

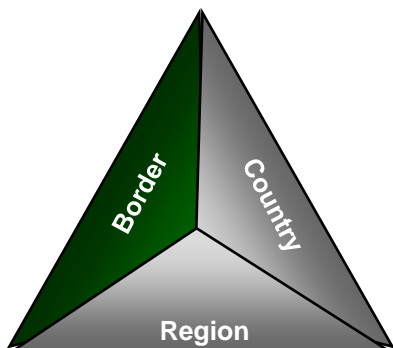


Sector Personnel

Module 6



Border System Elements



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

- Land
- Water
- Air

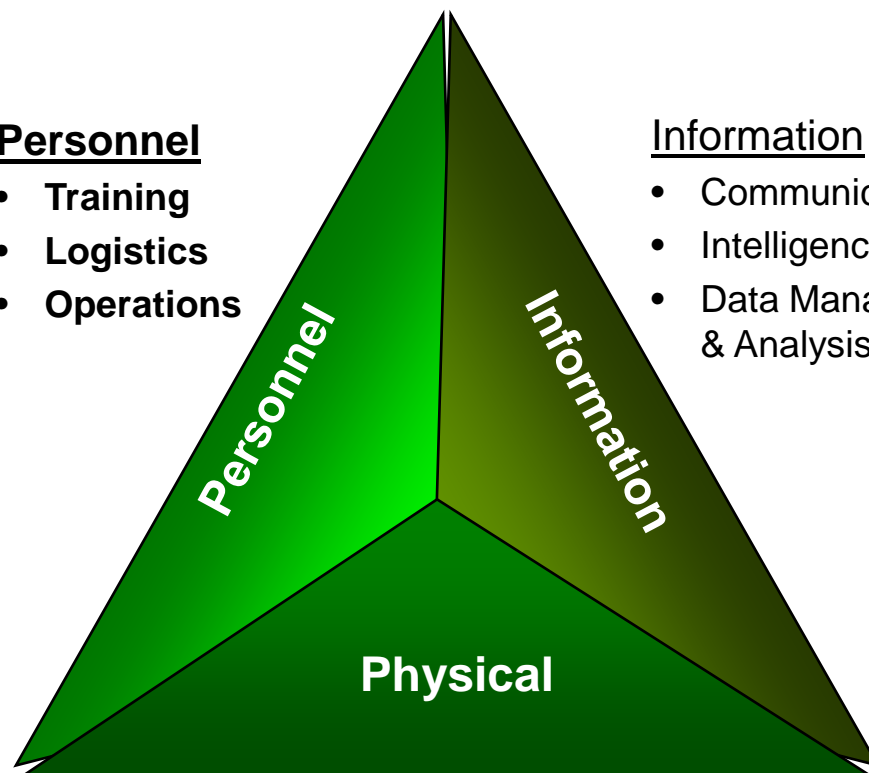


Personnel

- Training
- Logistics
- Operations

Information

- Communications
- Intelligence
- Data Management & Analysis

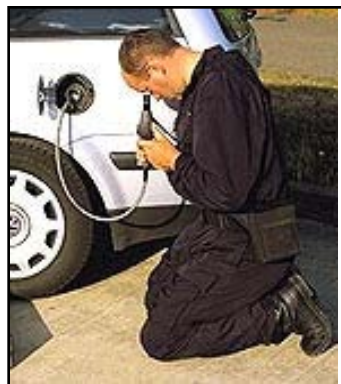


Physical

- 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

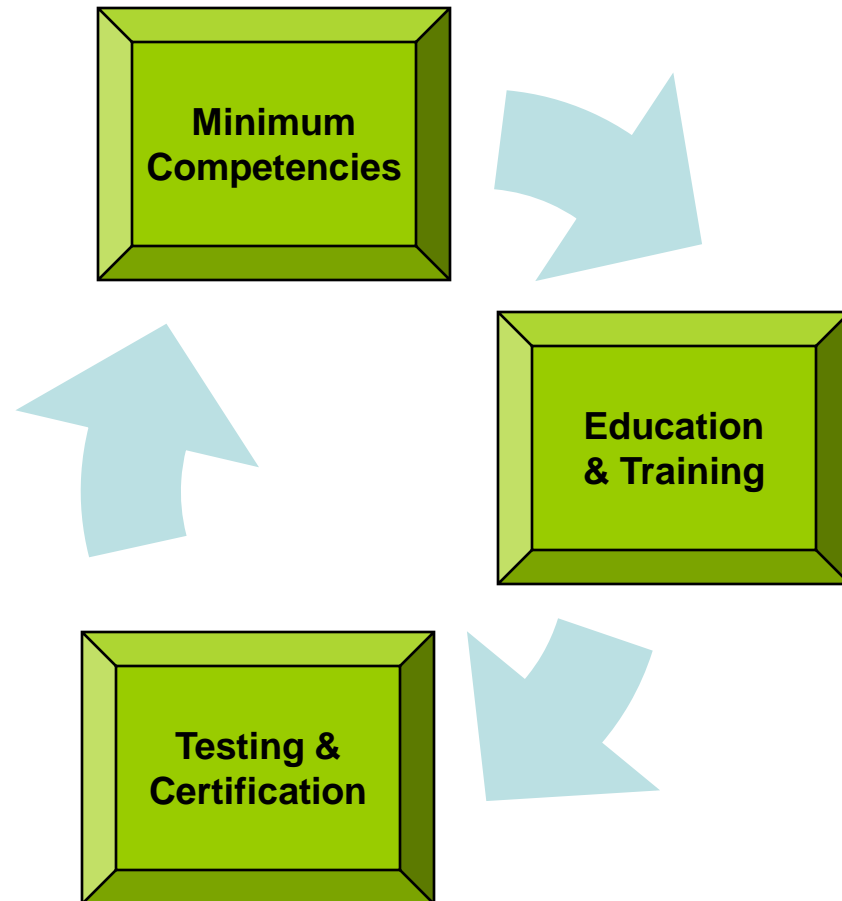
- **Procedural Training:**

- 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?**