Qualitative thinking
Qualitative education
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Contents

Qualitative thinking — Qualitative education ............................................. 5
Foreword ........................................................................................................ 7
Mission ........................................................................................................... 9
Vision ............................................................................................................. 9
Values ............................................................................................................ 9
Introduction .................................................................................................. 11
Guiding principles .......................................................................................... 13
Quality of learning ........................................................................................... 13
CEPOL’s relationship with the EU’s law enforcement society ...................... 13
CEPOL’s relationship with stakeholders ....................................................... 13
Towards CEPOL’s staff and associates .......................................................... 13
Strategic goals and objectives 2010–14 ......................................................... 14
Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence . . . 15
Goal 2: CEPOL will be developed into a European law enforcement knowledge base ................................................................. 16
Goal 3: External relations will be considered and dealt with as a cornerstone for partnership ................................................................. 17
Goal 4: CEPOL will be led and managed as a top-ranking innovative EU agency ................................................................. 19
Conclusion .................................................................................................... 20
Qualitative thinking
Qualitative education

Our ability to meet new security challenges in the field of justice and home affairs and tackle the threat of transnational crime will, in many ways, determine the future of Europe.

The dynamism of European Union (EU) agencies, such as Europol, Frontex and Eurojust, invites CEPOL to keep abreast with them and support their crime-fighting efforts. The enforcement of the Lisbon Treaty and the commencement of the Stockholm Programme action plan are additional determining triggers for innovation through CEPOL.

The coming years will be marked by increasing expectations of European police education in the evolving arena of international law enforcement cooperation. Building European training schemes is one aim which will result in change from quantitative to qualitative thinking in teaching and learning. Aligned with this trend, CEPOL has to have a commonly developed and clearly articulated strategy.

Here our strategic vision is presented: where we would like to see CEPOL in five years and how these strategic aims could be achieved.

In accordance with our faith in the CEPOL network, it will function as a European law enforcement education centre and knowledge base at the highest level of international excellence.

Dr Ferenc Bánfi
CEPOL Director
Foreword

There are organisations that think, and there are organisations that do.

At the top of their game are organisations that do both. They have visions — and strategies to achieve these visions. These organisations implement their strategies through everything they do. They are able to create and capture value today and position themselves for greater value tomorrow.

An organisation without clear objectives is like a ship without a rudder. A good strategy matched with outstanding implementation is the best assurance for success for every organisation. It is also an undeniable sign of good management and means identifying the appropriate dimensions of differentiation and integration.

Strategy creation is about doing the right things and is a primary concern of senior managers.

Implementation is about doing things right, a much different set of activities. Senior executives and middle managers must give implementation proper attention, since even a great strategy is worthless if it is not implemented properly. Strategy operates at both corporate and operating unit levels.

The CEPOL strategy was finalised during the Belgian Presidency. The process began during the Swedish Presidency in 2009 and, thanks to the dedication and hard work of CEPOL’s Governing Board and Secretariat staff, it was adopted in September 2010.

The real success lies in both the production of a substantial and fundamental document that will be the reference for CEPOL’s future actions. The implementation of a tool named ‘Balanced Scorecard System’ integrates the whole performance criteria, and allows a professional and transparent leadership for CEPOL’s Governing Board, as well as for the ‘controlling’ authorities such as the European Parliament, the Council of the European Union and the European Commission.

I would take the opportunity to express my thanks to all parties involved in the elaboration of the strategy, to the Governing Board, the Secretariat and the Belgian Presidency team for their fundamental contributions to the success of the CEPOL strategy, which was a priority for us.

Jean-Marie Van Branteghem
CEPOL Governing Board Chair
June — December 2010
Mission

CEPOL as a European Union Agency contributes to European police cooperation through learning to the benefit of European citizens.

Vision

CEPOL is acknowledged by allied agencies and authorities in the policing and educational world to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.

Values

- Primary source of knowledge
- Respect for diversity
- Faith in justice and policing
Introduction

In the globalised world, the European Union (EU) is facing increased security challenges that require joint EU responses, based on effective police cooperation, professionalism and responsibility, with regard to the security and freedom of European citizens. The ability to meet these new challenges in the field of justice and home affairs, to tackle the threat of transnational, as well as international and organised crime, will have significant influence on the future of Europe.

The EU has been developing its world class judicial and law enforcement organisations in the context of freedom, security and justice. Europol, Eurojust and Frontex are demonstrating extraordinary professionalism, knowledge and skills, complementing their human capability with the application of high-level technology. The ambitious strategies, crime-fighting efforts and dynamism of these EU agencies are strongly supported by the CEPOL network’s provision of training and learning activities, enabling them to keep abreast of current crime-fighting efforts.

The enforcement of the Lisbon Treaty and the commencement of the Stockholm Programme are determining triggers for innovation through CEPOL. The ongoing EU structural changes, along with the promotion of effective implementation of the Stockholm Programme (such as the development of an internal security strategy, the evolvement of a joint law enforcement culture and the requirement of EU-related training for police and border agents), impact on CEPOL both strategically and operationally. In particular it highlights the necessity of high standards for EU-related police training.

The coming years will be marked by increasing expectations of European police education in the evolving arena of international law enforcement cooperation. Additionally, rapid development in information and communication technologies fosters further innovation of a common, useable platform for CEPOL, for national training institutions to work collaboratively and create synergies. It is of paramount importance to take advantage of cutting-edge technological opportunities and capitalise on the benefits through close collaboration.

Building a qualitative educational culture is a must, resulting in the change from quantitative to qualitative thinking in teaching and learning. To reach these ambitious goals, CEPOL has to have a commonly developed and clearly articulated strategy.
Guiding principles:

**Quality of learning**
- Quality and depth of provision across all subjects
- Qualified teachers, trainers, lecturers and tutors
- Committed, self-directed lifelong learners
- Cutting-edge technology
- Close interactive relationship between learning, science and research
- CEPOL’s place within the broader academic community
- Encouragement of a questioning spirit
- Qualitative exchange experience for students, teachers, trainers, tutors and associates through networking

**CEPOL’s relationship with the EU’s law enforcement society**
- The widest possible institutional and individual access to CEPOL’s knowledge base and learning system
- Contribution to more effective crime-fighting through the pursuit, dissemination and application of knowledge
- Concern for sustainable relationships with the law enforcement environment

**CEPOL’s relationship with stakeholders**
- The EU Member States, through the European Council (Council Standing Committee on Internal Security — COSI), CEPOL’s Governing Board, the European Parliament, the European Commission and the Police Chief’s Task Force are considered as primary bodies
- The relationship between CEPOL and the national training institutions is fundamental to the nature of networking
- Essential elements of successful collaboration are maintained through coordination with Europol, Frontex and Eurojust

**Towards CEPOL’s staff and associates**
- Rewarding and recognising CEPOL staff and associates as its greatest asset
- Encouraging the development of all professionals working with CEPOL
Strategic goals and objectives
2010–14
Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

CEPOL has enjoyed a number of successful years in existence, has built up its network, developed cooperation and is operating professionally. To further build on these great achievements, CEPOL will innovate, motivate and educate within a holistic learning system. In accordance with the declared vision, CEPOL’s network will be developed as a European law enforcement learning platform, coupled with a knowledge base at the highest level of international excellence. In order to achieve this ambitious target it is a necessary precondition to further improve the CEPOL network.

Strategic objectives

1.1 Delivering quality training courses on specific subjects; training senior police officers and middle-ranking police officers, senior police officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe; assisting in setting up appropriate advanced training programmes. Promoting effective implementation of the Stockholm Programme, via training

1.2 Delivering training for senior leaders in order to enhance their European competence; assisting them in strategy planning and the realisation of strategic decisions at the EU level

1.3 Exchange programmes as an essential element of learning promote, facilitate and develop cooperation

1.4 Common curricula contribute to the preparation of harmonised training programmes in accordance with EU standards

1.5 Developing further and easier access to e-learning systems

1.6 Quality learning shall be the acknowledged ethos of CEPOL’s reputation and prestige
Goal 2: CEPOL will be developed into a European law enforcement knowledge base

A stimulating intellectual environment will be maintained under CEPOL’s umbrella. It is populated by senior law enforcement officers, teachers, lecturers, trainers and researchers. It also contains applicable research projects, training, conferences, seminars, exchange programmes, the e library and forums (conventional and virtual) for sharing achievements and best practice. Police knowledge must have a source and this source cannot be elsewhere other than police science. European police science cannot be left homeless; it needs a home and this home shall be CEPOL.

Strategic objectives

2.1 Broadening the knowledge base by continued development of the e-library

2.2 Orientation and facilitation of research; support to researchers and scientists

2.3. Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers

2.4. Foundation and maintenance of a European database of law enforcement researchers, scientists and research

2.5. Communities and individuals with outstanding performance and excellent work in assisting or promoting European police education and science under CEPOL’s umbrella will be honoured and acknowledged
Goal 3: External relations will be considered and dealt with as a cornerstone for partnership

CEPOL’s efficiency and effectiveness will be determined not only by its own efforts but also by the quality of its cooperation with external partners. Partnership, equality, reliability, mutual interests and benefits are placed at the centre of cooperation. Looking at the circle of cooperation partners, different groups of countries, agencies, institutions and bodies can be listed. The aim is that CEPOL’s external relations are tailored with different levels of flexibility for different groups of partners in a ‘variable geometry’. The advantage of this model is that it recognises that certain groups have a different status quo, interests and concerns.

Strategic objectives

3.1 Cooperation with EU agencies and bodies remains the priority

3.2 Associated states are considered the closest partners

3.3 Assisting candidate and accession countries, the neighbourhood policy and the Eastern partnership

3.4 Cooperation with globally significant partners

3.5 The multiple roles and interests of the private sector are used for deepening cooperation with the civil society
Goal 4: CEPOL will be led and managed as a top-ranking innovative EU agency

A constantly changing environment requires a flexible and appropriate response from CEPOL if the organisation wants to ensure that its services meet with stakeholder and client expectations, which are altered by new needs. To be an evolving agency requires the capability to respond to challenging issues constructively. Increasing expectations are stimulating the leadership, management, process and organisational innovation of CEPOL. Managing these changes is not an easy task, but surely possible with professional leadership and management, so that at the end, good governance will be the main feature of organisational performance.

Strategic objectives

4.1 Application of corporate leadership and management by the Governing Board

4.2 Application of devolved leadership and management between the Director and the Secretariat team

4.3 In order to ensure functional discipline, the creation and maintenance of an effective internal control system, including an audit panel

4.4 Managing human resources as the greatest assets of CEPOL

4.5 Budget management ensures implementation of the annual work programme and contributes to CEPOL’s future innovation

4.6 The Secretariat provides appropriate administrative support for the proper functioning of all CEPOL components

4.7 Stakeholder relations and internal communication

4.8 Public relations and cooperation with civil society
Conclusion

In many ways 2010 can be considered a turning point for CEPOL. With a new management team firmly in place and with the efforts of the CEPOL Secretariat and network means CEPOL can be described as operational, legal and regular.

The adoption of a CEPOL Strategy — a first for CEPOL — gives a strong strategic direction to the agency over the coming years.

In 2011, the emphasis will be on the implementation of the strategy and measurement of performance, such as the application of the Balanced Scorecard System with Key Performance Indicators, developed by the Belgian Presidency.

CEPOL’s key publications will automatically link to the strategic goals and objectives. For example, the Annual Work Programme will include more details about each strategic goal and objective, and allow for further reflection. Future Annual Reports will highlight what strategic goals and objectives have been achieved, and if not, why not.

CEPOL’s strategy however cannot completely be set in stone. Feedback and further reflection will be necessary, which may result in periodical adjustments to both the strategy and planned outputs.

CEPOL’s ultimate aim is to build a qualitative educational culture, moving the emphasis from quantitative to qualitative thinking in teaching and learning.

The complete strategy is published on CEPOL’s website: www.cepol.europa.eu (Governing Board Decision 43/2010/GB).
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CEPOL brings together senior police officers across Europe.

It has been in operation as a network since 2001.

It began operating as an agency of the European Union on 1 January 2006.

It organises some 60–100 courses, seminars and conferences a year.

Activities are mainly implemented at the national senior police training colleges in the Member States.

More than 700 experts, lecturers and trainers contribute to CEPOL activities each year.

CEPOL carries out specialised projects, including an Exchange Programme and Euromed Police II project.

It creates common curricula relevant to all Member States.

It operates a state-of-the-art electronic network to aid communications and learning.

It cooperates with a wide range of partners, including other law enforcement agencies, non-EU countries and research institutes.