



## D2.2 Terms of Reference

WP2. Design or improvement of a joint qualification in VET

## PROJECT INFORMATION

Project Acronym	DataPRO
Project title	Upgrading the EU Data Protection Sector with new Skills
Agreement number	2018-1737 / 001-001
EU programme	ERASMUS+ KA3 Support for Policy Reform
Project website	<a href="http://www.datapro-project.eu">www.datapro-project.eu</a>

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### PREPARED BY

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## 2 Introduction

### 2.1 DataPRO project rationale

On May 25, 2018 the EU General Data Protection Regulation went in effect aiming at providing a uniform framework for the protection of personal data throughout the EU. The interpretation and application of GDPR is an ongoing process and experts are now engaged in the whole process - develop, restructure adapt processes for organisations that collect, store and process personal data. The major challenge raised is that there is no common European framework on skills and competences needed in data protection Sector. Thus, private and public organisations are facing a rising skills mismatch between data protection officers or employees who are involved in relevant data protection tasks and duties across European countries. European organisations, especially companies and SMEs, are facing an urgent need to quickly adapt to the new data protection landscape and increase their workforce ability to perform within this new environment.

In this context, DataPRO project will address the following challenges:

- Business continuity risk and the cost of non-compliance to GDPR.

Viruses, data breach, hacking, accidental data release, deletion and corruption jeopardize business continuity and publish personal data. At the same time, organizations can be fined up to 4% of annual global turnover for breaching GDPR or €20 Million. The extended jurisdiction of the GDPR regardless of the company's location, make it clear that both data controllers and processors should be well-equipped with knowledge and skills.

- VET education curricula and WBL Schemes will have to adapt to digitalised Europe.

The transformation of current VET Training on data protection into a more demand led, attractive and appealing profile will result to the improvement of key competencies and skills level of DPOs.

- Advanced training needs for current data protection employees.

The new data protection area is thriving for professionals that are provided with adequate tools and training resources in order to reassure the sustainability of the services provided.

- Complex legalese language used in data protection Sector will have to be "translated" into an intelligible and easily accessible way.

Companies will no longer be able to use long legal terms and conditions full of legalese. Thus, data controlling, and processing will have to adapt to a more clear and plain language.

### 2.2 Purpose of this document

**The purpose of this document** is to present a common harmonized methodological framework to be used for the needs analysis in the personal data protection sector. The methodology will act as a guide to upcoming tasks within the Work Package 2.

This common research framework is to be used in the study across Cyprus, Germany and Greece with a view to ensure coherence and consistency of findings. Its main objective is to support the transparency and facilitate all foreseen comparative analysis especially the ones coming from the quantitative research. Finally, the report may act as step-by-step handbook to facilitate and transfer know-how to the partners who may not be specialised in research activities.

The document is structured around the description of following main components:

- Definition of target groups
- Conduction of desktop research in Cyprus, Germany and Greece in order to develop a sound and updated knowledge base for the on-play Data Protection Officer Curricula.
- A field research consisting of:
  - A qualitative research including interviews and focus groups in the respective countries
  - a quantitative research through an online survey.
- Guidelines for performing and presenting data collection.

The methodological framework covers the work need to be done in the context of **Task 2.1: Building a common Occupational Profile for Data Protection Officers.**

### 2.3 Research Objectives

With respect to the foreseen activities the DataPRO research objectives are:

- To understand the context in terms of needs and challenges raised from the application of GDPR.
- To acquire a better understanding regarding the impact of being GDPR compliant in terms of creation of new business processes, adaptation of existing ones, development of tailored technical solutions to handle the increasing volume of personal data flows, etc.
- To find out skills needs of public and private organisations involved in personal data processing focusing on questions:
  - Which skills are currently missing from Data Protection Officers?
  - Which skillset is needed for a DPO?
  - What should be the ideal profile of a DPO?
  - In what extend do mismatches exist between actual and needed skills?
- To research and map existing DPO curricula with a view to identify:
  - Gaps in existing trainings in terms of learning objectives
  - Common trends and patterns regarding teaching and delivery methods.
  - Potential areas of improvements and best practices

The findings of the above mentioned research objectives will be incorporated into the respective deliverables, namely: **D.2.1: Comparative Analysis of different Data Protection Curricula**, **D2.3: State of the Art Comparative Analysis**, which will feed in the **D.2.4: Recommendations for Designing and Delivering a Joint VET Curriculum and an Occupational Profile for DPOs.**

The deliverables of this task will be used as the knowledge base for the design process of the DataPRO Curricula, **T2.2 Designing of VET Joint Curriculum with a Strong WBL**.

## 3 Methodology

### 3.1 Target groups

The target groups of the project are learners and enterprises, that is:

- **Stakeholders** including Chamber Unions, Chambers of Commerce and Industry with in-house experts. Based on a top down approach. Chamber members in Greece, Cyprus and Germany will serve the role of “spreading the word”.
- **End-users** including lawyers of Bar associations, current and future DPOs. The direct beneficiaries of this partnership are the young learners, trainers and employees performing DPO duties partly or fully inside an enterprise or as external professionals.

### 3.2 Desk Research

A desktop research will be conducted in the scope Action2.1.1 State of Play in Data Protection Sector. This will be a literature review accompanied by a comparative analysis of established and applied Curricula. The Action consists of two main parts:

- Analyse the Demand Side by identifying trends and skill needs in the changing data protection sector, Global talent needs and issues for DPOs, Sectoral skills insights and other various EC commissioned reports and studies on the growth, potential trends, challenges and possible needs of the data protection sector working environment.
- Ongoing Curricula. The second part of the desktop research will be focused on the collection of current training curricula in the respective partner countries. This process includes comparison of the **existing learning objectives** emphasizing on **WBL** and **Apprenticeship**. The final aim is to identify areas of improvement, avoid bad practices and provide recommendations and evidence for the DataPRO training Curricula to be developed. Partners from the three countries will be going to identify current in play DPO Curricula.

The findings of this Action will be compiled into the D2.1 Comparative Analysis of different Data Protection Curricula.

### 3.3 Quantitative Research

An online survey will be conducted in order to collect the necessary information. The survey will cover broadly the same topics as those included in the interviews and the Focus Groups but it will use their outputs in order to test the findings and thus make the results more robust.

#### 3.3.1 Target groups

The survey aims to collect information from professionals working in data protection related professions or related roles. Since the DPO is responsible for a wide array of data-safety procedures we are targeting to employees with position relevant to the following functions:

- **Legal** (Legal Adviser, Head of legal service, Head of DP Unit)
- **IT** (Head of IT, IT Officer, information security)

- **Admin** (Head of Admin/Finance, Head of HR, HR officer, Financial Verifying Agent, Procurement Officer)
- **Other** (Information management, Internal Auditor, Organization expert)

### 3.3.2 Questionnaire survey implementation

A self-completed questionnaire will be designed and developed and will be available both online and offline. It will be based on a structured questionnaire and translated in three Greek, Bulgarian and Romanian languages; the evaluation will be carried out in English for mutual understanding. The **online survey** will be accessible through the projects online platform and disseminated by the partners through their extended members' contacts' lists, through partners' social networking platforms, and through the stakeholder committee networks.

The topics to be addressed will be similar as the ones included in the interviews and Focus Groups discussions. By this way we will have the opportunity to compare results and test the data and findings coming from different data collection and research methodologies.

The design process of the questionnaire comprises:

- Partners will conduct virtual meetings (skype calls) in order to decide:
  - Information required
  - Target respondents
  - Choose the method of reaching the target respondents
- Develop the wording and content of the questions
- Check the length of the questionnaire taking into consideration time constraint (no more than 5-10 minutes).
- Pre-test the questionnaire
- Provide an online version.

To ensure our study gains insights from a broad and diverse sample the questionnaire targets a minimum of 100 professionals per country.

The online survey will be delivered through the EUsurvey tool and will be available in three languages: EN, GR and DE.

The online survey is part of the Action A2.2.3 Conducting countries specific validation of findings and the result will be incorporated into the D2.3 State of the Art Comparative Analysis.

**The DataPRO questionnaire is presented in ANNEX III.**

## 3.4 Qualitative research

Qualitative research is primarily an exploratory research with a view to gain an understanding of underlying reasons, opinions and motivations. DataPRO partnership will employ two of the most common used data collection methods: 1) In-depth interviews and 2) Focus groups. The two adopted methods will also be used to uncover trends in thoughts and opinions and dive deeper in shaping the occupational profile of Data Protection Officers.

DataPRO aims to design a joint DPO VET Curriculum responding to concrete skill needs that emerged from 2016/679 EU Regulation. Within this scope the qualitative research activities will play a key role in the data protection area in identifying the:

- Main weaknesses and challenges of the current offered VET curricula in the participating countries
- Trends, skills and training needed for DPOs to act as an integral part of the Business Main Operations
- Opinions and ideas of policy makers, VET providers/ Employers regarding current skill shortages and future challenges.

### 3.4.1 In-depth interviews

#### **Scope**

In-depth interviews involve direct, one-on-one engagement with individual participants. The main advantage lies in the fact that interviewers have much more opportunity to ask follow-up questions, probe for additional information and circle back to key questions later on in the interview to generate a rich understanding of attitudes, perceptions, motivations, etc.

The in-depth interviews will be used to identify common skills and competencies for Data Protection Officers as well as to collect information regarding the needed skills and qualifications emerging from this new regulatory framework, limitations of current offered curricula and future trends. In addition, based on each country report we aim to provide a snapshot of the country's current state of play in skill gaps and shortages and current training provision.

#### **Number**

At least 20 in-depth interviews should be conducted per country.

#### **Duration**

The duration of each interview is projected to be around 45-60 minutes. Interviewers will ask for permission to record the interview digitally in order to report efficiently and avoid loss of information. A common interview report framework is provided for each interviewer in order provide a coherent and contiguous presentation of results in cross-country level.

#### **Guide/Tips**

Prior to the interview implementation, each prospective participant will be reached via phone or invitation letter and will be given all the necessary information regarding research details while reassuring anonymity and confidentiality.

Questions should be open-ended rather than close ended. For example, instead of asking "Do you know about DPOs responsibilities" ask "Please describe the DPO responsibilities". As a best practice DataPRO interviewers should start with "easy-to-answer" questions and then proceed to more complex and difficult topics.

Each interviewer will have a-priori a pool of related questions, however since this is more a discussion, the exact wording or order of the questions is heavily dependent on the



interviewer. The aim is always to motivate the interviewee to answer in detail and ideally further elaborate on the initial topic of each question.

Utilization of probes is highly recommended, e.g.:

- Would give me an example?
- Can you elaborate on that idea?
- Would you explain that further?
- I'm not sure I understand what you are saying
- Is there anything else?

### **Target groups**

The participants will be carefully selected and will include:

- National stakeholders
- Representatives from Industry and companies
- Employers in companies/enterprises that process personal data
- Government departments and Agencies
- Universities and Research institutes with relevant expertise in data protection processes and flows
- VET and education institutions

#### 3.4.2 Focus groups

##### **Scope**

A Focus Group is a group of discussion on a particular topic/subject organized for research purposes facilitated by an appointed researcher/person (Facilitator). The focus group will act complementary to the online survey with a view to gain more understanding in the data protection field and/or address the respective “whys” and “hows”.

##### **Number**

A set of minimum 4 focus groups discussions of 5-7 participants will be implemented per participating country. The aim is to contribute to the identification of skills and competences needed for the Data Protection Officer role. Besides employing current network of partners, focus groups participants will be also engaged through the online survey towards a more constructive discussion since they will be already exposed to the objectives of the DataPRO research.

##### **Duration**

The duration of the focus group discussion should be around 90 minutes and the facilitator should again follow the three-structured types of questions: introductory, exploratory, exit questions.

##### 3.4.2.1 Target groups

Address:

- Representatives of, Lawyers Associations, Academics and Researchers. IT experts, VET experts.

- Representatives from **companies/organizations** that processes or store large amounts of personal data, whether for employees, individuals outside the organization or both, will be targeted as well. Indicative industrial sectors are the Health sector and the Banking sector.
- Local/Public authorities which involve regular and systematic monitoring of data subjects.

Three different **types** of Focus Groups are projected to be organized:

**1<sup>st</sup> Focus Group:** Employees and employers related to GDPR compliance, Chambers of Commerce from specific sectors.

- Head of IT companies, Cyber security experts
- Legal advisers
- Head of HR/HR officers, Financial officers
- Health experts
- Associations of employees

**2<sup>nd</sup> Focus Group:** VET providers, Universities / Training Centers / Research Centers

- University professors with proven
- Trainers from educational centers
- Researchers in data and information protection

**3<sup>rd</sup> Focus Group:** Policy and decision makers, Policy makers, Government agencies/ local authorities

- Local and regional authorities
- Government departments
- Experts and professionals from Chambers

### **Guide/Tips**

The Conduction of the Focus Groups will be based on a set of initial predefined questions. However, it is strongly recommended to adopt a discussion-oriented approach and do not bias the information being collected. Again, results will be recorded in a unified report template. There are several techniques that a Moderator may adopt during the discussion to fully reap the benefits of the setting, including through:

- Remain neutral to ensure that everyone feels comfortable expressing their opinion while avoiding agreeing or disagreeing with comments. Being neutral ensures that the Facilitator's bias is not evident, and the trajectory of the conversation will not be veered.
- Try to elicit further information from shy participants with probes like "help me understand what do you mean" or "Can you give me an example"?
- Act spontaneously if needed. If the conversation goes in an unexpected but productive direction, then ask questions not included in the initial questionnaire as long as the information being gained adds value.

The qualitative research - Focus Groups and Interviews –is part of the **Action A2.2.3 Conducting countries specific validation of findings** and the result will be incorporated into the **D2.3 State of the Art Comparative Analysis**.

The templates created for the conduction of the qualitative and quantitative research are presented in the **ANNEX section**.

### 3.5 DataPRO field research timeline

D2.2 will act as the basis for a knowledge basis for scoping the data protection landscape. D2.2 should contain all the methodological tools and guidelines in order to conduct research in training needs and skills gaps. Thus, with respect to the interdependencies the delivery dates of the first four deliverables are:

- D2.2 due to April 2019 (M8)
- D2.1 due to April 2019 (M8)
- D2.3 due to June 2019 (M10)
- D2.4 due to June 2019 (M10)

## 4 Data analysis and interpretation of the results

Data processing and statistical analysis will follow right after the completion of the data collection process. The aim is to transform the data collected into credible evidence and interpretable results.

The steps to be adopted towards data analysis and presentation are:

- Gathering the data through:
  - Questionnaire. The questionnaire is implemented both online and offline to facilitate the process. Questionnaire data are quantitative oriented
  - Interviews and Focus Groups.
- Report and present the gathered data by employing unified templates (VET curricula data collection, Interview and FG report template)
- Synthesis of results by summarizing the main outcomes and identification of conclusions/recommendations per country in the Needs Analysis Report.

**The presentation of quantitative findings** is founded on processing numerical data. Numerical data should be presented in tables and charts in order to be easily interpretable and comparable. For questions that track the level of importance or satisfaction on an integer scale from 1 to 5, histograms and mean/average values should be employed. The presentation of results should also take into account the definition of “parameters”, i.e. present results on opinion questions having as parameter if the participant is an appointed DPO or not.

**The presentation and reporting of qualitative data** should adopt the following principles:

- Identify common themes and groupings, group and summarize multiple responses towards understanding similarities and differences.
- Report important results of the interviews/FG as quotes
- Identify patterns among the responses. Did respondents have similar views on different things? Did they have the same reactions/concerns?

Finally, for each of the above-mentioned methods for data collection and reporting some horizontal evaluation criteria should be met. The evaluation criteria are defined a-priori as a means for:

- **Completeness:** The degree to which the main project results provide full implementation according to project objectives,
- **Consistency:** The degree to which main project results provide uniform design and notation.
- **Accuracy:** The degree to which main project results provide the required precision with respect to real life sectorial requirements
- **Simplicity:** The degree to which the results are implemented in the most non-complex and understandable manner
- **Portability:** The extent to which project results conform to standards (or EU/national guidelines) that maximize portability

## Annex I: Interview/FG report template

### Qualitative Research (Focus groups/in-depth interviews)

<i>Focus group Number</i>	
<i>Name and Purpose of the Focus Group</i>	
<i>Date and time</i>	
<i>Place</i>	
<i>Facilitator</i>	(Name, contact details)
<i>Assistant facilitator</i>	(Name, contact details)
<i>Duration</i>	
<i>Facilitator signature</i>	

<b><i>Participant Name</i></b>	
<i>Age group</i>	
<i>Years of expertise</i>	
<i>Educational Background</i>	
<i>Short bio</i>	(No more than 5 lines)

## Main findings

<b>Introductory questions</b>	
<ul style="list-style-type: none"> <li>• Characteristics of the new data protection model that is being shaped</li> <li>• Possible changes in data protection processes</li> <li>• How organization/company is being affected by GDPR</li> </ul>	(Key findings - 2 short paragraphs)
<b>Exploratory questions</b>	
<ul style="list-style-type: none"> <li>• Ideal profile of a DPO</li> <li>• Main skills missing from current employees</li> <li>• Opinion regarding current VET offered</li> </ul>	(Key findings - 2 short paragraphs)
<b>Conclusions/Recommendations</b>	
<ol style="list-style-type: none"> <li>1. The 3 main conclusions of the discussion</li> <li>2. The 3 main challenges in the Data Protection area</li> <li>3. Describe in keywords the profile of an ideal Data protection Officer</li> </ol>	(Key findings - 2 short paragraphs)

## Evidence

Photos Attached

Audio recordings

## Annex II: Focus group/interviews guidelines

### Before the interview:

- Permission for audio recording
- Letter of agreement to be signed

### Facilitator introduction

My name is {insert name}. My function in the project is {insert function}

### Aim of the interview

#### Our project aims to:

- Support the preparation and setting up of a new Joint VET Curricula for DPOs
- Create a standardized VET Certification for DPOs

#### The expected results and products are:

- A Joint Occupational Profile for DPOs
- A Joint DPO VET Curriculum accompanied by a detailed WBL scheme
- A new Certification Scheme for Data Protection
- Concrete methodology for Quality Assurance and Licensing of DPO VET Curricula

#### The consortium partners are:

- Union of Hellenic chambers of Commerce (Greece)
- Akmi Metropolitan College (Greece)
- National Organisation for the Certification of Qualifications & Vocational Guidance (Cyprus)
- Cyprus Chamber of Commerce and Industry (Cyprus)
- Center for Risk and Decision Science
- CIT Centrum fur Innovation und Technologie
- IHF Institut de Haute Formation aux Politiques Communautaires IHF asbl
- IHK-Projektgesellschaft mbH
- Research Innovation and Development Lab – ReadLab P.C.

## Introductory questions

- Data protection sector is rapidly changing. What are the characteristics of the new data protection regulation that is being shaped according to your point of view and professional experience?
- How do you think your organisation/company will be affected by the changes that GDPR introduces in the near future?
- What kind of changes does the new data protection regulation brings?

### *Optional questions*

- How well prepared do you think you are to meet the market needs?

## Exploratory questions

- In your opinion what should be the ideal profile of a DPO? Could you please provide a short description?
- What do you think are the main skills missing for delivering with success data protection processes and tasks?
- What is your opinion on the currently offered VET curricula in data protection sector? What do you think is missing?

### *Optional questions*

- *Do you think that special teaching methods needs to be put in place for covering the wide role of a DPO?*
- *Do you think that current DPO training/learning material equips the learner with adequate knowledge to meet labour market needs?*
- *Do you think current Work Based Learning (WBL) schemes offer candidate/current DPOs adequate experience in the business sector?*
- *In your opinion, what soft skills a DPO should have?*
- *Do you think that industry lacks readiness for GDPR?*
- *Is your company/organisation ready to adjust to new data protection rules?*
- *Do you think that there is a lack of DPOs in the public sector?*
- *What challenges exist in DPO credibility?*
- *What changes have you brought as an organisation/company to meet GDPR requirements?*
- *Given that a DPO is appointed to your company/organisation, how clear are his tasks?*
- *Would you prefer a DPO with strong legal background or with strong IT background? Why?*

## Exit questions / Conclusions

- What are the three main conclusions of the discussion?
- What are the three main challenges in being compliant with the GDPR?
- If you could summarize the ideal DPO profile in three keywords, what skills would you put first?



## Annex III: Online survey questionnaire

The main purpose of this survey is to identify common skills and competencies for Data Protection Officers. The findings of this survey will act as an adequate basis for the design of innovative, learning-outcome-oriented ***DPO VET Curriculum & Training course***.

Thank you in advance for your kind participation.

### Screening questions

**a. Does your organization control and/or process personal data on individuals (staff, clients, other)?**

Yes  No

**b. If Yes, are you the designated DPO within your organization?**

Yes  No

**c. Is your work related to personal data processing?**

Yes  No

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**1. Does your company have a new or revised data protection policy after the enforcement of GDPR (May 2018)?**

Yes  No  Not aware

**2. I feel well prepared for the new guidelines of EU Data Protection Regulation (GDPR)**

Completely Disagree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>
Somewhat disagree	<input type="checkbox"/>
Somewhat Agree	<input type="checkbox"/>
Agree	<input type="checkbox"/>
Completely Agree	<input type="checkbox"/>

**3. In your opinion, what kind of training will help bridge the gap between the GDPR processes needed and the actual ones (importance level from 1, less important to 5 very important)?**

IT related training	<input type="checkbox"/>
Business reporting	<input type="checkbox"/>
Communication and Interpersonal skills related training	<input type="checkbox"/>
Law and regulation related training	<input type="checkbox"/>
Presentation skills training	<input type="checkbox"/>

Coaching and mentoring skills

**4. How much did the new EU Data Protection Regulation (GDPR) change your everyday working life?**

Not at all

Very Little

Somewhat

Moderately

To a great extend

Completely

**5. Your organisation will be highly affected by the changes that GDPR introduces in the near future. Do you agree?**

Completely Agree

Agree

Disagree

Completely disagree

Not aware

**6. What kind of training related to data protection did you already receive (check all that apply)?**

External Training

Internal employee training

Online training

Self-study

Media

Nothing

Other (please specify)

**7. What kind of training method do you prefer more? (check all that apply)**

Work Based learning

Case studies

Handbooks

Online training

Classroom

Blended Learning

Other (please specify)

**8. In your opinion what soft skills/qualifications are considered important for the DPO role? (importance scale from 1 to 5)**

- Communication skills ( ).
- Interpersonal skills (how to adapt in specific situations, understanding other points of view, standing up to Management/Board)
- Conflict resolution (facilitate constructive conversations, provide alternative solutions).
- Collaboration and partnerships
- Time management and planning
- Analytical and problem solving
- Intercultural communication skills
- Competences in dealing with persons with reduced accessibility

**9. In your opinion what specific skills/qualifications are considered important for the DPO role? (importance scale from 1 to 5)**

- Be able to inform, advise and train staff involved in data control processing.
- IT/Technical background – Knowledge of the systems the processing is carried out.
- Legal knowledge, being able to monitor relevant laws.
- Processing requests and complaints from data subjects
- Be able to act independently.
- Carrying “Privacy Impact Assessment”
- Knowledge of different types of personal data (anonymous, pseudo-anonymous, special categories)
- Knowledge of data breaches processes (plan and respond to data security issues or breaches)

**10. In your opinion, what is important for the credibility of a data protection officer (select up to 3)?**

- The quality assurance of full and correct completion of her/his tasks should be ensured through self-monitoring and reflection.
- The quality assurance of full and correct completion of his/her tasks should be ensured regularly through an external organization for quality assurance.
- Data protection officers must be able to perform their tasks completely independent and with the authority to act autonomously and without any conflict of interest.
- I would prefer an external Data Protection Officer, because he/she has more experience and a better network for a regular exchange of knowledge.
- I would prefer an external Data Protection Officer, because she/he is more independent.
- I would prefer an internal Data Protection Office, because she/he is more familiar with the internal processes.

**11. Are you aware of all types of personal data being processed by your organisation and the purpose of processing?**

Fully , Partly  No

**12. Do you know when and who to ask for a data protection impact assessment (DPIA)?**Yes  No **13. The current offered training courses cover the DPO skillset needed.**Completely Agree Agree Disagree Completely disagree Not aware 

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**Gender**Male Female **Age Group**18-19 20-35 36-50 Over 50 **Employee Level**Administrative Entry level Supervisor Mid Level Manager Director



## Annex IV: List of participants template



### DataPRO – Focus Group

Date: 09.05.2019  
Location: Kraterou 10, 15771  
Athens, Greece

#### List of Participants

<u>First name</u>	<u>Surname</u>	<u>Organisation/Position</u>	<u>E-mail</u>	<u>Telephone</u>	<u>Signature</u>

*"I hereby consent and provide my explicit written consent, for the usage of my personal data, my participation in video and / or photography (all or part of them) and at the social media pages of ReadLab (Instagram, facebook, LinkedIn, etc.) and the corporate site of ReadLab, for the completion of the above meeting of DataPRO"*  
Proj.Nr. 597857–EPP-1-2018-1-EL-EPPKA3-VET-JQ