

commercial interest



**Law Enforcement  
Culture**

**REPORT OUT**

**Virtual Workshop with Law Enforcement  
Subject Matter Experts**

25/07/2024

## The context and the goal of the workshop - invitation by the Executive Director, Hans Leijten

Last year, in response to the increasing expectations towards the Agency, Frontex embarked on a transformational journey of continued adaptation of its role in the border management community, and steering the Agency into the future, readying the its staff members for multiplying challenges Frontex is facing.

The numerous undertakings involve, among others:

- The structural reorganisation, that reflects the Agency's focus on being a responsive partner in the way it works and cooperates with its stakeholders,
- Elaboration of Vision 2027 that encompasses the five goals which outline the strategic direction Frontex is taking to increase maturity and efficiency, additionally providing clarity about its developmental priorities and its focus,
- Cultural shift embracing the leadership and law enforcement as its prominent elements that reflect the specificities of Frontex and provide clear guidance to its staff, with standing corps already accounting for majority in its composition matrix.

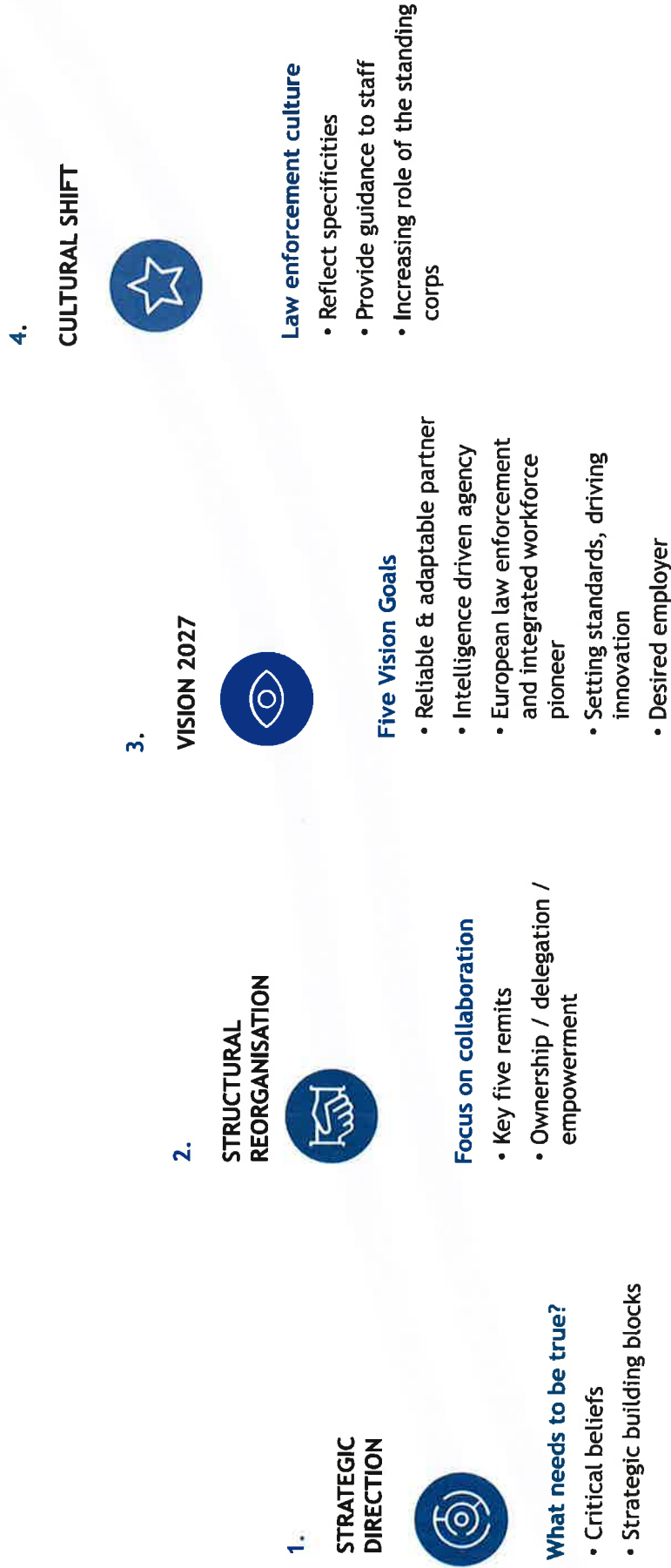
In line with the Vision 2027 goal to become 'an Agency which performs as a European law enforcement organisation for border and coast guard, fully acknowledging the mandate of the Regulation 2019/1896, pioneering in building integrated competent workforce', the law enforcement culture is the key pillar of the evolution towards a more robust Agency. It encompasses the ambition to weave and embed this notable aspect into the organisational fabric serving as a foundation of principles underlying our activities.

This comprehensive strategic exercise needs a pan-European twist, and a multi-sourced input in order to fully reflect the core of Frontex's, EIBM's and national efforts to protect EU borders under unified set of values and aligned understanding of the universal references.

Recognising the expertise of the national authorities in the Member States in their deep understanding what law enforcement means, paired with their vast experience, we would like to dive into and further learn about the best practices, policy directions, and conduct guidelines for benchmarking and feeding into development of our take on this feature.

In this spirit, the Agency invited the Member States to nominate representatives of national authorities to participate in a Workshop on Law Enforcement Culture and share their valued insights into the characteristics of law enforcement culture that would inspire the Agency in its pursuit of an optimal model.

# Frontex Transformational Journey



# Working Session 1

**Working session 1: TOWARDS DEFINITION - LAW ENFORCEMENT CULTURE**  
**What it means in terms of values, characteristics, principles?**

What is distinctive about law enforcement culture  
and what principles should the culture have?

# TOWARDS DEFINITION - LAW ENFORCEMENT CULTURE

*Supportive  
questions*

- 1** | What are the key characteristics of the law enforcement culture in your organization - what core values and beliefs are most prominent?
- 2** | How do you perceive the role of law enforcement culture in shaping behaviours and attitudes?
- 3** | What should be the characteristics of the Frontex culture?

# TOWARDS DEFINITION - LAW ENFORCEMENT CULTURE

**Key  
conclusions**

**OUR MOTTO:**  
**SAFETY AND TRUST**  
*top-down and bottom-up*

Law enforcement authority should  
promote **dialogue, cooperation,**  
**ethics and humanitarian culture**

Our principles are:

- Respect for coworkers, managers, people under your supervision and citizens you protect
- Close cooperation with MS and European Union / local institutions
- Ethics, integrity and professionalism serve as unifying elements in diverse geographies
- Importance of transparency, openness, and respect for human rights

**“With great power comes  
great responsibility”**

Distinct geographical areas exhibit  
**varied relationships with and**  
expectations of law enforcement

# TOWARDS DEFINITION - LAW ENFORCEMENT CULTURE

Zoom on  
participants'  
input

## 1. Definition and Motto:

- Safety and trust should be our motto
- Solidarity creates trust
- Emphasis on safety and trust, both top-down and bottom-up
- Commitment to ensuring the security of citizens and protecting borders

## 2. Core Values, Principles and Beliefs:

- “With great power comes great responsibility”
- Law enforcement authority should **promote dialogue, cooperation, ethics and humanitarian culture**
- Future culture characteristics should include **quality, loyalty, diversity, fairness and compassion**
- Respect for coworkers, managers, people under your supervision and citizens you protect
- Close **cooperation with MS and European Union** / local institutions
- Legitimacy, **partnership and support** from the community
- **Ethics, integrity and professionalism** serve as unifying elements in diverse geographies
- Importance of transparency, openness, and respect for human rights

## 3. Environment:

- Distinct geographical areas exhibit **varied relationships with and expectations of law enforcement**
- Balance in executing the mission and recognising instances of human suffering and challenges
- UK “Peelian Principles”, the concept of “legitimacy” and the importance of culture in the “smartphone age”



# Working Session 2

## **Working session 2: EVIDENCE OF LAW ENFORCEMENT CULTURE**

### **What it means in practice?**

What are the behaviour, processes, hierarchy, decision rights, operating model elements, and other core characteristics of a law enforcement culture?

## EVIDENCE OF LAW ENFORCEMENT CULTURE

### Supportive questions

- 1 | What are some common norms and unwritten rules that guide officers' behaviour in your organization?
- 2 | How does culture influence decision-making in your organization?
- 3 | What role does leadership play in law enforcement culture?
- 4 | How does the hierarchical structure of your organization impact its culture?
- 5 | How do external factors such as public perception, media, and political pressure influence the culture of your organisation?
- 6 | How does training of your current officers and new recruits help with socializing the culture of the organisation?

# EVIDENCE OF LAW ENFORCEMENT CULTURE

*Key  
conclusions*

**1**

## COMMON NORMS

- Rule of law and human rights
- Trust built through solidarity
- Responsibility and collaboration
- Transparency and accountability
- Professionalism
- Diversity

**3**

## ROLE OF LEADERSHIP

“Leadership with vision, respect for the team, and clear communication.”

**4**

## IMPACT OF HIERARCHICAL STRUCTURE ON CULTURE

- Not all parts of the organization operate under a hierarchical structure
- Clear decision-making processes needed
- Regular check points
- Effective communication and information flow

**2**

## CULTURE'S INFLUENCE ON DECISION-MAKING

“Balancing mission execution with recognizing human suffering and challenges.”

**5**

## IMPACT OF EXTERNAL FACTORS ON CULTURE

- High media pressure
- Challenge of providing the full context to the public
- Political pressure impacting decision-making

**6**

## ROLE OF TRAINING

- Mentoring and training is essential
- Leadership skills development
- Emphasis on organizational priorities and effective communication
- Continuous improvement

# EVIDENCE OF LAW ENFORCEMENT CULTURE

Zoom on  
participants'  
input

- 1 Common Norms and Unwritten Rules:**
  - Integration of common EU values: **rule of law, human rights**
  - Trust built through **solidarity** with the team and between officers
  - **Responsibility** and collaboration in task execution
  - Professionalism, high quality service delivery
  - In dangerous situations, there is no time for democracy
  - **Maintaining transparency, accountability, and cooperation**
  - Recognizing and adapting to diversity while fostering a cohesive culture

- 2 Culture's Influence on Decision-Making:**

Balancing mission execution with recognizing human suffering and challenges

  - **Quick, direct, and clear communication**
  - In dangerous situations, there is no time for democracy
  - Maintaining transparency, accountability, and cooperation

- 3 Role of Leadership:**
  - Good leadership and being a professional role model
  - Leadership with **vision, respect** for the team, and good communication skills (clear communication in dangerous situations)

- 4 Impact of Hierarchical Structure on Organizational Culture:**
  - Flat organizational structure allows for more flexibility, easier communication, and direct contact with the Executive Director (Denmark)
  - **Clear decision-making processes** are crucial, including knowledge of decision boundaries and timing
  - **Regular check points** to ensure decisions meet expectations and context is understood
  - **Effective communication and information flow, supported by technology, are vital for transparency**

- 5 Influence of External Factors on Organizational Culture:**

Public perception and media pressure, especially concerning migratory crises, often involve critical assessment and biases

  - **Political pressure** significantly impacts behaviour and actions, including reporting requirements
  - Difficulty in providing comprehensive facts and context to the public
  - **Solution: managing information proactively, providing broader context, sharing success stories, and using tools to ensure transparency and evidence** (e.g. body cameras)

- 6 Role of Training in Socializing Organizational Culture:**
  - **Mentoring and training are essential** for equipping officers with tools and resources
  - Training supports building leadership skills
  - **Knowledge of organizational priorities** and effective communication are emphasized
  - **Continuous improvement through training** is important for addressing evolving challenges and maintaining a cohesive culture

# Working Session 3

**Working session 3: INTENTIONAL CHANGE TOWARDS LAW ENFORCEMENT CULTURE**  
**How to change an agency's law enforcement culture?**

What should be done by the leadership and what kind of steps should be taken to intentionally introduce the law enforcement culture, mindset and ways of working?

# INTENTIONAL CHANGE TOWARDS LAW ENFORCEMENT CULTURE

*Supportive  
questions*

**1** |

**How has your organization brought new law enforcement culture into place?**

**2** |

**Knowing what you know about Frontex, what are potential challenges Frontex may encounter when putting their law enforcement culture in place?**

**3** |

**What steps could Frontex take to address these challenges?**

**4** |

**What must be true for Frontex to be successful in establishing its law enforcement culture?**



# INTENTIONAL CHANGE TOWARDS LAW ENFORCEMENT CULTURE

Key  
conclusions

With so many different organizations  
and geographies,  
**training**  
must bring people together around a  
common goal and augment their skills

A baseline must be created of unified  
**communications and training**  
to cultivate new behaviours

Combining many perspectives/approaches  
→ standardisation of some elements across  
members states  
*bearing in mind different cultures  
across Europe - multinational,  
Pan-European*

**Improving solidarity and trust**  
enhance the efficiency and safety  
of Staff on missions

Change Enablers and Steps That Need To  
Be Taken:

- Ensure transparent communication
- Provide specific training and education
- Powerful communication creates alignment on Frontex actions
- Public perception → promote importance of JO in each MS
- Establishing powerful Leadership role
- Building network
- Changing perspectives

# INTENTIONAL CHANGE TOWARDS LAW ENFORCEMENT CULTURE

Zoom on  
participants'  
input

## 1. Building New Enforcement Culture:

- Building tradition
- Educating people
- Cooperation and coordination
- Improving solidarity and trust enhance the efficiency and safety of Staff on missions

## 2. Challenges and Steps to Address Them:

- A baseline must be created of **unified communications and training to cultivate new behaviours**
- With so many different organizations and geographies, training must bring people together **around a common goal** and augment their skills
- Bearing in mind different cultures across Europe → **multinational**, Pan-European
- Building better solidarity and trust
- **Changing mindset**: external borders of a country, which are also EU borders
- New recruits with no experience
- **Role model in the field** is required
- Frontex as a **part of member states' plans**
- Combining many perspectives/approaches → **standardisation of some elements** across members states
- MS's focus on domestic crises/violence
- **Frontex in a dual role: cooperation and coordination**
- Find a way of building trust with the cooperation with MS
- Frontex cannot intervene in what MS are doing
- Acting as a watchdog to ensure fundamental rights are observed at the external borders of the European Union

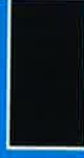
## 3. Change Enablers and Steps That Need To Be Taken:

- Ensure transparent communication
- Provide specific training and education
- Powerful communication creates alignment on Frontex actions
- Public perception → promote importance of JO in each MS
- Establishing powerful Leadership role
- Building network
- Changing perspectives

## Wrap-up & Closing Remarks

What do you believe can be the most valuable way your organization can support Frontex to build its law enforcement culture (e.g., expertise, feedback, knowledge sharing)?

Email us at  
@frontex.europa.eu



personal  
data

# Subject Matter Experts by



commercial interest

# Introduction to the Subject



personal data,  
commercial interest

RELEVANT EXPERIENCE



FAVORITE CLIENT MEMORY



# Working session 1: TOWARDS DEFINITION - LAW ENFORCEMENT CULTURE | Plenary discussion



personal data,  
commercial interest

RELEVANT EXPERIENCE



FAVORITE CLIENT MEMORY



# Working session 2: EVIDENCE OF LAW ENFORCEMENT CULTURE

## Plenary session

personal data, commercial interest



RELEVANT EXPERIENCE



RELEVANT EXPERIENCE



FAVORITE CLIENT MEMORY



FAVORITE CLIENT MEMORY



# The Participants by Member States



# Participants

personal data

1,2	Austria	[REDACTED]
3	Croatia	[REDACTED]
4	Czech Republic	[REDACTED]
5	Denmark	[REDACTED]
6	Estonia	[REDACTED]
7,8,9	France	[REDACTED]
10,11	Greece	[REDACTED]
12,13	Italy	[REDACTED]
14	Lithuania	[REDACTED]
15	Poland	[REDACTED]
16	Portugal	[REDACTED]
17,18	Romania	[REDACTED]
19	Slovenia	[REDACTED]
20	Sweden	[REDACTED]
21,21	Switzerland	[REDACTED]

23,24	Greece	[REDACTED]
25,26	Italy	[REDACTED]
27	Lithuania	[REDACTED]
28	Poland	[REDACTED]
29	Portugal	[REDACTED]
30,31	Romania	[REDACTED]
32	Slovenia	[REDACTED]
33	Sweden	[REDACTED]
34	Switzerland	[REDACTED]

**Thank You**