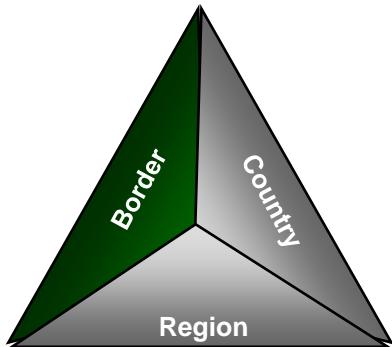




Sector Personnel
Module 6



Border System Elements



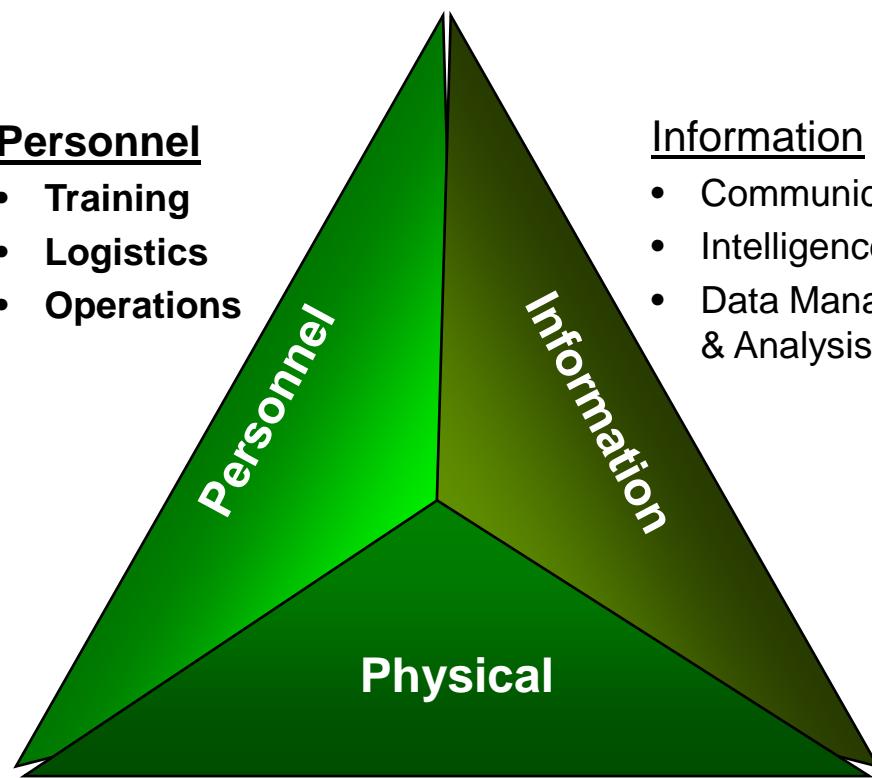
- Points of entry and areas in between, in the domains of:

- Land
- Water
- Air



Personnel

- Training
- Logistics
- Operations



Information

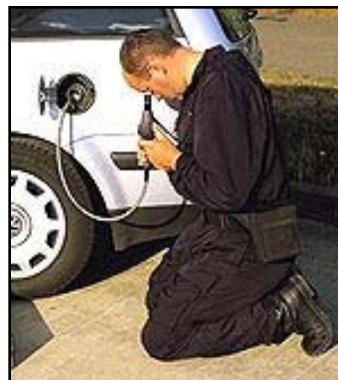
- Communications
- Intelligence
- Data Management & Analysis

Physical

- Infrastructure
- Equipment & Technology
- Logistics



Functions of Personnel



- **There are four basic personnel functions:**
 - Screening
 - Detection/Inspection
 - Response
 - Disposition
- **In order to perform these functions, personnel must be adequately**
 - Trained
 - Equipped
 - Supported



Knowledge, Skills, and Abilities



- **Border security personnel initial qualifications:**
 - Sufficient education
 - Appropriate physical fitness
 - Background check
- **Through training, personnel must acquire a number of additional skills and minimum competencies, possibly including:**
 - Border security functions and standards
 - Individual roles and responsibilities
 - Laws and regulations
 - Knowledge of rules of engagement
 - Specialized knowledge of terrain, local cultures, languages
 - Navigation skills
 - Firearms/equipment competency



Training and Certification

- **Training and certification**
 - **Standardized competency**
 - Initial
 - Recurring
 - Advanced
 - **New procedures**
- **Training academies**
- **Periodic refresher courses**
- **Testing**
- **On-the-job inspections**
- **Regular field exercises**
- **Workshops**





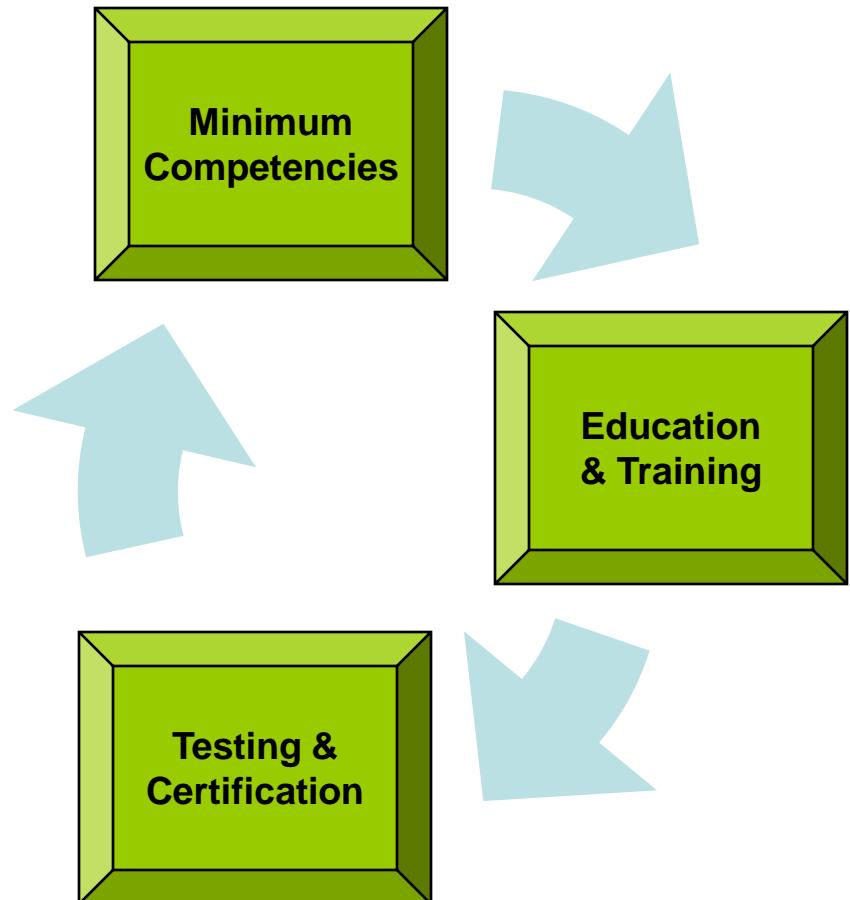
Training and Certification

- **Functional Training:**
 - Weapons use and maintenance
 - Equipment/sensor use and maintenance
 - Navigation skills
 - Use of information technology systems
- **Procedural Training:**
 - Specific laws or regulatory requirements
 - Rules of engagement
 - Chain of command structures
 - Responses for Specific Threats and Situations
 - Terrorism
 - Catastrophic events
 - Smuggling
 - WMD
 - Trade facilitation



Personnel Training: Continuing Process

- Effective training of personnel is a **continuing** process
- As with inadequately maintained equipment, inadequately trained personnel will become less effective with time
- Education and recurring training, testing and certification augment minimum standards
- Recurring training and certification should be regularly programmed so that personnel are confident about technologies, procedures and emerging threats





Equipment

- Border security personnel must be supported by the appropriate resources including:
 - Facilities
 - Communications Systems
 - Arms and Ammunition
 - Survival/Navigation equipment
 - Intelligence
 - Detection Technology
 - Inspection Technology
 - Reliable Transportation





Other Factors Affecting Personnel

- Good pay → good standard of living
- Family Support
 - Safety
 - Housing
 - Education
- Recognition for Training/Competencies Achieved
- Growth Opportunities
- Career Advancement
- Knowledge Preservation
- International Collaborations



Exercise 6-1

Personnel Characterization

As a group, assess your current personnel capabilities, including training/competencies and equipment using the worksheet to check each category that applies.



Exercise 6-2

Personnel Gap Analysis

- As a group, discuss the results of your personnel assessment.
- Use the worksheet to discuss the following questions:
 - Were there any gaps in personnel training or equipment capabilities?
 - Are any of these gaps clearly detrimental to current border security efforts, or are they irrelevant to the current context and threats previously identified?
 - Which deficiency has the worst impact on unit capability and effectiveness?
 - What is the best facet of your program? How does it improve the effectiveness of the unit? Where can the success be repeated or modeled?
 - Are there any additional personnel training and equipment gaps that are not made apparent by the worksheet?
 - Was there anything not included in the worksheet that should be?