

Newsletter from CEPOL Future Leaders course 2022



CEPOL EU Law Enforcement Leadership Development - Future Leaders participants and course organisers enjoying dinner 124 meters above the ground at the landmark Näsinneula Restaurant.



Future Leaders participants with the course organisers and CEPOL's Executive Director María Montserrat Marín López and Péter Stauber on Monday 2 May 2022.

CEPOL 75/2022 EU Law Enforcement Leadership Development - Future Leaders, Module 1 started at the campus of Police University College in Tampere, Finland, on Monday 2 May. The course lasted for five days and the participants were discussing and learning different aspects of leadership. This newsletter compiles the different topics from the week together and gives you an insight to the course.

Welcome to CEPOL Executive Director

A total of 27 participants gathered at Police University College in Tampere for the first day of the CEPOL Future Leaders Module 1, which included a presentation from recently-appointed Executive Director María Montserrat Marín López.

A 30-minute tram ride brought the group members out from the city centre on a dry but cold morning to begin the programme.

Monday morning's introductions and housekeeping information were provided by Jarmo Puustinen and Pasi Kempainen. The keynote presentation of the day, 'Back to Human', came from Montserrat Marín, the recently-appointed Executive Director of CEPOL, who was visiting Finland from the organisation's Budapest headquarters.

Montserrat challenged delegates to comment on a scenario where five people were about to die, but where there was an opportunity to save one person. This generated significant debate, with some questioning the validity of the scenario, others commenting on the difference between taking action and passively standing by. One response focused on how the situation was presented. Saving one and killing five has a different impact from killing one and saving five.

Any solution only comes after a process of ethical decision making, she explained, with different areas of brain activity being triggered depending on the differing details of the scenario. "When we face personal moral dilemmas, we are activated either by emotional or cognitive reactions," she said.

"Great leaders understand how to balance emotion with reason and make decisions that positively impact themselves, their employees, their customers, stakeholders and their organisations."

Risk Management

Jouni Kivistö-Rahnasto, Professor of Safety Risk Management at Tampere University, gave the Monday afternoon presentation on the subject of risk management. Participants played an active role in considering what strategic and operational risks they faced. Technology, information exchange and resources were identified, as well as data security, capacity building, the



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reputation of the police and credibility, future officer recruitment and retention.

"Risk is a situation or event where something of human value (including humans themselves) is at stake and where the outcome is uncertain." **Rosa, 1998.**

Professor Kivistö-Rahnasto called out a number of disasters, including the Bhopal gas explosion of 1984, the sinking of the Estonia in 1994 and the Beirut explosion of 2020. But these, he said, were major incidents which demanded our attention. In fact, worldwide the real problems happen in ordinary working days. "We have more than 2.3 million work-related fatalities annually, mostly from communicable diseases, cancers and circulatory conditions," he said.

"Accidents and violence at work account for more than 300,000 fatalities. Our focus is on accidents, health issues and different types of harm causes, as well as the necessary continuity management that must follow."

"We can look at the hazards and threats with the potential to cause harm, but there is no silver bullet as an effective method of analysis."

"When we speak about risk management, we must also be sure that we have established our values – then we have to integrate risk management into general management procedures."

Thinking "inside" the EMPACT box

Antoine Billard from DG Home oversaw an energetic and useful discussion during Tuesday morning on the subject of fighting crime across borders. He gave a presentation on EMPACT (European Multidisciplinary Platform Against Criminal Threats), a security initiative driven by EU Member States to identify, prioritise and address threats posed by organised and serious international crime.

He also played a video to illustrate how the strategies and action plans published by the European Commission were supported. Topics included child sexual

abuse, firearms trafficking, counter-terrorism, drugs and migrant smuggling.

Antoine explained that the EU would benefit from more strategic coherence in terms of leadership, it was vital to look for this coherence. "Many entities say they have the strategy, but connecting different strategies is a specific challenge," he said. "EMPACT is the instrument to help us collectively achieve coherence, and in fact bring more coherence into the environment at a strategic level.

"EMPACT is the flagship EU instrument for cooperation to fight organised and serious international crime."

Digital leadership and staff engagement

Bernd Bürger, a police officer and doctor of public administration from the German federal state of Bavaria, made an energetic presentation of digital leadership. Leadership is a relationship and you can't build relationship with digital tools.

How do you feel if you make a post encouraging a particular action and there is a chance to comment on whether it is deemed to be a good or a bad idea? If you want to do something digital, you need digital specialists. Our problem is that new are socialised to solve problems. We think we can solve any problem but that's not true. Specialists need to work with us. Digital tools can support us but cannot do the work for us.

Several participants were keen to share their opinions relating to the risks of posting on social media, especially relating to possible disciplinary action. Second module's Activity Manager Gerhard Haberler pointed out that through the traditional model it is forbidden to do private activity (such as social media posting) yet it is not forbidden to do police work during your private time.

The session was well received – the conversation continued for some time after the end of the business day!

Planning, analysis, prioritisation and evaluation

Wednesday morning was given over to a presentation on Strategic Planning and Monitoring by Stella Paphitou from Europol. "The problem we face with public sector is that we have a rigid approach, bound by serious restrictions", she said.

From here Stella presented the cycle of strategic planning and monitoring. "Being on track does not mean we are not flexible. The most important word here is 'cycle', and we think systematically, checking back to ask where we are now, is the world the same, are we the same? We cannot keep going without checking back."

Communication is the key. As future leaders you will be making your plans and setting your strategies. But you need to communicate them to your staff and your stakeholders. For example, you need to tell the Ministry of Finance how you have spent the budget they provided, and that you are delivering on your promises. 'Doing very well' is not good enough. Hard data is needed.

Public sector timelines can be very challenging. It is hard to plan two years in advance. But new policies can also be opportunities. You can plan good new initiatives and become active in areas.



Communication is the key also in team building. Participants celebrating their success on playful Finnish Olympics on Tuesday 3 May.



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Communication scenario

The afternoon brought the opportunity to participate in a tabletop communications exercise facilitated by communication expert James Luckhurst. This centred on a live situation involving the hijack of a bus in a district of Helsinki.

Objectives of the exercise were to challenge the participants' own skills in delegation, coordination, communication and decision making. At the end of the three-hour session, participants considered how well prepared they felt before the exercise started, what gaps or weaknesses they were able to identify as the situation developed and generally what worked well.



James Luckhurst challenging the course participants to jump in a communication role-play on Thursday afternoon.

The SURE thing

Thursday started with a short walk across the city of Tampere to hear a series of fascinating presentations relating to local police and private partnership in security cooperation. The 'SURE' project (Smart Urban Security and Event Resilience) has been developed to make the daily lives of residents and visitors in Tampere safer and more secure through a comprehensive and smart event-related urban security solution.

The project aims to increase cross-sectoral preparedness to threats against public spaces and other urban security threats in Tampere. Innovative co-creation methods, joint simulations and exercises will be applied to facilitate smooth and seamless coordination and cooperation between urban and security authorities, first responders and event organisers.

It's all about the data

The international security environment is changing rapidly due to intensifying geopolitical power struggles and constantly accelerating technological change, according to a data expert from the Tampere University. Dr Valtteri Vuorisalo joined the group after lunch to consider examining how new technologies enable a range of new strategic opportunities, dependencies and vulnerabilities.

Dr. Vuorisalo talked the group through a typical critical process, identifying the various touchpoints for data access. When you do this sort of modelling, you gain a better situational awareness of what you are doing and how dependent you are on various cities.

In summary, Dr. Vuorisalo said that ICT was really the backbone of law enforcement capabilities in this data-centric world. "It's typically just bought and implemented, and people are trained to use it. But how often do we ask "why did we buy it?" And "what intended outcomes were there from that technology?"

"There's fast change and there's slow change. There's a grand game going on that is changing the very fabric with which we operate in this world. Security events and technologies evolve quickly, faster than nations can react. Hardware lasts for decades, but software lasts for months."



Before saying "goodbye for now", all the 27 participants reflected their learning process on Friday morning in a fast-moving "Fishing bowl" exercise.

Next steps for the Future Leaders participants

The Future Leaders travelled home on Friday with increased knowledge of leadership and remarkable network of colleagues around Europe. The course is divided into three modules, so the participants and coaches will come together at the end of August in Vienna for the Module 2. Between the modules, the participants will work in groups their law enforcement leadership related assignments where they can indicate their improved leadership skills. What is more, after the week in Vienna, the six groups will participate to CEPOL Exchange where the assignments will be finalised and sent to the three coaches to be assessed.

The course organisers want to thank all the participants for their enthusiastic and active attitude during the week and wish them all the best luck for the future!



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