FRONTEX
EUROPEAN BORDER AND COAST GUARD AGENCY

1. Introduction

1.1. General
1.2. Participants of the course
1.3. Trainers of the course
1.4. Training outline
1.5. General assessment strategy and re-sit procedures

2. Practical Guide / Weekly schedule of the course

2.1 General
2.2 Training Logistics
2.3 First training day – Introduction Exercise
2.4 Second training day – Briefing, radio communication
2.5 Exercise in a shift as a Joint Team
2.6 Exercise in a shift with other Joint Teams involved – Complex Scenario

3. ANNEXES

ANNEX I – Operational Plan (artificial JO EUROPIA

ANNEX II – Handbook of best practice

ANNEX III – Scenario I – Checkpoint - THB case (trainers pack)

ANNEX IV – Scenario II – Left suitcase – Smuggling case (trainers pack)

ANNEX V – Scenario III – Asylum seeker –first aid (trainers pack)

ANNEX VI – Complex scenario – Asylum seekers and first aid trainers pack

ANNEX VII – Radio communication exercise trainers pack

ANNEX VIII – SIR template

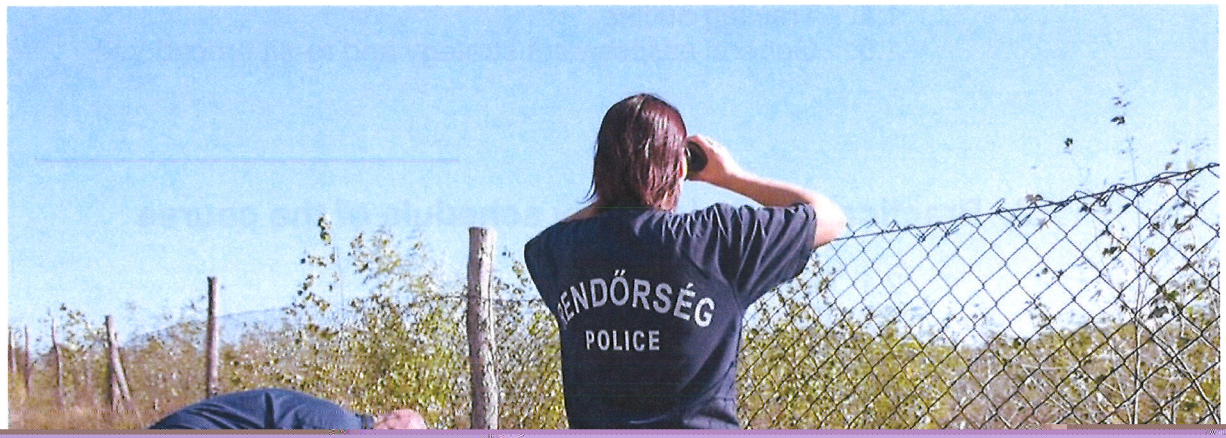
ANNEX IX – Shift report template

ANNEX X – SQF Alignment

FRONTEX
EUROPEAN BORDER AND COAST GUARD AGENCY

1.

INTRODUCTION



The aim of this document is, to provide trainers a practical guide in every step of the training, and to ensure that the training is delivered equally in every Frontex Partnership Academy location, by adopting the stipulated standards set by Frontex. In these guidelines, trainers will find all documents in order to conduct the training accordingly

This document is composed of three elements – introduction, practical guide and annexes.

For the delivery of this course it should be taken into consideration that all participants are already trained and experienced border guards on national level.
This course is about a Frontex "Joint Operation" with the emphasis on good communication in English and collaboration with team members from other Member States that may have been trained in slightly different ways. The course is about finding best practices in typical land border related activities in a Joint Team under Frontex umbrella.

Having in mind that Joint Operations are performed by border guards coming from different Member States, improving and harmonization of knowledge about the EU common rules and procedures is targeted by this training activity.

1.2. Participants of the course

By the Management board decision, No: 38/2016, a land border surveillance officer (BSO) is an official of a competent national authority of a Member State, who carries out border surveillance related tasks at the EU external land border.

Tasks and Functions of BSO is:

- to carry out border surveillance in a designated area at the EU external land
- to operate relevant technical equipment
- to apprehend persons having crossed or having attempted to cross the border irregularly
- to identify persons in need of international protection and persons in a vulnerable situation, including unaccompanied minors
- to refer persons in need of international protection and persons in a vulnerable situation to the competent national authorities of the host Member State
- to document all relevant actions by using methods and technology (reports, videos, photos, etc.)
- to take part in identification SAR situations and apply necessary measures where SAR measures and actions must be taken.

Required Job Competences for a Border Surveillance Officer (BSO)

A BSO has a knowledge and understanding of:

- land border surveillance technology, tactics and identification methods
- specific national, EU and international legislation, policies, procedures including documentation related to carrying out border surveillance and fundamental rights.

A BSO is able to:

- conduct border surveillance, selecting appropriate methods, tactics and techniques at land or maritime borders
- have and use necessary communication skills and techniques specific to land borders
- continuously assess situation and determine the need for further actions
- operate border surveillance technology and equipment at land borders.

A BSO takes responsibility for:

- acting in accordance with the legal frameworks and the guidelines included in the operational plan
- ensuring, that interviewed persons in recognisable or claimed need of international protection or special needs as listed in art. 34 (3) of the European Border and Coast Guard Regulation are identified and referred to the competent authorities.

Eligibility Criteria

To be eligible to become a Border Surveillance Officer in the European Border and Coast Guard Teams, a candidate should:

- Possess knowledge, skills and competence as described in the "Required Job Competences"
- Have an adequate knowledge of English language (equivalent to CEFR level B1)
- Prove at least 2 years of professional experience of border surveillance
- Have participated in training in relevant Union and international law, including fundamental rights and access to international protection and guidelines for the purpose of identifying persons seeking protection and directing them towards the appropriate facilities.

1.3. Trainers of the course

The EBCGT Land Border Surveillance Officer training is a simulation of a Frontex Joint Operation "in a nutshell".
The role of the trainers should be understood as moderators during the entire learning process of the course, rather than being an "instructor".

Following aspects will be taken into consideration for the assessment during the contact-learning phase:

1. Radio communication exercise
2. Three scenarios related to exercising in a joint team
3. Exercising in a shift with other joint teams involved
4. Exercising in a night shift with other joint teams involved
5. Report writing and reporting procedures

Assessment	1. Each scenario shall be assessed on both critical mistakes and minor mistakes. These are in general identified for each scenario. A single critical failure point will be an automatic scenario fail. However, a participant will be allowed to have a number of "minor faults" before they all add up to a fail. For the current scenarios three minor mistakes lead to one critical mistakes, which means failure of the scenario. 2. There should always be at least two trainer/assessors with each team of 3 to ensure that each team member is being assessed at all times. The trainer/assessors will have to take care to be able to observe their designated participants at all times.
Feedback	3. Feedback must be on an individual basis. Team feedback is also valuable to cover general performance issues that all should receive feedback on. Individual feedback is essential to identify areas each individual is doing well or is failing to achieve over. It should be given immediately following each scenario so that the participant has the chance to improve in the next exercises. The feedback of the trainer / assessor follows following rules: The trainer encourage the team to discuss all positive and all negative aspects in their performance during the scenario.

	Each Team Member should get individually the opportunity to explain why he/she acted in the scenario in the way he/she did. Feedback rules for assigned trainers: The course is all about working in a Joint Team in typical border related scenarios. These scenarios are managed by the trainers and should be organized in most realistic way. After each performance of a team in a scenario, the trainers provide a feedback to the team by respecting following rules: I. After the scenario the team will have a few minutes to reconsider their performance and how they have managed the scenario from their perspective; about what went well and what they would do better in future in a similar case. II. The team presents their conclusion to the trainers without interruption of the trainers; it is important that the team detects misconduct by themselves in order to reach best learning effect. III. Afterwards the trainers will, based on the presentation of the team, provide the team with further tips and hints in order to improve the performance of the team. IV. The feedback should always end positive for a better acceptance of the learning process.
Pass-mark	4. Participants can fail one of the scenarios and improve over the next few scenarios so that they pass at the end of the course. 5. The failure of two or more scenario assessments is recorded as a "referred pass", (which is a kinder way of recording a fail).
Intense re-training	6. Once the "Referral" decision (fail) is given to the participant he/she shall be given targeted briefing/re-training on what they need to do in order to pass the re-sit.
Re-sits	7. Participants who fail should be able to re-sit the scenario they failed during the week's course. There is spare time built into the course that should be used to allow this to happen. 8. Re-sits should be about the same scenario subject area (eg smuggling, or human trafficking, or first aid, etc), but it should be a new different scenario from the one originally undertaken.

There is a set of critical and minor mistakes designed for assessment purposes and used by the trainers during the specific scenario.

The non-disclosed part contains detailed information regarding the modus operandi of law enforcement officials performing border control. Disclosing such information would expose the working methods applied in ongoing and future operations, thus obstructing their effectiveness in prevention of cross-border crime and unauthorized border crossings. In consequence, it would undermine the protection of the public interest as regards public security and thus, cannot be disclosed pursuant to Article 4(1)(a) first indent of Regulation (EC) No 1049/2001.

Trainers assess participants individually, but also take into consideration the performance of the team.

2.

PRACTICAL GUIDE

2.1 General

Joint Teams perform preventive and repressive tasks, by respecting the main purposes of the surveillance of external borders at places other than border crossing-points and surveillance of these crossing-points outside opening hours:

- to prevent, and discourage, unauthorised border crossings
- to counter cross-border criminality
- to apply or take measures against persons who have crossed the border illegally.

Border surveillance duties are performed in full compliance of the relevant EU and international law, national laws of the Host Member States, obligations related to access to international protection and fundamental rights.

As stated before, the contact-learning phase is organized over five consecutive working days as an extensive simulated joint operation, with a variety of exercises aimed to show the participants how to best perform these tasks and fulfil their duties.

During the contact-learning phase, the trainers and trainees are in national uniform, ready for border guarding (fully equipped, without real weapons, but with artificial training weapons).

Working days are organized from 9:00h to 17:00h (4x1,5 hour timeslots) with two coffee breaks and lunch break.

Due to organizational issues with availability of training logistics, the agenda could be slightly amended, but it should be announced in advance to participants.

The training is conducted at premises of a Partnership Academy. It is necessary to create and provide each team with a map of the area. When selecting locations for specific exercises, it is important that the locations are suitable to the content of the exercise and allows to achieve the respective learning outcomes.

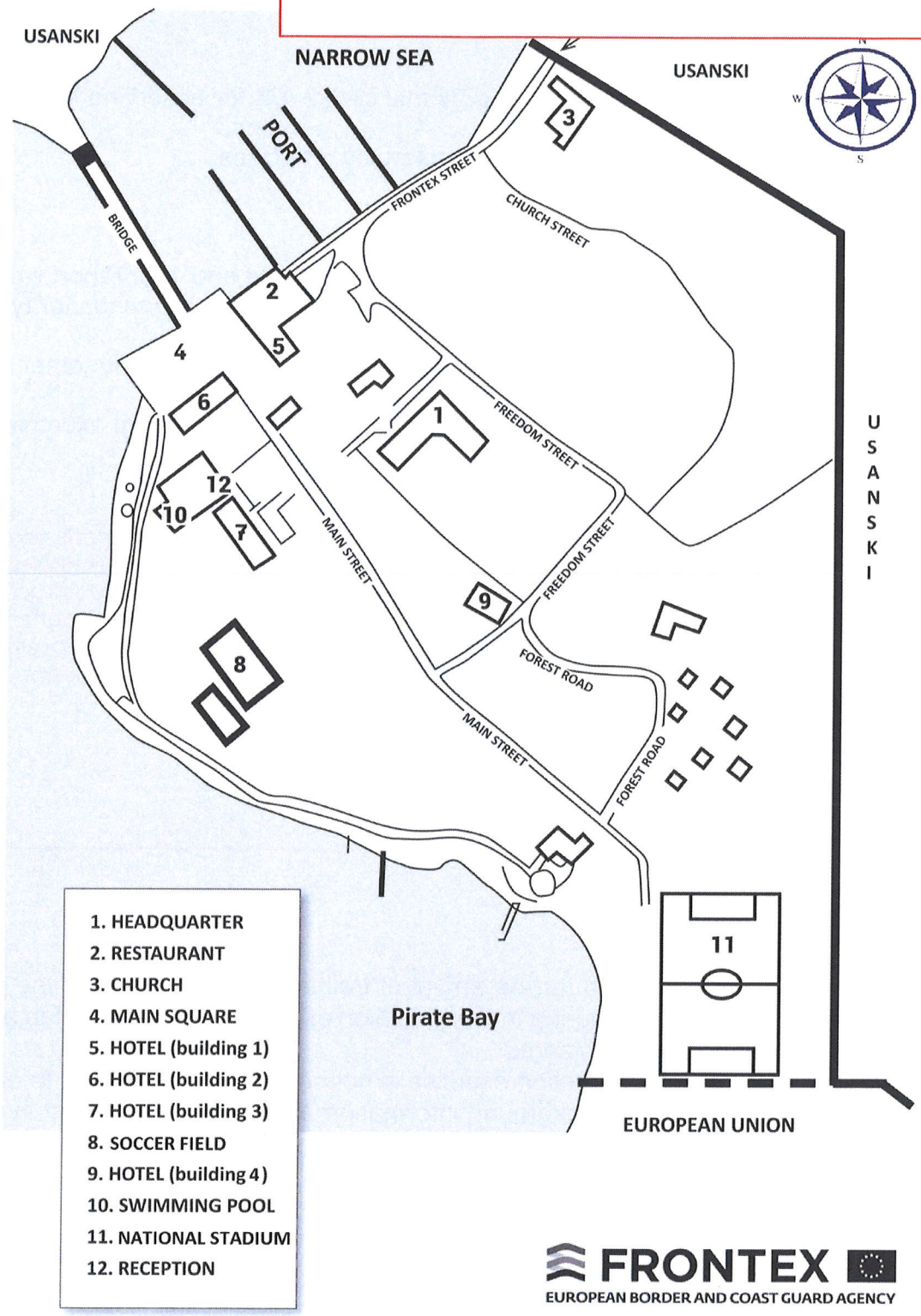
Example of the weekly schedule:

EBCGT LBS Training 2019

First day		Second day		Third day		Fourth day		Fifth day	
		09:00 - 10:30	Operational Briefing (only for training) - General part - National part	09:00 - 10:30	Exercising in Join Teams Specific shift schedule available	09:00 - 10:30	Exercising in a shift with other Join Teams involved- parallel feedback of reports	09:00 - 10:30	Debriefing
Coffee break									
		11:00 - 12:30	Radio communication exercise	11:00 - 12:30	Exercising in Join Teams Specific shift schedule available	11:00 - 12:30	Exercising in a shift with other Join Teams involved- parallel feedback of reports	11:00 - 12:30	Debriefing
Lunch break									
13:30 - 15:00	Arrival	13:30 - 15:30	Radio communication exercise	13:30 - 15:30	Exercising in Join Teams Specific shift schedule available	13:30 - 15:30	Compensation time off	13:30 - 17:30	Intercultural Awareness
Coffee break									
18:30	Introduction and welcome	15:30 - 17:00	Tactical training in Joint Teams	15:30 - 17:00	Exercising in Join Teams Specific shift schedule available	19:30 - 23:00	Exercising in a nightshift with other Join Teams involved	18:30 - 23:00	Official Dinner with closure ceremony and handover of certificates

Example of a training map (

The non-disclosed part contains personal data, in particular the nam individuals. The disclosure would undermine the protection of privacy the integrity of the individual, in particular in accordance with Euro Union legislation regarding the protection of personal data and there has to be precluded pursuant to Article 4(1)(b) of Regulation (EC 1049/2001.



FRONTEX
EUROPEAN BORDER AND COAST GUARD AGENCY

2.2 Training logistics

In order to create an artificial Joint Operation in a training environment, following logistics are required for this activity:

Personal

- Minimum 7 trainers (1 in operational centre + 6 for observing the joint teams in the operational scenarios)
- 8-10 actors for scenario based role-play exercises

Premises

- Minimum 2 classrooms (1 for operational centre and 1 for report writing)
- Compound for radio communication exercise and 3 scenarios for typical border related situations
- Wider area outside of compound for exercising in a shift with other Joint Teams involved
- Premises and training area suitable for night shift, low-light exercises

Equippment

The non-disclosed part contains detailed information regarding the modus operandi of law enforcement officials performing border control. Disclosing such information would expose the working methods applied in ongoing and future operations, thus obstructing their effectiveness in prevention of cross-border crime and unauthorized border crossings. In consequence, it would undermine the protection of the public interest as regards public security and thus, cannot be disclosed pursuant to Article 4(1)(a) first indent of Regulation (EC) No 1049/2001.

2.3 First training day

The first day is scheduled for the arrival of trainers and trainees and the introduction exercise in the evening. During the introduction exercise, the training plan and program are presented to the participants.
The intention of the introduction exercise is not only to get acquainted to each other, it is also important to get background information about each participant in order to set up the Joint Teams for the week. It should be a balance between experienced and not experienced officers in each team and it should be ensured that they are not coming from the same country or speak the same native language. This will ensure that all participants have to communicate in English the entire week. The best way to conduct this exercise is to use an "icebreaker game" (quiz, group game, interview,). Basic information, which are relevant for forming teams, are:

- country of origin
- working experience
- gender

- previous participation in Frontex training activities and / or Joint Operations

Based on received information trainers will compose 6 patrols (Alfa 1, Alfa 2.... Alfa 6). Participants will work the whole week in the same patrols in order to build a up a team spirit.

2.4 Second training day

General and national briefing

Second day of the training starts with general and national briefing like in a real Joint Operation.
The topics for the briefing are taken from an original Operational Plan and adjusted for the invented artificial country Europia.
The aim of this session is also to explain to all participants that a briefing is mandatory and after each briefing all logistical and/or legal issues should be clarified with host Member State in order to be fully operational after the briefing. For example, are there any specific procedures in the host country for using coercive? Where is the storage for the weapon organized? Who are my points of contact?
At the end of the briefing, all participant will be divided into the teams (6 patrols).

Radio communication exercise starts after the briefing. For this purpose, command center of the JO "Europia" will be established, with minimum 1 trainer as operator.

Radio communication exercise

For law enforcement officers, communication and reporting are essential tasks in daily duty to:

- inform colleagues about an incident or emergency case
- gain intelligence
- share intelligence with colleagues in order to initiate actions
- request support
- fulfil obligations to reporting procedures (Serious Incident Report, JORA, etc)
- Initiate follow-up procedures like criminal investigations, prevention actions, etc.

The non-disclosed part contains detailed information regarding the modus operandi of law enforcement officials performing border control. Disclosing such information would expose the working methods applied in ongoing and future operations, thus obstructing their effectiveness in prevention of cross-border crime and unauthorized border crossings. In consequence, it would undermine the protection of the public interest as regards public security and thus, cannot be disclosed pursuant to Article 4(1)(a) first indent of Regulation (EC) No 1049/2001.

For this exercise, participants are divided into six patrols (Joint Teams) – Alpha 1 - Alpha 6 – which are sent to six different locations in the training area. On four locations, trainers will supervise their activities. Two locations are without trainer.

First tasks for the patrols is to locate and move to appointed locations and to report to command centre, transmitting their location.

Second task for patrols is to reach specific locations given by the Command Centre and to complete tasks at the spot. After finishing one task, they receive the next task from command centre, and have to move to a new position. During the radio communication exercise there is the possibility to move 5 times and receive five tasks, depending on the time schedule.
After completing all tasks patrols move back to the command centre for feedback session.

Through this exercise, participants should be aware about the importance of delivering accurate information via radio and how a lack of communication could have impact in a real life situation.

Radio communication exercise is more detailed in Annex VII.

For the assessment, following aspects are of importance:

- Usage of NATO Alphabet
- Radio communication procedures
- Communication and interaction among the team

Average use of all three benchmarks is required for passing the exercise. If one of the benchmarks is continuously misconducted, it will lead to failing the exercise. Generally, radio communication exercise is considered as a minor mistake and only in combination of failing in report writing will be considered as critical mistake.

Tactical training in Joint Teams - workshop

The aim of this workshop is to enhance team spirit, exchange best practise and establish common procedures in a team for typical border related actions like establishing identity, search of a person, usage of handcuffs, etc. There is no separate assessment, but trainers will observe:

- Procedures during security search of a person in a team and usage of handcuffs
- Communication before and during the measures.

2.5 Third training day

The patrols have to work in a day shift in the Joint Operation Europia as a Joint Team. During this day, they have to pass three scenarios on three different locations. In the morning before the shift starts, they receive first their shift briefing.
The Joint Teams have to be in a specific time at a specific location where the scenario takes place. After each scenario, the trainers provide their feedback to the trainees according the feedback rules. Time for the necessary reporting procedures is foreseen between each scenario.

There are three scenarios for each team

- Vehicle checkpoint - trafficking in human beings,
- Rucksack at the border line – intelligence gathering, smuggling case
- First aid – asylum seeker

Every team will go through every scenario. All scenarios were developed in close cooperation with Frontex Operational Response Division. A team of two trainers manages every scenario.

FRONTEX
EUROPEAN BORDER AND COAST GUARD AGENCY **Shift schedule**

	Scenario 1	**Scenario 2**	**Scenario 3**
Patrol 1	09:00 – 09:45	11:00 – 11:45	14:00 – 14:45
Patrol 2	14:00 – 14:45	09:00 – 09:45	11:00 – 11:45
Patrol 3	11:00 – 11:45	14:00 – 14:45	09:00 – 09:45
Patrol 4	09:45 – 10:30	11:45 – 12:30	14:45 – 15:30
Patrol 5	14:45 – 15:30	09:45 – 10:30	11:45 – 12:30
Patrol 6	11:45 – 12:30	14:45 – 15:30	09:45 – 10:30

Duty time Patrol 1, 2 and 3: **08:30 – 16:00 (reports submitted to Command Centre) at 08:30 at the HQ conference room for briefing**

Duty Time Patrol 4, 5 and 6: **09:00 – 16:30 (reports submitted to Command Centre) at 09:00 at the HQ conference room for briefing**

16:30 hrs all patrols are at BG HQ (conference room)

Tips for trainers for the management of the scenarios

Choose a proper location for the scenario, which reflects reality as much as possible.

Create a check-list for the necessary equipment and ensure that the equipment is maintained and functional.

Arrive early. Give yourself time to arrange and to check all logistics with your scenario and get yourself mentally geared up for the training session.

Ensure that you brief the involved actors and that they fully understand the scope of the training.

Explain the participants what you're going to cover. Introduce your exercise with a brief overview of the training subject's main points, or simply start the exercise with arrival of the Joint Team (depends on the scenario).

Ensure that participants understand the influence of stress in this particular exercise and how it can have impact on their decision making process.

Do not stop or influence a running exercise / scenario! The scenario shall run without any interruption by trainers. Therefore, it is necessary that the trainers do their notes about their observations for the feedback afterwards.

.

2.6 Fourth training day

Exercise in a shift with other Joint Teams involved – Complex Scenario

On the fourth day a more complex exercise is foreseen, which involves three patrols in one scenario. The location of the scenario should reflect the reality as much as possible. The exercise should be conducted in real populated area, with all security measures ensuring the safety of participants, trainers, actors and civilians.

This scenario focuses on communication and interaction between Joint Teams, but also on:

- Closing an area (border guard tactic skills)
- Searching an area (border guard tactic skills)
- First aid skills
- Initiating asylum procedures

Exercise in a night shift with two other Joint Teams involved – Complex Scenario

The evening of the fourth day is dedicated for an exercise in night shift with three joint teams involved. This too is a complex exercise which involves three teams in one scenario. Location of the scenario should demonstrate reality as much as possible.

Topic is border crossing of a group of people with transport organized by facilitator.

This scenario focuses on communication and interaction between joint teams in condition of low light, but also on:

- Closing an area (border guard tactic skills)
- Searching an area and premise (border guard tactic skills)
- First aid skills

Patrols are assigned to patrol in the green border area and to carry out surveillance duties. In a case of any irregularities, patrol should take necessary actions immediately

Risk assessments indicate attempts of illegal border crossings in the area, especially clandestine entry and some smuggling cases of goods (cigarettes, alcohol). Several times during the last week local citizens informed BG authority about the presence of unknown people in the area.

During the fourth training day and the more complex scenarios it is essential that one patrol is taking the lead on the spot as multi-patrol leader.

2.7 Fifth training day

The fifth training day is dedicated for the debriefing like in a real joint operation. Trainers and trainees will have an opportunity to give personal feedback about the training. The trainees can state their opinion and propose further improvements of the course and how the course meets their expectations.

Inventory of all equipment, which was used during the course.

After debriefing and closing of official part of training, time is dedicated for team building and cultural awareness workshop.

At the last evening the official common dinner with closure ceremony and handover of certificates takes place.

ANNEX I

OPERATIONAL PLAN

FRONTEX
EUROPEAN BORDER AND COAST GUARD AGENCY

Field Deployment Unit (FDU)

Operational Plan

ONLY FOR TRAINING PURPOSE

LBS Joint Operation EUROPIA 2019

The non-disclosed part contains personal data, in particular the names of individuals. The disclosure would undermine the protection of privacy and the integrity of the individual, in particular in accordance with European Union legislation regarding the protection of personal data and therefore has to be precluded pursuant to Article 4(1)(b) of Regulation (EC) No 1049/2001.

Prepared by

.....
Signature
[redacted]
Operational Manager

Approved by

.....
Signature
[redacted]
Deputy Executive Director

Attention

This Operational Plan is only for training purposes. It indicates an invented Joint Operation as part of the training methodology of the EBCGT Land Border Surveillance Officer Training. It is a supporting document and should be regarded as training material. Therefore this document is leant on an original Operational Plan, but the content is for supporting the training course. The invented country EUROPIA is [redacted]

Contents

1. INTRODUCTION 26
2. DESCRIPTION AND ASSESSMENT OF THE SITUATION 26
3. OPERATIONAL AIM AND OBJECTIVES 27
3.1. Operational aim 27
3.2. Operational objectives 27
4. OPERATIONAL CONCEPT 27
5. IMPLEMENTATION 28
5.1. Period of implementation 28
5.2. Additional information 28
5.3. Operational Briefings / Debriefings 28
6. COORDINATION STRUCTURE 28
6.1. Partnership 28
6.2. Main operational structures / actors and their tasks 29
7.2.1. Member States 29
7.2.3. Frontex 29
7. COMMAND, CONTROL, COMMUNICATION AND REPORTING 29
7.1. Command and control 29
7.2. Operational communication 29
7.3. Communication with Press 30
7.4. Reporting 30
7.4.1 Reports from participants 30
7.4.2 Serious incident reporting 30
8. ORGANISATIONAL ARRANGMENTS AND LOGISTICS 31
8.1. Composition of the teams 31
8.2. Transport and lodging 31
8.3. Safety and Security Rules 31
8.4 Legal aspects of EUROPIA 31
9. EVALUATION 32