The European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice

eu-LISA Training Strategy (2013-2016)
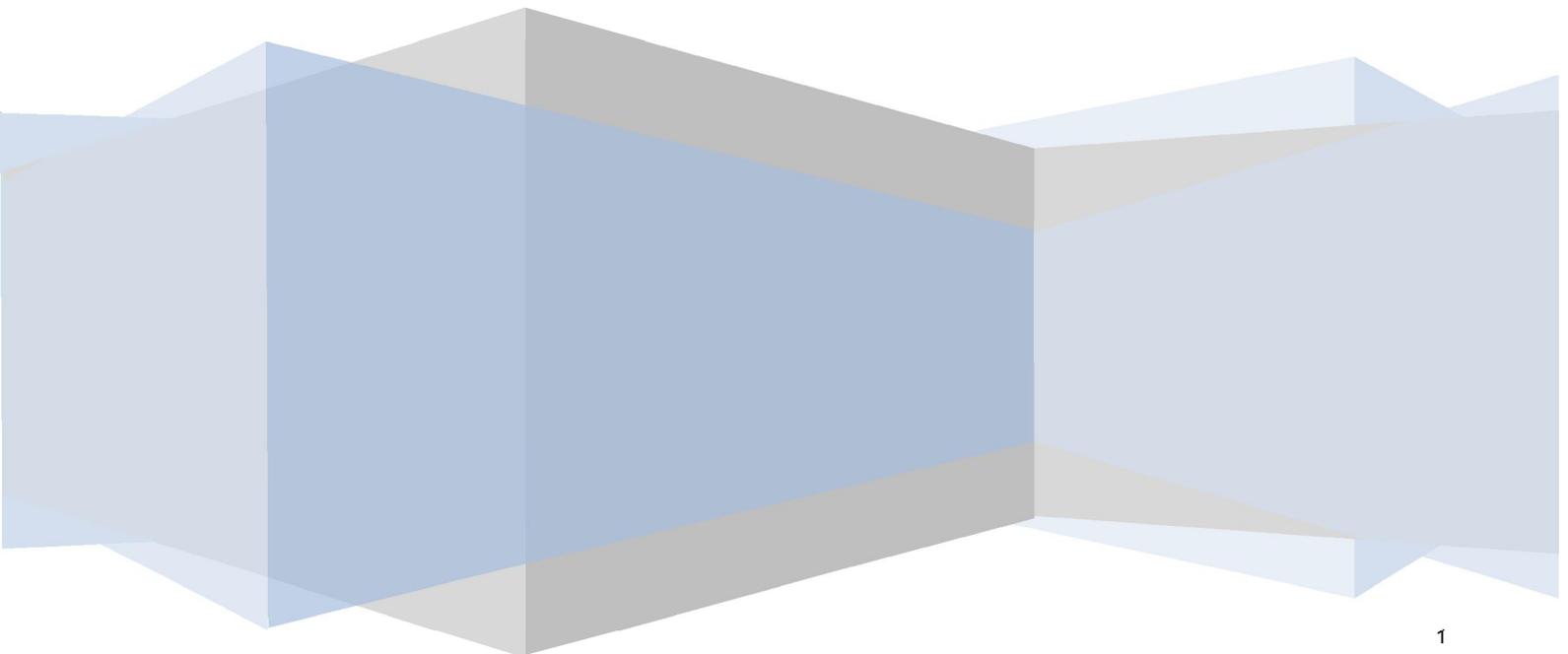
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1.0 Introduction

The aim of this strategy is to provide guidance for the further development of the training activities and training activities of the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA). The eu-LISA Training Strategy sets out principles, objectives, activities and methodology that guide the Agency in the implementation of its training mandate.

The document serves as a basis for the Agency to further develop its training activities, portfolio and competence. It also contributes to the implementation of related training activities of the Member States and Associated Countries (hereinafter Member States) using the IT systems in the remit of the Agency.

The eu-LISA Training Strategy fully supports the implementation of annual eu-LISA Work Programme .

This document will be reviewed and revised if considerable changes in the key factors affecting the strategic development occur.

1.1 Legal base

eu-LISA was established by virtue of Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011 establishing a European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice, which entered into force on 21 November 2011[1].

One of the main tasks of the Agency is to provide training on the technical use of the second generation Schengen Information System (SIS II), the Visa Information System (VIS) and EURODAC to the national authorities using these systems. It also provides training for SIRENE (Supplementary Information Request at the National Entries) staff and for Schengen evaluation team members and lead experts on the technical aspects of SIS II.

The training mandate of eu-LISA is provided for in the preamble, paragraph 11, and Articles 3b, 4b and 5c of the Regulation establishing a European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice. Paragraph 11 of the

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[1] OJ L 286, 01.11.2011, p.1; available on the internet:
http://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:286:0001:0017:EN:PDF

preamble sets out that the Agency should perform tasks relating to training on the technical use of SIS II, VIS and Eurodac and other large-scale IT systems which might be entrusted to it in the future. Furthermore, Articles 3b, 4b and 5c state that in relation to SIS II, the Agency shall perform tasks relating to training on the technical use of SIS II, in particular for SIRENE staff and training of experts on the technical aspects of SIS II in the framework of Schengen evaluation (Article 3b);

and that the Agency shall perform tasks relating to training on the technical use of VIS (Article 4b) and technical use of Eurodac (Article 5c).[2]

1.2 Background and Objectives

The provision of training to national authorities is an essential instrument of eu-LISA in order to fulfil its **mission and vision**. The mission of eu-LISA is to continuously add value to the Member States' policies in the area of justice and home affairs, supporting their efforts for a safer Europe through the use of modern technology tools. The vision of eu-LISA is to contribute pro-actively to the success of the EU policies in the area of justice and home affairs. This will be done by providing high quality and efficient IT services and solutions to Member States and by continuously aligning capabilities of technology with the evolving needs of the Member States.

The implementation of the eu-LISA training strategy is guided by the following **main principles:**
- The implementation of the training strategy would further harmonise the use of the IT systems among Member States' authorities in charge of or using the systems. The strategy would also harmonise the training on these IT systems in the Member States that would enhance the coherent use of the systems by national authorities and thus the efficiency of these systems. eu-LISA would promote a coherent understanding and skills among the national authorities using the IT systems.
- eu-LISA will develop and implement training activities tailored to meet the needs of the national authorities acting as operational managers of the IT systems as well as the end-users of the systems.
- eu-LISA aims to cooperate closely with the Member States in the implementation of this strategy. It will also involve the European Commission, other EU agencies with competences in the area of freedom, security and justice (JHA agencies) and other relevant stakeholders as appropriate.
- In implementing this strategy, eu-LISA will take an open and constructive approach expressing commitment to adhering to the needs of the Member States vis-à-vis their training needs.

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[2] Ibid.

- eu-LISA will develop appropriate tools to store and share its training materials as well as make training available online.
- One of the guiding principles of eu-LISA is the security of information in the IT systems in its remit. The principle is applied to the training materials, in particular their storage and providing access to them.
- In the elaboration of training materials, eu-LISA will take into consideration the expertise, knowledge, materials and tools used by the Member States, the European Commission and other stakeholders as appropriate.
- eu-LISA may contribute to or provide training jointly with other EU institutions and JHA agencies.
- eu-LISA will use and further develop knowledge and skills already present in the Agency in order to enhance the internal staff contribution to the Agency's training activities, sharing this way the Agency's expertise with the Member States and other stakeholders.
- The Agency's contribution to national training on the IT systems will be based on mutual agreement and the availability of resources.
   a.

The general objective of training provided by eu-LISA is to support the enhancement of the knowledge and skills of national law enforcement officials in charge of and using the IT systems in the competence of the Agency. Appropriate knowledge and skills concerning the IT systems strengthen the added value that the systems provide to the Member States in implementing their activities in the area of policing, border guard, asylum and migration. Furthermore, the high level of professional skills of public officials enhance the efficiency of the use of these IT systems by the Member States.

In the implementation of the eu-LISA Training Strategy, the Agency aims to fulfill following three **specific objectives**:

- Develop and deliver well-organised and high quality training courses on IT systems in the remit of the Agency to the Member States;
- Develop and deliver comprehensive, well-structured and updated training materials;
- Develop and make available a functional online e-learning platform. This e-learning platform will be used for development of e-learning courses, webinars and dissemination and storage of training material.

In the context of this strategy, training refers to a guided process aiming at improving the capability, capacity and performance of an individual or a group in a topic or a field of activity.

2.0 Training Needs Analysis and Stakeholders

2.1 Target Audience and Training Needs Analysis

The Agency's training activities of the national authorities are carried out with a view to enhancing the technical knowledge and skills of and using the second generation Schengen Information System, the Visa Information System and Eurodac. Therefore, the **target audience** includes the authorities responsible for the technical management of the systems.

The **training activities** focus on the Central Systems and Units of SIS II, VIS and Eurodac as well as the communication infrastructure linking the Central Systems and Units to national systems. Training on the national systems, however, is not included to the Agency's training activities. Deriving from the legal base, the training covers the technical use of the systems but may also include the objectives, legal base, system architecture, functioning, practical use, data protection issues as well as the security of the systems.

In order to establish and plan in detail the **training needs** of the Member States and the training activities of eu-LISA, the Agency regularly consults the national authorities managing or using the IT systems in the competence of eu-LISA. The core elements in the identification of the particular target audience and training needs are identified based on the feedback from the relevant authorities in the Member States. Different methodologies will be used to analyse training requirements to identify the training needs and objectives as well as to develop courses that ensure appropriate instruction for each target group.

2.2 Cooperation with Stakeholders

A Network of Contact Points (NCP) would be set up as the tool for the establishment and detailed planning of the training needs of Member States and the training activities of eu-LISA. The Management Board and Advisory Groups will be invited to identify the members of the Network. The Network would be invited to support eu-LISA in the development, updating and quality maintenance of training methodologies, courses, materials and tools to correspond as much as possible to the needs of the Member States. The activities of the Network would be coordinated by eu-LISA (the General Coordination Unit).

The national members of the Network would act as a liaison with relevant administrations in the Member States on training matters linked to the systems in the remit of eu-LISA. The Contact Points would be nominated by Member States and be invited to convey the relevant training needs of all the national authorities linked to the IT systems to eu-LISA.

The Network may also comprise representatives of **EU bodies** such as the European Commission, the Council General Secretariat as well as other JHA agencies whose training competence and activities are relevant for those of eu-LISA. These members of the Network would act as consultants providing advice and know-how in their area of expertise relevant for the training portfolio of eu-LISA.

As regards the JHA agencies, eu-LISA coordinates its training activities with them also through the established channels and networks, to enhance synergies and avoid duplication in the areas of common interest. It cooperates closely with European Police College (CEPOL)[3], European Asylum Support Office (EASO), the European Network and Information Security Agency (ENISA), EUROJUST, EUROPOL, the Fundamental Rights Agency (FRA) and the European Agency for the Management of Operational Cooperation at the External Borders (FRONTEX)[4], depending on the common fields of activity between eu-LISA and each agency. The agencies may be invited to share their experience, knowledge and skills as well as relevant training materials with eu-LISA as appropriate.

In implementing its training strategy, eu-LISA also cooperates with other relevant stakeholders i.e. national law enforcement training institutions in order to offer services of the highest standard. The training institutions and bodies may be invited to provide methodological and organisational support to the trainings coordinated by eu-LISA based on mutual agreement and the availability of resources.

eu-LISA may cooperate also with other bodies such as research institutions, private sector entities or non-governmental organisations with a view to developing its training materials and finding appropriate trainers.

eu-LISA will aim to set up a **pool of trainers** contributing on a regular basis to its training courses. The pool may contain experts from eu-LISA, Member States, other EU institutions and bodies as well as research institutions, private entities and non-governmental organisations.

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[3] The Agency will sign a Working Arrangement with CEPOL.
[4] The Agency will sign a Working Arrangement with FRONTEX.

3.0 Training Methodology

3.1 Training Methods

In order to develop and deliver comprehensive and well-organised training courses on IT systems in the remit of the Agency, various training methods and techniques should be applied. The eu-LISA training methodology would include three major formats of training delivery:

- **classroom training, including workshops**
- **hands-on exercises, including consultations**
- **e-learning** (online training sessions, webinars, videoconferencing, e-learning materials)

All the above training formats would apply to each of the IT systems in the remit of eu-LISA and be addressed to both IT operators and end-users.

Classroom training is a personal, face-to-face type of training that is efficient for its interactive nature and immediate feedback about the effectiveness of the training. Such training can be also delivered through the format of a workshop, which can be focused to small or medium size groups. The classroom training will be primarily addressed to the operators of the IT systems in the remit of eu-LISA but could also include end-users, in particular the SIRENE Bureaux. The organisation of classroom courses is subject to sufficient resources.

Using the train-the-trainer approach as well as the use of eu-LISA internal resources in case of the classroom training would lead to higher cost-effectiveness. The success of the classroom training depends on the quality of the training material and on the effectiveness of the trainers and his/her didactic skills.

In order to further increase the efficiency of using the IT systems by Member States, the Agency would provide **hands-on training.** As a training technique, hands-on training offers several possibilities, such as demonstrations, coaching or shadowing.

The hands-on training will be only addressed to the operators of the IT systems in the remit of eu-LISA. As a part of hands-on training, eu-LISA may provide possibilities for consultations by its technical staff responsible for the operational management of the systems as well as visits to the operational site as appropriate.

eu-LISA will give special emphasis to the use and development of **e-learning** training offer. The e-learning methodology is effective for the possibilities of training across multiple locations, wide

groups of audiences as well as sharing and consulting large amounts of training materials. Online training sessions would be delivered through web-based training methods and tools and will be addressed to both the operators of the IT systems as well as the end-users.

The eu-lisa e-learning training offer would be supported by an eu-LISA training platform. This platform would offer the possibility of management of e-learning courses and online modules, and it will be accessible to Member States based on different user groups and rights. Webinars would be organised with the help of specific webconferencing systems that allow participants to be linked online or via telephone.

The above presented formats should not be seen only as separated methods of course delivery. eu-LISA will apply **blended learning** approach (using more than one training method to provide training on one subject) to maximise learning effectiveness. The blended learning method would include a preparatory online self-study module available on the e-learning platform. The e-learning module would be followed by a classroom or a hands-on session depending on the course.

eu-LISA will provide training via the **train-the-trainer** approach in order to make training accessible to all the relevant national authorities. For such a multiplier effect, eu-LISA would arrange its activities as follows:

- it would target some of its trainings on the IT systems to the trainers, selected by the Member States, who are able and willing to pass on the knowledge to the relevant national authorities;
- it would, to the extent possible and depending on the available resources, contribute to the development of national training curricula and materials as regards the topics in the competence of the Agency.

eu-LISA will review and strengthen existing training resources and take an inclusive approach in the development of eventual new tools and in selection of new training methodologies for the course delivery.

3.2 Training Evaluation

eu-LISA would regularly request Member States and other stakeholders for feedback on its training activities, methodology and delivery, aiming to improve the training on a continuous basis to better cater for the needs of the target audience.

eu-LISA will develop an evaluation mechanism which would include questionnaires that are also available online. Courses will be evaluated using the standardised template. The questionnaire would collect trainee reactions on the following topics: scope and relevance of course or module, appropriateness of the objectives, usefulness of assignments and materials, effectiveness of course training materials, stronger and weaker features of the course, adequacy of the facilities, appropriateness of the timing or length of the course or module, effectiveness of the instructor as well as participant suggestions and comments. The results of the evaluations would be taken in to account in the process of updating and developing training.

4.0 Training Resources

4.1 Annual Training Plan

In order to implement the eu-LISA Training Strategy, the Agency issues Annual Training Plans. The Annual Training Plans outline all the training courses to be held during the year along with the target groups, the main objectives, the type of the training (classroom, webinar, online module), the number of participants, location, tentative time and, if applicable, the requirements to the participants in advance of the course (e.g. passing an earlier course or studying online materials).

4.2 Course Administration

Course administration will be managed by the Agency. Agency will manage procedures for class enrollment, student release, course completion and certification, monitoring and evaluation of the implementation of the training programme, training records management and security issues. Agency will provide annual reports on the implementation of training activities and relevant achievements.

4.3 Financial Resources

The budget of eu-LISA includes provisions dedicated to the training of national authorities on the technical use of the IT systems in the remit of the Agency. The resources would be allocated on an annual basis following a needs assessment by eu-LISA and the national authorities.

The training budget would cover the organisational costs of the trainings, including the training facilities, trainers and materials, and to the extent possible also the costs of attendance by Member States.

5.0 Conclusion

This Training Strategy serves as a basis for the initial development of the training activities of eu-LISA. The Agency will be dedicated to improving the Strategy and all the relevant activities and tools. It will devote resources to analysing the implementation of the Strategy and learning from feedback and past experience, adapting the existing course curricula and methodologies accordingly. eu-LISA will make an effort to cooperate with all relevant stakeholders in order to further elaborate its training portfolio and activities in the coming years.

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and justice**

eu-LISA Training Plan 2013-2014

ANNEX to eu-LISA Training Strategy (2013-2016)

Introduction

In order to implement the eu-LISA Training Strategy, the Agency issues Training Plans. The Annual Training Plans outline all the training courses to be held during the year along with the target groups, training topics, the main objectives, the type of the training (classroom, webinar, online module), the number of participants, tentative calendar and, if applicable, the requirements to the participants in advance of the course (e.g. passing an earlier course or studying online materials prior to the course).

eu-LISA will implement the Annual Training Plans in cooperation with the relevant stakeholders, i.e. the Member States, the European Commission, other JHA Agencies and, as appropriate, with research institutions, relevant private sector entities or non-governmental organisations.

In the further elaboration of the Annual Training Plan, eu-LISA will place particular importance on the results of the work of the Network of Contact Points that would be convened regularly by the Agency in order to contribute to its Training Strategy and Plans.

The training activities in 2013 and 2014 are outlined below in detail providing an overview of the different elements of the trainings, i.e. the topic, target group, number of participants, the format, the number of trainings, the duration and tentative time of the course.

The Training Plan 2013-2014 will be implemented in cooperation with Member States and, where relevant, the European Police College (CEPOL) and the European Commission. The Plan responds to stakeholder needs and feedback as much as possible from the point of view of resource allocation.

TRAINING ACTIVITIES IN 2013

COURSE TITLE	TOPIC OF THE TRAINING	TARGET GROUP/ NUMBER OF PARTICIP.	TYPE OF TRAINING / NUMBER AND TITLE OF COURSES PER YEAR	COURSE LENGHT	COURSE CALLENDAR
TRAINING ON EU-LISA OPERATED IT-SYSTEMS (SIS II, VIS, EURODAC)	General basic online training on eu-LISA operated IT-systems: SIS II, VIS and Eurodac	IT operators, end-users and trainers Number of participants: n/a	Format: Webinars No of trainings: 3 sessions **Training on eu-LISA operated IT system – Schengen Information System (SIS II)** **Training on eu-LISA operated IT system - Visa Information System (VIS)** **Training on eu-LISA operated IT system – Eurodac**	1 h	Autumn-winter 2013
TRAINING FOR SCHENGEN EVALUATION TEAM MEMBERS (SIS/SIRENE)	To update the Schengen evaluation team members on SIS II in advance of the SIS/SIRENE evaluation missions	Schengen evaluators (all evaluation team members including lead experts)	Format: Webinars No of trainings: 4 sessions **Training for Schengen evaluation team members (SI-MT)** **Training for Schengen evaluation team members (CZ-SK)** **Training for Schengen evaluation team members (EE-LT-LV)**	1 h	Autumn-winter 2013

		Number of participants: 5-10	**Training for Schengen evaluation team members (PL)**		
TRAINING FOR SIRENE OFFICERS (CEPOL course with eu-LISA contribution)	SIRENE training (including SIS II)	SIRENE officers beginners (basic level) and experienced SIRENE officers (advanced level) Number of participants: 20-30	Format: Classroom (Course organised together with CEPOL; eu-LISA participates as a trainer) No of trainings: 2 sessions **Training for SIRENE Officers (Basic) Munster, Germany** **Training for SIRENE Officers (Advanced) Riga, Latvia**	4 days each	September and October 2013
E-LEARNING MODULES FOR SELF-STUDY (BASIC LEVEL)	Basic concepts of SIS II, VIS & Eurodac	System end-users, IT operators and trainers Number of participants: n/a	Format: e-learning module Use of eu-LISA's training platform (e-Net hosted by CEPOL) **SIS II e-learning module for self-study (basic level)** **VIS e-learning module for self-study (basic level)** **EURODAC e-learning module for self-study (basic level)**	n/a	Autumn - winter 2013

TRAINING ACTIVITIES IN 2014

COURSE TITLE	TOPIC OF THE TRAINING	TARGET GROUP/ NUMBER OF PARTICIP.	TYPE OF TRAINING / NUMBER AND TITLE OF COURSES PER YEAR	COURSE LENGHT	COURSE CALLENDAR
CLASSROOM COURSES ON SIS II, VIS AND EURODAC	Focus on technical aspects SIS II, VIS and Eurodac	IT operators (National Systems) Number of participants: 2 participants per MS	Format: Classroom training and workshops (Train the trainer) **Classroom training and workshop on SIS II** **Classroom training and workshop on VIS** **Classroom training and workshop on EURODAC**	2 days	Spring - autumn 2014
TECHNICAL ONLINE SESSIONS ON EU-LISA OPERATED IT SYSTEMS	Technical aspects of SIS II, VIS and Eurodac	IT operators (National Systems) Number of participants: n/a	Format: Webinars (interactive workshops) No of trainings: 1 session per system **Technical aspects of SIS II** **Technical aspects of VIS** **Technical aspects of Eurodac**	1 h	Autumn 2014

TRAINING ON EU-LISA OPERATED IT SYSTEMS (SIS II, VIS, EURODAC)	General basic online training on: SIS II, VIS and Eurodac	IT operators, end-users and trainers Number of participants: n/a	Format: Webinars No of trainings: 3 sessions (one per system) **Training on eu-LISA operated IT system – Schengen Information System (SIS II)** **Training on eu-LISA operated IT system - Visa Information System (VIS)** **Training on eu-LISA operated IT system – Eurodac**	1 h	Spring - autumn 2014
TRAINING FOR SCHENGEN EVALUATION TEAM MEMBERS (SIS/SIRENE)	To update the Schengen evaluation team members on SIS II in advance of the SIS/SIRENE evaluation missions	Schengen evaluators, including lead experts (all evaluation team members) Number of participants: 5-15	Format: Webinars No of trainings: 1 session **Training for Schengen evaluation team members (H)** **Training for Schengen evaluation team members (CH)** Eventual more sessions to be confirmed during 2014	1 h	Summer 2014

TRAINING FOR SIRENE OFFICERS (CEPOL course with eu-LISA contribution)	SIRENE training (including SIS II)	SIRENE officers beginners (basic level) and experienced SIRENE officers (advanced level) Number of participants: 20-30	Format: Classroom (Course organised together with CEPOL; eu-LISA participates as a trainer) **Training for SIRENE officers (basic)** **Training for SIRENE officers (advanced)**	4 days each	2014
E-LEARNING MODULES FOR SELF-STUDY (BASIC LEVEL)	Basic concepts of SIS II, VIS & Eurodac	IT operators, end-users and trainers Number of participants: n/a	Format: e-learning module Use of eu-LISA's training platform (e-Net hosted by CEPOL) No of trainings: 3 sessions **SIS II e-learning module for self-study (Basic level)** **VIS e-learning module for self-study (Basic level)** **EURODAC e-learning module for self-study (Basic level)**	N/A	2014

SIRENE SPECIALISED TRAININGS ON SIS II SUB TOPICS	SIRENE specialised trainings on SIS II sub topics	SIRENE officers Number of participants: n/a	Format: Webinars (interactive workshop) No of trainings: 2 sessions **SIRENE specialised trainings on SIS II sub topics (1)** **SIRENE specialised trainings on SIS II sub topics (2)**	1 h	2014
SIS II NEWCOMER TRAINING: UK	Introduction to SIS II: business and technical aspects of the system	Member States joining SIS II	Format: Webinars/ Study visits/ Classroom **Training for Member States SIS II newcomers: United Kingdom** Webinars on SIS II: business and technical aspects Classroom training for SIS II: business and technical aspects Study visit to Strasbourg operational site Meetings in the UK with N.SIS & SIRENE bureau	n/a	2014

SIS II NEWCOMER TRAINING IE & HR	Introduction to SIS II: business and technical aspects of the system	Member States joining SIS II	Format: Webinars/ Study visits/ Classroom (MS tailored format, tbc) **SIS II newcomer training: Ireland** **SIS II newcomer training: Croatia**	tbc	2014