23rd March 2006. (Reference Article 7c)
- Trafficking in Stolen art works
Member States facing an increasing of theft and trafficking of stolen art works have prioritised this topic to be implemented in close cooperation with national galleries and museums. (Reference: Article 7c)

C. Specific Crime

- International Aspects & experiences of Domestic Violence Seminar
Domestic violence is an increasing problem; thus exchanges of knowledge and experiences in this field are of utmost importance in the work to prevent and reduce serious crimes in home. (Reference: Article 5)
- Traffic Surveillance
Traffic is not only a flow of legal (international) transport, but potentially it is also an illegal flow. Besides for reasons of safety and - for economical reasons – policing traffic can contribute to prevent and to detect criminal activities.. This topic has been prioritised by the Member States. (Reference: Article 5)
- Under Cover Operations
The covert nature of these operations should intrude as little as possible the rights of the citizens. Therefore it is based on legislation to safeguard democratic rights. States have put this topic forward. (Reference: Article 6.2 and 7c)
- Forensic Science
More and more the need is felt for systematic information sharing across international jurisdictions as well as for technological standardisation and harmonisation of forensic processes and procedures so that forensic results or information can be utilised on an international scale. An example is DNA. The Member States have put this topic forward. (Reference: Article 7d)
- Economic & Financial Crime
(a) Corruption and Financial Crime,
(b) Economic and Financial Crime,
(c) Euro Counterfeiting and
(d) Money Laundering
There is a requirement to harmonise procedures, at European level, to improve investigation techniques and tactical awareness needed to counter this crime. Besides, there is a close connection of Economic and Financial Crime with Organised Crime and Terrorism. The course will assist Europol, and other organisations, to achieve this harmonised approach. (Reference: Article 5)

D. Community Policing

- Community Policing
All European countries are concerned with the implementation of Community Policing, as a result it was selected as a main topic during the meeting of the general directors of the police from the European

countries, organised in Paris in September 2000 and has been included as a main training topic for CEPOL.

E. Public Order

- Public Order & Crowd Management Course
 - (a) Public Order and Crowd Management
 - (b) Public Order and Crowd Management / Security during summitsDue to potential risks around sport and other (mass) events a course on Public order remains a priority. This course is aimed at officers who are commanding concrete, large scale, events. (Reference: Article 5)

F. Police Co-operation

- Police Co-operation
 - (a) Knowledge of European Police Systems,
 - (b) Police Co-operation and Europol,
 - (c) Police Co-operation and Schengen (Sirene),
 - (d) European Police & Judicial Systems, (e) Instruments and Systems of European Police Co-operation (in English, French, German and Spanish).Knowledge of European Police and Judicial systems is vital for an effective European police co-operation. Besides, the topic mentioned under E fulfils the ongoing need to enable senior police officers of the Member States to acquire relevant language skills while developing greater knowledge of the instruments of European co-operation. (Reference: Articles: 6.1, 6.2, 7.i)

G. Leadership and Management

- Civilian Aspects of Crisis Management Course

The European Councils held in Helsinki (December 1999), in Santa Maria da Feira (June 2000) and in Nice (December 2000), have adopted concrete objectives in the field of civilian aspects of crisis management, and this subject has been included in the Hague Programme (Reference Article 7e)
- Strategic Planning for the EU Police Mission Course

Following on from the course on civilian aspects of crisis management, there are identified needs in planning and conducting European Police Missions, supported by a request from the Police Unit in Brussels and its inclusion in The Hague Programme. (Reference Article 7f)
- Specific Leadership
 - (a) Leadership development and management of Change,
 - (b) Disaster of Large Scale,
 - (c) Changes in EU Society – Consequences in HRM,
 - (d) Human Rights and Police Ethics and
 - (e) Human Rights and Police Ethics, Prevention and Corruption.

Changes in society very often lead to changes in policing and the way the police are organised in order to perform effectively and efficiently. It is the role of senior police officers to detect the changes in society, to develop new strategies and to implement them.

Respect for democratic safeguards (Article 6:2c) continues to be high priority as there are more human rights challenges to police policy and actions are being brought. Likewise the requirement on the police to have an ethical approach to the execution of their duties is equally important. (Reference: Articles: 5, 7e and 7f)

- High Ranking Senior Police Officers (TOPSPOC)
Developing common standards and improving co-operation and understanding between senior police officers at the highest levels is a continuing need and so this activity is included in order to bring police leaders together to develop solutions.

There is also a training course for senior officers included to address the issues of Development of Leadership and Management of Change.

In 2007, in addition there will be an Alumni seminar to further strengthen the available network for senior officers (Reference: Article 7f).

H. Research

- Research
 - (a) Police Science and
 - (b) Research and Science.Article 7d tasks CEPOL to disseminate best practice and research findings. Promoting research, encouraging disseminating of findings and applying police research and science in policing and in police education will help to improve policing.

I. Training and Training Standards

- Train the Trainers Conference
This training is included as an ongoing need to fulfil the action detailed in Article 7f to provide trainers of the Member States the opportunity to acquire relevant competencies to deliver CEPOL training activities effectively and accordingly CEPOL standards.
- Q13 Quality & Common Standards Course
This course is aimed at course developers; they create the conditions for trainers to perform accordingly CEPOL standards (Q-13). Besides, this training contributes towards Article 7e,

namely providing training sessions based on common standards.

- English for English Language Trainers
In many EU-countries the (professional) English Language is part of the curriculum or is offered as separate courses. Member States have identified the need to share good practices in learning and teaching English as a second language (Reference: Article 7i).
- English for Governing Board and Committee members
To support effective exchange of information and discussion making processes (Reference: Article 7i).

J. Quality of administration

- CEPOL Contact Persons & National administrators of CEPOL Activities:
The CEPOL Secretariat came into operation in August 2002. The experiences since then have shown a serious need to harmonise the administrative procedures and to strengthen the development of training. In order to improve the communication and make the procedures more effective, the Governing Board decided to establish a training course for administrative and financial staff in the Member States.

3.2 Common Curricula

Specific objectives:

To provide recommendations for the Member States regarding police training for specific subjects with a European dimension in order to be able to use them within their national police training systems according to their individual needs.

Key initiatives to meet the objectives:

Development of Common Curricula in 2007

The common curricula are provided as the basic ideas and elements for CEPOL's courses.

The subjects of the curricula are determined by the Governing Board in line with given priorities on the European level.

For 2007 it is planned to develop common curricula on specific topics for which suggestions have already been given (e.g. Child Abuse on the Internet; Drug Trafficking; Diversity Management). As has been the case in previous years, countries will be invited to nominate representatives (experts) in the Ad-Hoc Working Groups. Expert groups might be invited for meetings with the "Ad-Hoc Working Groups" to give their input and comments to the concept.

In order to align the work on the common curricula according to the development guidelines, a “Common Curricula Coordination Group”, consisting of the chairs of the different “Ad-Hoc Working Groups” and supported by the CEPOL Secretariat will meet 4-5 times a year.

Implementation of developed Common Curricula

Implementation of activities of common curricula which have been developed in 2005 and will be developed in 2006 are: Europol (2005), Police Ethics and Prevention of Corruption (2005), European Police Cooperation – Methods and Instruments (2005), Counter-Terrorism (2005); Trafficking in Human Beings (2006), Money Laundering (2006), Domestic Violence (2006).

Colleges will be asked to investigate the possibilities for implementation of the new common curricula to be developed in 2006 within their national police training systems or to continue their implementation efforts for the existing common curricula which were developed in 2005.

Implementation will in most cases be initiated by means of Train the Trainers seminars. The countries will also be invited to give feedback about their experiences which will be evaluated by the Module Coordinator and the CEPOL Secretariat.

3.3 Exchange Programmes

Specific objectives:

To promote ‘mutual trust’ between training staff and senior police officers resulting in the support and development of a European dimension of police practice and training.

The focus lies on the development of a tool for improvement on a personal, organisational and European level; the cascading of knowledge on specific expertise areas; the further development of international police and training expertise on specific priority topics in Europe; to develop and/or maintain an international professional network; to promote a better understanding of legal systems and organisations in the Member States, acceding and associate countries; to develop a greater cultural and professional understanding.

Implementation and financing of the project submitted by CEPOL in 2006 is subject to prior approval by the Commission after consultation of the AGIS committee.

Key initiatives to meet the objectives:

In accordance with The Hague Programme, a multilateral CEPOL Exchange Programme for the exchange of senior police officers and training staff over a period of 2 years was developed in partnership with 18 Member States and 2 acceding countries.

Each year a short-term (10 days) and a long term (3 weeks) exchange period will be organised for senior police officers, and for training staff an exchange period of 1-3 months, all preceded and finalised by a conference.

The year 2007 will be the strongest year in the exchange programme including 2 exchange periods of 10 days, 2 exchange periods of 3 weeks (for senior police officers) as well as 2 exchange periods of 1-3 months (for training staff), which makes a total of eight exchange periods.

In addition one initial and one final conference will be organised.

A project group, including officers from the Secretariat, will be responsible for the organisation of the conferences and for supervising the project. The group is expected to meet twice.

An evaluation group will have to make an interim evaluation and therefore 1-2 meetings will be held in 2007.

The large part of the organisational work will have to be done by the Secretariat.

3.4 Activities for high ranked police officers

Specific objectives:

To increase the involvement of high ranking senior police officers in CEPOL activities

Key initiatives to meet the objectives:

In addition to the flagship seminar for Top Senior Police Officers – TOPSPOC – a one week seminar meeting four times during one year, and two conferences will be proposed for 120-150 participants on important and strategic topics (new trends in organised crime, international police cooperation).

The two Conferences will be organised by the incoming Presidencies of the EU. This will create a new way of exchanging between the Chiefs of Police.

3.5 COSPOL

Specific objectives:

Six specific fields of police activities linked to counter-terrorism and the fight against organised crime have been identified by the European Chiefs of Police Task Force. Per topic, a group of member States are tasked to follow the progress made by a reinforced collaboration between EU police services.

Key initiatives to meet the objectives:

In 2007, CEPOL will follow the progress made by the COSPOL groups and will remain in contact with the COSPOL drivers to meet all training requests which

might be formulated by them or by the Chiefs of Police based on the Europol Threat Assessment Report .

A close relationship with the ECPTF remains a core objective for CEPOL.

3.6 New fields of training

Specific objectives:

To ensure that CEPOL follows the latest developments and fulfils new training needs

Key initiatives to meet the objectives:

A CEPOL conference regarding new threats inside or outside Europe could be dealt with by CEPOL (e.g.: terrorism, organised crime, deep changes in societies and consequences on international cooperation...).

3.7 Other activities

Specific objectives

To increase the effectiveness of learning in general and to increase the transfer of learning into the working environment in specific.

Key initiatives to meet the objectives

- Systematically reviewing the effectiveness of programmes, based on an improved evaluation system 5.2.2.
- Assessing the advantages of a two-step learning process to improve the effectiveness of learning and the transfer to the work environment. To support this assessment a study will be carried out by the Working Group on Learning.

A two-step learning process means learning in **two** formal learning activities, with a period between these activities spent on applying the learning outcomes within the work environment. The second learning activity is built on the learning experiences during the transfer into the working environment and can also contain a top-up of the first one.

Once the advantages are agreed the following key initiatives will be taken:

- Assessing which programmes could benefit from a two step learning process
- Creating a programme which offers the opportunity for an experimental implementation of the two-step learning process
- Monitoring the added value of this educational design.

4. External Relations

4.1 Relations with relevant EU bodies (Council, Commission, Europol, Eurojust)

Specific objectives:

To follow the demand from the European Commission and priorities by relevant EU bodies and fulfil CEPOL's task to participate in relevant EU activities, such as crime prevention network...

Key initiatives to meet the objectives:

Europol has replaced its current Crime Situation Report by yearly "Threat Assessments Report" on serious forms of organised crime, the first report to be presented during 2006

The Council uses these analyses to establish yearly strategic priorities which will serve as guidelines for further action. This is an additional step towards the goal of setting up and implementing a methodology for intelligence-led law enforcement at EU level.

CEPOL will develop its participation in relevant European Commission activities and initiatives, like the programme implemented during 2005 and 2006; CARDS, MEDA, AGIS programmes.

4.2 Development of relationships with relevant external bodies

Specific objectives:

To improve cooperation with other institutions

Key initiatives to meet the objectives:

Under the responsibility of the External Relations Working Group, CEPOL will make efforts to develop relationship with other comparable training institutes, inside or outside EU.

These bodies could be national or multilateral institutions (e.g. Council of Europe, UNICRI and Interpol)

5. Training and Learning Activities

According to Art 7 of the Council Decision the Governing Board, based on proposals of the TRC, should take actions in the following fields:

- a) develop and implement common standards for training sessions for police officers;
- b) contribute to the preparation of harmonised programmes for the training of middle-ranking police officers, middle-ranking police officers in the field and

- police officers in the field with regard to cross-border cooperation between police forces in Europe, and help set up appropriate advanced training programmes as well as provide training for trainers;
- c) provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime;
 - d) disseminate best practice and research findings;
 - e) facilitate relevant exchanges and secondments of police officers in the context of training;
 - f) develop an electronic network to provide back-up for CEPOL in the performance of its duties, ensuring that the necessary security measures are put in place;

In 2007, as in previous years, the activities under the auspices of the TRC will be focused on the implementation of common educational quality standards, a vision on learning and use of learning technologies.

5.1 Common Standards

a) Q-13

Specific objectives:

To develop common standards for all training sessions according to the decision of the Council of the European Union on the 22nd December 2000 (Article 7)

Key initiatives to meet the objectives:

In order to develop these standards, the Governing Board of CEPOL decided on and endorsed a proposal of the Management of Learning Committee (MoLC) about the common educational standards, named 'Quality in 13 Questions'.

The Training and Research Action plan for 2006 foresees a review and (re)development of Q-13. The application of the revised Q-13 should start in 2007.

When the Governing Board decides on the revised Q-13, the content will be published and the Q-13 Quality & Common Standards Course will be adjusted according to the revision.

b) Administrative guidelines

Specific objectives:

To provide the right data and information, for evaluation and quality assurance and to successfully process these data and information in order to meet clients', stakeholders' and others' needs; rules and guidelines will ensure the quality.

Key initiatives to meet the objectives:

When the Governing Board decides on the revised administrative guidelines, revised user-friendly guidelines will be issued (electronically) and the CEPOL Administrator's Course and the Q-13 Seminars will be adjusted accordingly.

5.2 Learning and Training

For the support of CEPOL's learning and training activities, the WGL has organised subgroups in order to develop learning standards and training principles.

For this work a certain number of meetings are required. The WGL normally meet four times a year.

The WGL and its subgroups work on the following issues:

5.2.1 Quality Assurance System

Specific objectives:

To establish a Quality Management System that is suitable to CEPOL's organisation and core tasks.

Key initiatives to meet the objectives:

During 2006, a proposal regarding the implementation of the Quality Management System of the European Foundation for Quality Management (EFQM) is planned to be presented to the Governing Board.

In order to implement EFQM successfully, the following objectives should at least be met; establishing a shared vision on quality; developing quality indicators; developing quality measuring instruments; implementing a continuous cycle of measuring, learning and improving.

If the Governing Board decides on the implementation of a Quality Management System, a project group will be established.

Key bodies in the implementation will be the Governing Board, the four permanent Committees, the National EU-colleges and CEPOL's secretariat.

The composition of this group should reflect the key bodies and the group of 8-10 persons will meet four times a year.

It is highly recommended that CEPOL organise seminars regarding the background, implementation and application of the Quality Management System.

5.2.2 Evaluation Assessment

a) Evaluation

Specific objectives:

To develop an evaluation system which is defined and carried out in such a way that learning outcomes of individuals (and groups) can be assessed; to assess the effectiveness of all elements that contribute to the learning process in order to achieve organisational learning and improvement.

Evaluation is part of the CEPOL's quality management.

Key initiatives to meet the objectives:

The WGL subgroup 1, in cooperation with the CEPOL Secretariat, will deliver a vision and a policy on evaluation followed by an evaluation methodology and instrument(s).

When a decision is taken the Governing Board will publish and distribute the methodology and instruments and adjust the Q-13 seminar and administrative guidelines accordingly.

b) Peer review

Specific objectives:

To share and implement the vision on the added value of peer review as an instrument for personal professional development as a quality improvement instrument.

Key initiatives to meet the objectives:

Learning from peers (equals, colleagues) is a powerful learning strategy in adult learning, but it requires conditions in the affective domain and skills to be effective. Therefore the following key initiatives are important:

- Publishing and distributing background information on peer-review
- Developing, publishing and distributing a view on how peer reviews can be implemented within the CEPOL context
- Developing and distributing guidelines concerning effective interactions in peer reviews

- Offering training to those who want to practice and improve their skills before putting peer review in practice.

5.2.3 Train the Trainers – Learning Opportunities

Specific objectives:

To strengthen harmonisation with regard to CEPOL training activities within the EU and to acknowledge that trainers are the key resources in creating learning processes, learning opportunities should be created for trainers.

The objectives and content should focus on the complementary elements that are required in addition to national competencies.

In order to be effective, cascading of learning outcomes should take place in every member state.

Key initiatives to meet the objectives:

If the Governing Board decides on the CEPOL competencies for Trainers, these competencies should be the basis for developing and organising training activities in order to bridge the gap between national and European competencies.

An effective training programme should have a longer duration than the present seminar.

5.2.4 Certification of Trainers and Course Designers

Specific objectives:

To establish quality standards of teaching and training within CEPOL; to ensure that trainers and course designers who are involved in CEPOL activities demonstrate the required competencies.

Key initiatives to meet the objectives:

Once agreed the competency profile for trainers 5.2.4, which will include course managing and course designing competencies, and providing the Governing Board decides on certification, a group of qualified assessors or examiners will be required. Student assessment procedures are to be developed, accepted and implemented.

5.2.5 Knowledge and Awareness about the EU and the Police Co-operation for Senior Police Officers

Specific objectives:

To organise learning opportunities regarding the relevant EU context.

Key initiatives to meet the objectives:

Depending on the developments in 2006 in this context, it is planned to develop e-learning modules in 2007.

5.2.6 Facilitating the dissemination of “good practice” and enhancing the awareness of the EU framework for police cooperation among senior police officers

Specific objectives:

To increase knowledge of the national police systems and structures of other Member States and of cross-border police cooperation within the European Union and to improve knowledge of international and Union instruments.

Key initiatives to meet the objectives:

a) As part of its Electronic Network to enhance CEPOL's duties, the Electronic Police Knowledge Network (EPKN) has been created. This is a permanent (protected) Internet resource for the exchange of relevant information of good practice in policing within the European context and its cross-border and pan-European crime challenges.

A CEPOL-wide network of EPKN-Coordinators has been established as a supporting infrastructure to ensure the transfer of relevant national knowledge and field-expertise.

To obtain information on recent tendencies in the development of crime in the EU-member states, as well as obtain best practice to successfully tackle these problems, Senior Police Officer from all over Europe can use the EPKN.

A review will be conducted on the “Knowledge data-base” in 2007 to assess how to fully optimise the process of selection and distribution of the most appropriate info-input.

b) In conjunction with the transformation of CEPOL's electronic network platform, there will be enhanced options to offer specific E-Learning modules on certain topics of relevance to CEPOL's overall objectives.

An initiative will be taken in 2007 to develop and implement a number of modules. These modules will enhance the awareness of police cooperation within Europe and the framework of the EU and will support the development of practical skills to implement both knowledge and tools.

6. Science and Research Activities

The goal of disseminating good practice and research findings throughout police organisations across Europe is to work towards common standards of policing based upon science and research led strategies and tactics.

A second objective is linked to CEPOL's educational concept. The most effective learning and training environment is based upon two pillars, which are the content, ie. police science and validated good practices, and the educational form. This means that all scientific knowledge on the police profession should be available for designing training sessions.

Scientific outcomes should also make it possible to support and develop a European approach to the main problems facing Member States in the fight against crime, crime prevention and the maintenance of law and order and public security.

The TRC has generated the following projects around police science and research:

6.1 European Approach to Police Science

Specific objectives:

To investigate and develop a "European approach on police science" as well as develop further ideas how to disseminate good police scientific practice and research findings.

Key initiatives to meet the objectives:

In 2005, the Project Group on a European Approach to Police Science (PGEAPS) was established in order to investigate and develop a "European approach on police science".

The members of this group have investigated the status of police science in their different countries and on existing definitions of police science. The group has worked on a booklet on Police Science and Research in Europe to be published in 2007.

Further initiatives resulting from this work will be the development of a Handbook on European Police Science with contributions from different authors from the Member States. The Handbook will be edited by a group

of experts. In addition the creation of a journal on police science may also be initiated in 2007.

6.2 Survey on European Police Education (SEPE)

Specific objectives:

To promote mutual confidence and trust in the certifications and competencies of senior police officers all over Europe; to provide a source of information for the exchange programmes for trainers and for senior police officers; to promote the exchange of good learning and training practices; to support the exchange of selection and recruitment methods and instruments; to support the process of mutual recognition of national certificates.

Key initiatives to meet the objectives:

In 2005 and 2006, a qualitative survey and a quantitative survey were executed on the national police training systems in the Member States. A final report will be presented in 2006.

Depending on the developments of the new technical platform of the Electronic Network in 2006, the data will be fed into a database which will be made accessible on-line.

This database will require updating on a regular level by the countries involved. Efforts will be needed to include data on the national police education and training in the missing countries/academies, in particular the acceding and the associate countries as well as the candidate countries.

A symposium on European Police Education, with participation of the National Key Persons who were in charge of providing data on their national training systems in this survey, will be organised in 2007.

6.3 Survey on Police Science and Research on the European Union

Specific objectives:

To provide information on the authorities, universities, institutions, academies, experts, the status of police science and research activities within the European Union; to provide information on the latest research findings and topics as well as the methods used; to collect and analyse information on the police research infrastructure in 26 European countries; to provide a basis for the understanding of the present conditions as well as future prospects of European police research.

Key initiatives to meet the objectives:

This survey carried out by CEPOL in cooperation with the Viennese Institute for Sociology of Law and Criminology was presented in a report

on a systematic survey which is a major precondition for the fulfilment of CEPOL's mandates.

The survey includes an overall view of the institutional, organisational and legal embedding of research and science into the training of senior police officers in Europe; a basis for improved cooperation of the training institutions for senior police officers in the field of research and science (systematic exchange of knowledge, information, programs, experts, research fellows, realisation of common projects etc.); a description of the main emphases of research and approaches in the different European countries; a description of differences and commonalities.

In this context, in particular with regard to the status of research, the report will require updating in 2007.

6.4 Facilitation and Support for CEPOL-eDoc (the European Police Research & Science Database) and the Network of National Correspondents

Specific objectives:

To ensure the input of scientific documentation and relevant research findings in order to guarantee high quality of the training and education for senior police officers in Europe.

For this, a network of National Correspondents for the CEPOL-eDoc Database has been established in 2004.

The National Correspondents serve as the organisational and informational link between the national police colleges, the community of police scientists and researchers in the country and all the potential target groups for CEPOL's activities within the respective countries.

The network is supposed to provide the essential connection between new knowledge coming from academic studies and high quality police education on a European level.

“Good practice” in establishing links between science and research on the one hand and police education on the other as shown in some member states could be taken as a model for other countries to find suitable and efficient arrangements for themselves.

Key initiatives to meet the objectives:

In 2007, the established network will have to be maintained and developed further.

As new colleges are likely to enter the arena, a support mechanism from the Secretariat will need to be arranged for these countries.

In order to share the positive experiences made within CEPOL, two meetings will need to be organised, one for National eDoc Correspondents and one for the Joint Knowledge Network of CEPOL.

The Knowledge Management Officer will need to make “instructional visits” to Member States in order to explain the benefits of the European Police Research & Science Database and the knowledge network backing it needs.

Further efforts have to be made in regard to achieve a (permanent) exchange of content with other existing scientific databases relevant to CEPOL's remit.

Apart from technical issues of compatibility, questions of data-consistency, quality management and legal points have to be addressed.

6.5 European Conference on Police Science and Research

Specific objectives:

To facilitate an exchange on police scientific issues; to support the dissemination of results of research projects; to optimise cooperation between police training institutions, universities, research institutes and researchers.

Key initiatives to meet the objectives:

In September 2007, the annual Police Science and Research Conference will be organised in Muenster.

The 2007 Conference will be a major event directly linked to the work of the Project Group. Experts from all member states will be invited to enable discussions on the results of the Project group on a European Approach of Police Science to take place.

6.6 Specialised literature or scientific study materials

Specific objectives:

Under the auspices of the TRC, support the development of ideas for work on further activities.

Key initiatives to meet the objectives:

In order to inform themselves on latest developments and on requirements for the development and support of the work on the different activities, it is needed to collect and disseminate specialised literature or scientific study material to the colleges.

7. Electronic Network

General objectives:

The Council Decision stipulates that CEPOL should operate an electronic network in support of its performance. This is due to the fact that CEPOL is a poly-geographical organisation in charge of safeguarding proper informational processes for all stakeholders.

The Electronic Network of CEPOL has been established to enable and support the delivery of courses; to facilitate the exchange of information in the administration and governance of the European Police College and to provide access to relevant data and documents for the training process and development.

In this context, the following efforts have been undertaken:

7.1 Further Development and Maintenance of an Electronic Network

Specific objectives:

In 2005, the Electronic Network Group was mandated to explore the path to further integration of CEPOL's electronic services and needed next steps for development.

In 2006, the recommendation will be given to look out for a new technical platform that will allow a further integration and simplified access to the information and data held on the CEPOL webpage, the EPKN and CEPOL-eDoc.

At the beginning of 2007, efforts will be focused on unfolding the full potential of the new system – particularly in the area of e-Learning support and Document Management capacities.

The general aim is to provide a user-friendly, reliable and secure system that will meet all informational needs of CEPOL and its clients.

Key initiatives to meet the objectives:

During 2007 a thorough evaluation of EPLN (European Police Learning Network) will be carried out. It will form the basis for major decisions on the development of tools for distance learning and exchange of practice.

At the same time, implementation and operation of the new technical platform will have to be initiated and monitored.

Proper informational architectures and data-flows will need to be established and enhanced. All stakeholders of CEPOL have to be made familiar with the full potential of the Electronic Network. The system will need to be adapted to meet requirements and demands as they arise.

Financial and staff resources for hosting and maintaining the CEPOL website, the management of the CEPOL-eDoc Database as well as the Knowledge & Discussion areas (EPKN/EPDN) have to be secured.

7.2 Development of e-Learning Facilities

Specific objectives:

To provide more learning opportunities to the vast target group of CEPOL (app. 200.000); to encourage independent learning; to apply new blended learning strategies; to harmonise courses; to support anytime learning; to facilitate pre-course learning and after-course learning reinforcement.

Key initiatives to meet the objectives:

After the delivery and acceptance of the Vision on E-learning the implementation of software and the cascading training for users (course developers and trainers) of the e-learning software has to be prioritised in 2007. On the basis of a study submitted to the Governing Board it is planned to externalise the administration of the network platform.

8. Other activities

For the support of CEPOL's activities, some basic efforts have proven to be necessary. They are described in the following sections:

8.1 European Dimension

Specific objectives:

The European Dimension being the basis for CEPOL's mission, the key objectives in this context are: To develop a European approach within police training and practice; to reflect on and clarify the meaning of a European dimension as well as its implications; to provide a guideline for the planning and the work on all CEPOL activities; to help fulfil CEPOL's task "to support and develop a European approach to the main problems facing Member States in the fight against crime, crime prevention, and the maintenance of law and order and public security."

Key initiatives to meet the objectives:

The European approach is connected with those problems that cannot be solved on a national level.

In several CEPOL projects as well as in the CEPOL courses, the "support and development of a European dimension of police practice and training" is being used as part of the concept, even of the objectives.

In 2006, a process has been initiated and will be intensified in 2007 to include this element in all CEPOL's activities. Apart from this, a conference will be organised in order to share ideas and support reflection and clarification as well as the formulation of further activities which can be done to fulfil the purpose.

8.2 CEPOL Glossary

Specific objectives:

To find a joint understanding of frequently used terms and key words in the work of the TRC and its different working groups.

Key initiatives to meet the objectives:

The CEPOL Glossary was adopted by the GB on September 13th, 2005 as a living document. This requires regular updating as well as efforts to continuously adapt it in accordance with the needs of the work of the different working groups and projects.

8.3 Inventory of Glossaries

Specific objectives:

To provide an overview of glossaries with specific police vocabulary in different languages

Key initiatives to meet the objectives:

The Member States have been asked to provide information on existing glossaries. An inventory has been made which can be accessed through CEPOL's website.

Regular updating of this inventory will be required in 2007 and years thereafter according to new information provided by the countries.