

DECISION 27/2006/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

LAYING DOWN A COMPETENCY PROFILE FOR SENIOR POLICE OFFICERS

IN THE FIELD OF INTERNATIONAL CO-OPERATION

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 5 thereof;

Having regard to the request of the Council that the educational objectives of the European Police Chiefs Task Force (hereinafter referred to as “EPCTF”) should match those of CEPOL.

Having regard to a proposal of the Governing Board of the European Police College (hereinafter referred to as “CEPOL”) set up on the basis of Council Decision 2000/820/JHA ⁽²⁾ to the EPCTF to jointly develop competency profiles for senior police officers in technical and strategic matters;

Whereas:

- (1) The follow up of the three year report of CEPOL established by Council Decision 2000/820/JHA to the Council ³ states that future training programmes for the strategic executives should be based on an indication of the “characteristics of a harmonised European competency framework for the ‘strategic senior police officer’ in general management positions and specialised positions in the field of crime fighting, but also with regard to community oriented policing and public order”.
- (2) The outcome of a discussion in the former Management of Learning Committee of CEPOL established by Council Decision 2000/820/JHA stresses that “a European dimension” in the CEPOL activities “should provide added value to national (police) training and education”.
- (3) The enlargement of the European Union, the need of engaging the right target group and the need to develop harmonised curricula in compliance with the bachelor/master structure set by the Declaration of Bologna should be taken into account.

¹ OJ L 256, 1.10.2005, p. 63

² OJ L 336, 30.12.2000, p. 1. Decision as last amended by Decision 2004/567/JHA (OJ L 251, 27.7.2004, p. 20).

³ Document dated 9 December 2003

HAS ADOPTED THIS DECISION:

Article 1

The Competency Profile for Senior Police Officers in the Field of International Co-operation especially involved in combating crime and related public order issues (hereinafter referred to as “Competency Profile”) as detailed in Annex 1 is adopted.

Article 2

The Competency Profile shall be taken into consideration for the development of Common Curricula.

Article 3

For the purpose of using the Competency Profile in the field of CEPOL training activities the Training and Research Committee shall propose a more detailed version to the Governing Board for adoption.

Article 4

This decision shall take effect on the day following that of its adoption.

Done at Helsinki, 27 September 2006

For the Governing Board



*Urpo Sarala
Chair of the Governing Board*

Competency Profile
For
Senior Police Officers
in the field of international co-operation
especially involved in combating crime and related public order issues

1. Introduction

This document contains a competency framework. According to the Encarta Dictionary English (United Kingdom), a framework is a set of ideas, principles, agreements, or rules that provides the basis or the outline for something that is more fully developed at a later stage.

This framework of competencies can serve the following purposes:

- Training
- Selection
- Appraisal and Career Development

Applying the framework for any of these purposes needs further development: it should either be more detailed (training), condensed (selection) or rephrased (appraisal and career development). The first development will be done by the European Police College (hereinafter referred to as “CEPOL”), as the competency framework is meant to be the context for CEPOL curricula. The last two developments are country or agency bound and thus liable to national or EU requirements. Besides, every application requires a dedicated system of assessment and observable measurable criteria, based on a qualification strategy.

International policing will be carried out in a variety of functions and areas. This competency framework can be metaphorically seen as ‘a toolbox’. Picking the right tools in order to do the job properly.

This competency framework does not replace national sets of occupational standards; it is complementary to the nationally required competencies. Every country is free to recast the competencies into national requirements, if necessary.

2. Definition and Breakdown of Definition

Differences in historical backgrounds and scientific orientations cause different definitions of the competency concept. Therefore the definitions written down in the Q-13 document – an accepted CEPOL standard – have been used:

Competency	<p>'Having the necessary ability or knowledge to do something successfully'.</p> <p>In other words (but totally in line with Q-13): A competency is the integrated application of knowledge, skills, attitudes, experience, responsibilities and personal traits in order to perform a job successfully.</p>	
Categories	<i>Professional Competencies</i>	Directly related to the body of knowledge and methods of policing, being ready and willing to work overtime, when necessary.
	<i>Contextual Competencies</i>	A highly qualified performance of policing with high ethical standards rightfully demanded by the public, representing state authority in matters of internal safety, being able to cope with difficult circumstances and influences of media or politicians.
	<i>Social Competencies</i>	Enabling the senior police officer to understand and manage the key role of the police in a democratic society, as a mission of service to the public, with a sensitive understanding of social, cultural and minority issues as well as community matters.
	<i>Individual Competencies</i>	Acquiring leadership capacities, action management, client centred service, personal effectiveness, flexibility and self-reflection as well as analytical, communicative and interpersonal skills during a continuous process of learning.
Maintenance	As competencies have to be learned, created and developed, they evolve continuously, may even disappear or become irrelevant. So there is a constant need to keep up or update the acquired competencies.	

3. Competency Profile

With regard to the strategic aspects of international co-operation in Europe – particularly in the field of combating crime and related public order issues – a senior police officer should be able to do the following:

3.1 Professional competencies

1	Handle relevant European legislation, regulations, instruments and structures in accordance with the national context;
2	Deal with different approaches to what is regarded as legal or legitimate in line with Europe's increasing legislation and jurisdiction;
3	Consider strategies of the police using force as a last resort in order to enhance legitimacy for policing in Europe;
4	Develop and apply strategic planning, especially in the field of pan-European co-operation;
5	Direct several major, complex and dynamic processes from a long-term perspective taking into account approaches and procedures elsewhere in Europe;
6	Manage the interaction between policing strategies and politics in a European context at the same time;
7	Analyse, evaluate and apply research and investigation findings to strategic management of European policing issues;

3.2 Contextual competencies

1	Develop a common view on the core tasks of the police in EU co-operation;
2	Assess and transform the effects of socio-economic, cultural and political developments in Europe into initiatives for innovating policing strategies;
3	Recognise and seize strategic opportunities for European co-operation;
4	Confer or negotiate successfully with European authorities, irrespective of influences of media or governments involved;
5	Take effective decisions when confronted with conflicting interests in Europe;
6	Guarantee an acceptable balance between national and European demands;
7	Deal with the fact that European co-operation requires a specific accountability in comparison with similar operations in one's own country;
8	Handle dilemmas between priorities and lack of resources due to national as well as European funding;
9	Apply quality control standards to strategic management, based upon challenging international standards;

3.3 Social competencies

1	Respect the 'Code of Ethics' of the Council of Europe;
2	Take into account and ensure diversity in law enforcement and the daily performance of policing with respect to age, gender, sexual orientation, religion, ethnicity and culture as a reflection of Europe's multiplicity;
3	Deal with the potential tension between being a law enforcement instrument versus the mission to safeguard the rights of individuals, as set by the UN Declaration of Human Rights;
4	Take into account the social hierarchy and conventions in the European Union when communicating with strategic partners;
5	Handle the political and professional sensitivity of communicating with the foreign press abroad;
6	Perform in various multicultural, interdisciplinary or international teams and under various conditions;
7	Inspire and advise colleagues in the process of international police co-operation;

3.4 Individual competencies

1	Serve as an example for the organisation and European counterparts in terms of police professionalism, natural authority and effort as well as integrity, inspiration and loyalty – balancing personal life and duties;
2	Reflect on one's performance as an efficient, composed and confidence-building leader in international and cross border projects;
3	Enrich the European partners by sharing one's own personal expertise;
4	Apply different police leadership roles simultaneously, being an 'architect, programme manager or diplomat' in joint investigations and co-operation;
5	Contribute to public confidence in what policing in Europe is all about;
6	Contribute to a common way of policing in democratic Europe;
7	Command at least two languages in multilingual Europe, including English as a working language.