

Aim	Target group / frequency	Event	Learning outcomes (objectives)	CEPOL tool	Size	Duration	Experts (examples of speakers)	Agenda item	Content	Description (examples)	Methods	Facilitating / Coaching		
Police chiefs and their deputies	Exchange good practices on global visionary leadership	LE decision makers with budgetary responsibility	A1	1 - Identify challenges and wider determinants affecting policing	seminar (held in English - but an extra person with the delegate helping with speaking in EN can be covered)	21	2 days	Representatives of academy/trend researcher, Think-tank, Social media (e.g. Twitter, Facebook)	<b>Policing in fast developing environments</b>	How the changes in various areas (politics, economy, society, technology) influence the crime and policing: past - now - future	Four parallel workshops (politics, economy, society, technology) - experts kicking-off the discussion with their input - what kind of PEST challenges are you facing now, how it could develop/modify in the future, how could you cope - getting inspired from each other and experts	Discussions, Group work	Contact to the delegates prior to the event (phone) regarding the specific outcomes they are looking to achieve	
				2 - Compare law enforcement and private sector's leadership approach				Private sector (e.g. SHELL, IBM) operating internationally and on a big scale	<b>Operate with limited resources in times of raising expectations - innovative solutions</b>	How the solutions in private sector can inspire the law enforcement response operating within limited resources and in the public eye; exchange of good practices	Expert illustrates the situation (e.g. new tasks with no budget increase, significant change/merger...) and their response - then sub-groups discussing how would they act in LE environment. Also opposite scenario - LE presents scenarios to the private sector expert who suggest the reaction - participants can compare how would they handle the situation			Case study, Discussions
				3 - Analyse the possibilities to promote a shared vision and approach to security with public/private partners				Communication expert (media, politics)	<b>Provide leadership - gain support from political level and society - be accountable</b>	How to lead and communicate in order to maximise the engagement of your counterparts and how to show accountability towards the society and get their support expressed via their representation (elected representatives, media, NGOs)	Expert engages with delegates about their experience regarding partnership with public and private entities (exchanging "tips and tricks"), analysing why certain approach delivered expected result			Discussions, Role play
				4 - Analyse the possibilities for keeping your staff engaged in a changing environment				Human resources expert (psychologist)	<b>Keeping staff engaged</b>	How to motivate and lead in order to maximise the engagement of your staff in a dynamic EU environment	Simulations in small groups - prepare scenarios e.g. introducing police reorganisation - one volunteer sells the idea to other participants - the HR experts then points out attractive techniques and offer further solutions from their own experience			Simulation, Group work
				5 - Discuss the major elements of efficient decision making				Police leader beyond Europe (Interpol or Pearls of Policing delegate)	<b>Peer-to-peer: Leader-to-leader</b>	How to cultivate sustainable future oriented leadership; how to lead police as a professional organisation and accomplish more with less resources	Expert encourages an open discussion on elements you need to consider when making important decisions - ask participants for examples - summarise into a list of scenarios/ realistic situation with problems to be solved - serves as assignment for event B1 (facilitators to capture 5-6 topics for the B1 group work)			Discussions captured by facilitators
				Other elements:				Networking event (including experts)	Lecture material - poster - personalised poster/calendar with e.g. pictures made during the event - leave empty space for own remarks (handy when using it, he/she can make notes, tel numbers, etc)	Ice-breaking session at the beginning - visit a location with interesting security relevance e.g. a microbiology lab e.g. present a scenario about security breach on a big scale (virus out of lab)	Facilitators providing the necessary assistance and capture the ideas into written			
		A2	Linked to A1 objectives - details to be prepared in the Hosting Plan	EPEP, segment "Senior police leaders"	7 x 3 people	5 days	Participants of the A1 activity	<b>Specific leadership topics and host countries to be identified during A1 (facilitators assisting)</b>	One way exchange (visit) - with three or more partners in one event - suitable mini-groups and host country identified during A1	Group work - written 3-4 pages summary report in English of each visit - standardised format to be prepared by facilitators - then to be compiled into a CEPOL brochure - CD-ROM (together with reports produced by B2)		Facilitators ensuring consistency with A2		
Future leaders	Foster the network of future leaders in policing. Encourage collaborative way of working across the EU law enforcement	Senior LE officers with prospects of becoming decision makers; members of chief officer team; including EU agencies and international organisations/ bodies	B1	1 - Recognise the critical factors of a successful change or innovation	course (held in English)	28	5 days module 1	Expert from private sector; Expert from public administration	<b>Visionary leadership and its implementation - long term investment and solutions</b>	How to recognise the need for a change, prepare phases, invest into future	Ask participants for examples of changes they had or expect - one group led by "private" expert, second group by "public" expert. Participants to discuss main elements and way of coping, then compare in plenary and point out the differences/common ground	Case study, Discussions	Coaches contacting to the delegates prior to the event (phone) regarding the specific outcomes they are looking to achieve - conversation clarifying the expectations. During Module 1 participants and coaches agree on topics for individual coaching	
				2 - Assess how to bring EU instruments/ legislation into police practice				COM official from the relevant area of the chosen topic (or visit to DG Home in Brussels)	<b>Strategic thinking and planning</b>	How to break down a new EU instrument into daily police practice	3 parallel workshop with support of a content (COM) and a methodology (academia) expert - use recent examples of a new EU instrument (e.g. Passenger Name Record, European Investigation Order, etc) and discuss in small groups which elements need to be considered (joint ideas, pitfalls)	Discussions, Group work		
				4 - Apply efficient motivation tools and techniques in a multicultural environment				Expert from private sector; Expert from public administration; Psychologist	<b>Performance improvement, getting staff engaged</b>	How to set your vision, lead and motivate, build alliances	One group led by "private" expert, second group by "public" expert. Participants to point out various options for motivating staff and tell about own experience - compare in plenary and learn from comparison between private and public approach	Role play, Group work		
				5 - Apply efficient time and resources management				Academia; Business representative	<b>Time management; Balancing resources and demand</b>	How to optimise the available time and resources, get the available options and prioritise between them	Scenarios with challenging situations prepared by coaches (ideas captured from A1) - discussing allocation of resources, provide reasoning for your choice	Simulation, Group work		
				6 - Employ efficient communication with internal and external audience in a multinational context				Communication expert from international media, journalist	<b>Internal and external communication</b>	How to get your message across to your staff and to external partners (international partners, media)	In small groups demonstrate various scenarios - communication to your team, staff, external partners, international media, etc. Then discuss the essential elements of successful communication, hear the opinion of the international media expert	Simulation, Role play		
				7 - Analyse task, assemble information and recommend solutions				Representatives from A1	<b>5-6 topic received from the event A1 participants</b>	How to break down a complex task, organise collection of relevant input and conclude the available options for a decision maker	Module 1 - assign topics to sub-groups of participants (max 5 per group), analyse the nature of the task, decide on division of tasks within the group. Home - collect the information, communicate with the group. Module 2 - finalise the scenarios/options of decision makers (max 4-5 pages). Present to the invited decision maker(s) and ask for feedback	Assignments		
				8 - Assess how to bring EU instruments/ legislation into police practice and employ the possibilities for joint approach within the EU				Europol, Eurojust, COM official from the relevant area of the chosen topic	<b>Strategic thinking and planning in EU police cooperation context</b>	How to break down a new EU instrument into daily police practice and integrate EU police cooperation in the organisation's routine	Parallel workshops led by experts - use recent examples of a new EU instrument (e.g. Passenger Name Record, European Investigation Order, etc) and discuss in small groups which elements need to be considered (joint ideas, pitfalls) - see "international" element as a complementary one to national	Discussions, Group work		
				9 - Evaluate possibilities for proactive working with political level				Videos/ news reporting about political events	<b>P</b> <b>Political development - impact on police tasks</b>	How political events impact upon police work	Ask participants about their experience - police reacting to political events or police influencing political level (EU or national) - e.g. change in illegal immigration routes, legalisation of some drugs	Simulation, Group work		
				10 - Estimate options for interaction with private sector				Representative of a private company	<b>E</b> <b>Economical changes influencing policing</b>	How development in business and financial sector influences criminal opportunities (e.g. money transfer, parcel services)	Encourage a debate on how to cooperate with private sector - role of police, crime prevention "through design", prevent infiltration of OC into economy/anti-money laundering	Discussions, Group work		
				11 - Diagnose the potential public response to police action influenced by social inequality				Governmental official, NGO (e.g. IOM)	<b>S</b> <b>Police response in increasingly heterogeneous society</b>	How to address the impact of social exclusion and the unevenness of economic opportunity on crime (inside and outside EU)	Play videos with examples of police actions escalating to criminal activities or public disorder (riots) - stimulate a debate how to deal with it /what measures could be taken to prevent it	Simulation, Group work		
				12 - Prioritise in a way enabling to foster the "value for money" approach				Expert (private or public) on technology development	<b>T</b> <b>Police keeping pace with new technology</b>	How your investment into technology helps to prevent/ cope with crime	Discuss what is your strategy/approach when deciding about investment into technology; examples (case studies) of good decisions. Input from expert recent and future development, how to make law enforcement "smarter" by using technology	Discussion; Case study		
				13 - Identify needs of a police leader with European perspective (training gaps)				Educational/training expert on leadership	<b>LETS</b> <b>Future leadership and decision making - necessary training</b>	How to prepare future leaders for their job and encourage their international cooperation	An open discussion on training gaps with regard to leadership - expert to encourage the debate - formulate in which specific areas you see potential for having a joint EU training (a joint course curriculum) - list of topics to be summarised and later presented to participants of the event C1 (in written & verbal presentation)	Discussion; Assignments		
				Other elements:				Evenings - in networking style - including experts, ensure communication	Lecture material - poster - personalised poster calendar with e.g. individual pictures of participants (made at the beginning of the event) and with a space for hand-written contact details - have "signature collection" session as part of farewell evening (to collect signatures/tel numbers)		Coaches ensuring consistency with B2			
B2	Linked to B1 objectives - details to be prepared in the Hosting Plan	EPEP, segment "Senior police leaders"	9 x 3 people	5 days	Participants of the B1 activity	<b>Specific leadership topics and host countries to be identified during B1 (coaches assisting)</b>	One way exchange (visit) - with three or more partners in one event - suitable mini-groups and host country identified during B1. As part of the agenda, a meeting with an A level person arranged by the host	Group work - written 3-4 pages summary report in English of each visit - standardised format to be prepared by facilitators - then to be compiled into a CEPOL brochure - CD-ROM (together with reports produced by A2)						
Heads of training institutions	Promote joint European approach to leadership training; Support development of cohesive training opportunities for police leaders in an international environment	Leaders in providing training	C1	1 - Detect significant elements from wider environment having impact on leadership training needs	seminar (held in English)	20	2 days	PEST experts (private, academia, governmental...)	<b>Strategic thinking, strategic planning - future training needs</b>	How the training for police leaders should respond to changes in wider environment (political, economic, social and technological development) and their impact on security and crime	Input from experts regarding trends in politics, economy, society, technology followed by a group discussion in order to identify/highlight indicators relevant for preparing an up-to-date national leadership training strategy	Discussions, Group work	Contact to the delegates prior to the event (phone) - clarify their expectations	
				2 - Compare national approaches to leadership training				Course managers responsible for national leadership training	<b>Police leadership training</b>	How to benefit from various national leadership training programmes	Course managers of national training programmes to present the approach/content/impact of their police leadership products - consider future possibilities (a joint international programme, exchange, etc)	Lectures, Discussions		
				3 - Analyse the differences between private and LE human resources development				HR representative from private sector (international company)	<b>Professional development</b>	How to innovate your approach based on experience from private sector - how to motivate staff	HR professional kicking-off discussion by providing examples of approach in private sector - why to invest into training, setting priorities and decide on structure of training portfolios - compare with LE experience	Discussions; Group work		
				4 - Identify competencies of a police leader with EU perspective - analyse the leadership training gaps				Police chiefs/deputies - representatives from the event A1 EU Agencies, European Commission Representatives from the event B1	<b>LETS</b> <b>Joint EU leadership training</b>	How to satisfy the need for specific training needed for police leaders	Representative from the A1 and B1 events to present verbally (also provided in written in advance) the requirements and ideas collected - what is expected to be prepared with regard to police leadership training at national levels and what can be delivered at European level as a joint course curriculum (input for LETS)	Group work		
C2	Linked to C1 objectives - details to be prepared in the Hosting Plan	EPEP, segment "Trainers"	5 x 3 people	5 days	Participants of the C1 activity	<b>Detailed information about leadership training approach of other partners</b>	One way exchange (visit) - with three or more partners in one event - suitable mini-groups to be identified during activity C1	Attending a part of Police Leadership course in other countries and have an opportunity to discuss in detail with course organisers and participants in order to consider applying it in your country - written summary (in English) from each exchange to be summarised into a CEPOL brochure - CD-ROM together with summaries from A2 and B2 exchanges	Facilitators ensuring consistency with C2					