



The Hague,	23 January 2024
EDOC#	1354056 v 3
Department / Team	FRO
Author	[REDACTED]
Phone	[REDACTED]

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12 SEP. 2024

## Briefing Note

### Proposal for a pilot training on fundamental rights for senior management

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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

#### 1. Context and aim

Article 41d of the Europol Regulation (ER) makes the training on fundamental rights mandatory for all Europol staff involved in operational tasks involving personal data. Nearly all operational staff, process in one way or another personal information and will have to follow the training mentioned in art 41d.

This kind of training is already covered for a great part by the training on data protection and the training on fundamental rights for newcomers.

From my experience and confirmed in some literature<sup>1</sup>, ethical leadership and the role of senior management in upholding and promoting fundamental rights is crucial for an organization, the tone is set at the top.

The aim of this briefing note is to propose a concept note for a pilot project of a training for Europol's senior management on fundamental rights and ethical leadership.

<sup>1</sup> - World Benchmarking Alliance, Blog 27 July 2022, Setting the tone at the top: the importance of policy commitments to human rights.

[REDACTED]

## **2. Training concept**

### **2.1. The nature of the training**

The training concept is based on similar trainings in European and North American law enforcement communities. In Europe, this kind of training is given in Poland, Germany, the Netherlands, Belgium and also in Iceland. It connects historical mass violations of human rights and connects this with modern events, explains the origin of these human rights violations and explains how modern police leaders can prevent and guarantee the respect of fundamental rights by their organization.

This is not a theoretical course on the Charter of Fundamental Rights of the European Union, but more an intensive awareness-raising experience of universal and law enforcement values. Aware of the heavy workload of senior management, this intensive emerging course strives to have the maximum effect on a very short time-frame. On many occasions, this kind of experience has proven to have a very positive outcome on the leadership of law enforcement management and on police practices.

### **2.2. Targeted participants**

To maximise the results, the training demands a lot of interaction between the group members. From a didactical point of view, but also budget wise, a group of 10 participants is optimal. Budget and practical constraints limit the frequency to one session per year.

This is a training for senior and middle management, for leaders who can have an impact on the values of their staff and on the processes and activities of their unit. Although article 41d focusses on the operational directorate, all managers in the organizations have to be aware of the impact they have on the values and ethics. All Europol's managers can benefit from this course. If all managers will attend, this will create shared values, a better common understanding and a better result in respecting and promoting fundamental rights.

The size of the group combined with the frequency and the targeted functions lead to three options: targeted participants are

- ED, DED and HoD;
- ED, DED, HoD and HoU;
- DED, HoD and HoU of the operational directorate.

Article 41d of Europol's regulation makes this training mandatory for staff working with personal data. The DED, HoD and HoU of the operational directorate will have to go through the training. Although there is no obligation for the others, the participation to this training is strongly recommended to create shared values, as mentioned before.

For the non-operational staff, the FRO proposes three combinable options:

- Make the training mandatory for all DEDs, HoDs, and HoUs;
- Add the training in the personal objectives of the staff for whom this is deemed necessary.
- Make it mandatory for the new appointed DEDs, HoDs and HoUs.

### **2.3. The objectives**

#### **2.3.1. Overall objectives**

This training aims at making senior management reflect on their own responsibility and leadership in a democratic society in which fundamental rights and freedoms are respected.

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### **2.3.2. Sub-goals**

- 2.3.2.1. Understanding the causes and processes that lead to violations of fundamental rights.
- 2.3.2.2. Understanding ethical leadership.
- 2.3.2.3. Understanding the terminology of the Fundamental Rights Charter with a focus on those rights that can be endangered by Europol's activities.
- 2.3.2.4. Understanding the methodology ethical decision taking.
- 2.3.2.5. Act in accordance with one's own beliefs within the boundaries of the professional framework.

## **2.4. Practical organization**

### **2.4.1. Location**

This training has to be given on a location where events of mass violations of human rights can be made visual. To maximise the effect a symbolic place is preferable. At the same time, at this location or in the close neighbourhood, a classroom, catering and hotel accommodation have to be available.

It is important too, to go through the whole journey together as a group. Not only for the exchange of ideas during the courses, but also for the emotional support to one another outside the training hours.

The most symbolic place for this event is a work or termination camps from the Second World War. At Oswiecim, Poland, everything is at hand. The Auschwitz Camps, hotel infrastructure and the Auschwitz Jewish Centre Foundation (AJCF) for the necessary logistical and practical support. This organization has also a lot of experience in similar trainings (Poland, German and Icelandic Police, American military ...).

An alternative can be the Holocaust museum and memorial in Mechelen, Belgium. Also this museum has a lot of experience with this kind of trainings. A classroom is also available, catering can be organised at the premises but hotel accommodation are not so convenient. More relevant, the emotional impact of the museum, very important for this training, is far less than a visit to Auschwitz.

### **2.4.2. Coaches**

The coach has to be able to make the connection between the mass violation of human rights and the day-to-day work of Europol's leadership and to police work in general. Besides the FRO, Paul Van Thielen, a former Commissioner General of the Belgian Federal Police has volunteered to participate as coach for this training. He has experience with similar trainings for chief Commissioners from the Belgian local and federal police. He volunteers at no cost, only his expenses have to be covered.

In both locations, we can also profit from the support of local excellent coaches.

### **2.4.3. Timing and duration**

This proposition concerns a pilot project. As a final product, the training could be organised once a year for a group of maximum ten people. There is no preferable period during the year, but we have to avoid regular holiday periods and holocaust commemoration moments.

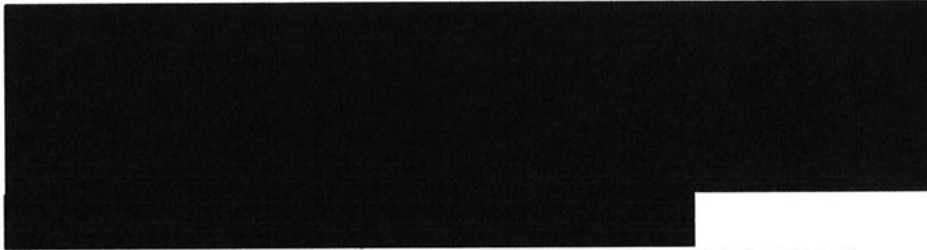
The FRO prefers the first quarter of the year.

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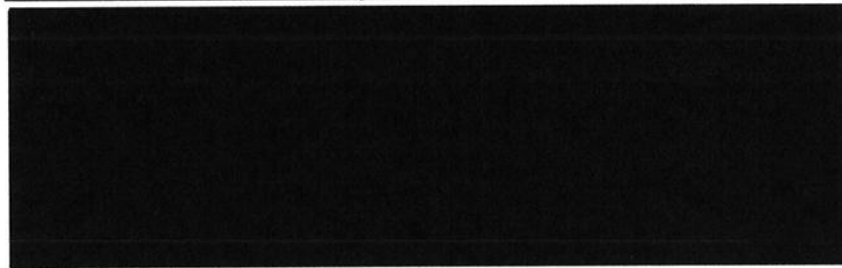
The training will take at least six hours. If organised at Auschwitz, the programme will take two full days, included the transport to and from the location. If Mechelen is chosen as a location, the programme can be organised in one day, with an early start and late return in the Hague.

### 2.4.4. Possible itinerary for a training at Auschwitz

1.



2.



### 2.4.5. Possible itinerary for a training at Mechelen



## 3. Budget requirements

### 3.1. For the option Auschwitz

#### 3.1.1. Travel and hotel accommodation

A similar return flight from Schiphol to Krakow in November of this year costed 340.68 EUR.



**3.1.2. Other costs for 10 participants and two coaches**

- [REDACTED]  
- [REDACTED]  
- [REDACTED]  
- [REDACTED]  
- [REDACTED]

**3.1.3. Total annual cost**

[REDACTED]

**3.2. For the option Mechelen**

**3.2.1. Travel and hotel accommodation**

Individual travel to Mechelen. By train it is impossible to arrive before 9, but travel by car is possible. The price of a train ticket back and forth is 70€. Hotel approximately 140€. We have to add the daily allowance.

**3.2.1. Other costs for 10 participants and two coaches**

[REDACTED]

**3.2.2. Total annual costs**

[REDACTED]

**3.3. Need for tender**

The budget for the pilot will be due by multiple budget holders. The travel and hotel cost and daily allowances have to be borne by the departments and units of the participants. This will limit the total cost for the delivery of the service to ± 4000 EUR . Because this is a pilot project, the limited budget, the specific location (Auschwitz or Mechelen) and the support by a dedicated organization present at the spot (AJCF), there is no need for a call for tender for this first year.

The final product will have to fit into the overall training concept of Europol. [REDACTED]

[REDACTED]

**4. Oversight of the propositions – decisions to take**

	Proposition
1	Pilot project for a training for senior management on fundamental rights and ethical leadership on location
2	Options
2a	Auschwitz *
2b	Mechelen

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3	Targeted Audience
3a	ED, DED and HoD
3b	ED, DED, HoD and HoU *
3c	DED, HoD and HoU of the operational directorate
4	Participation of non-operational staff
4a	Mandatory for the targeted participants *
4b	Written down in the personal objectives of the targeted participants
4c	Mandatory for the new appointed targeted participants
5	Coaches
5a	FRO
5b	FRO and volunteer – ex Commissioner General Belgian Federal Police *
6	[REDACTED]

\* Preferred option FRO.

**5. Proposed way forward**

This proposal is submitted to the DEDM for discussion and advice. The final decision has to be taken by the ED.

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