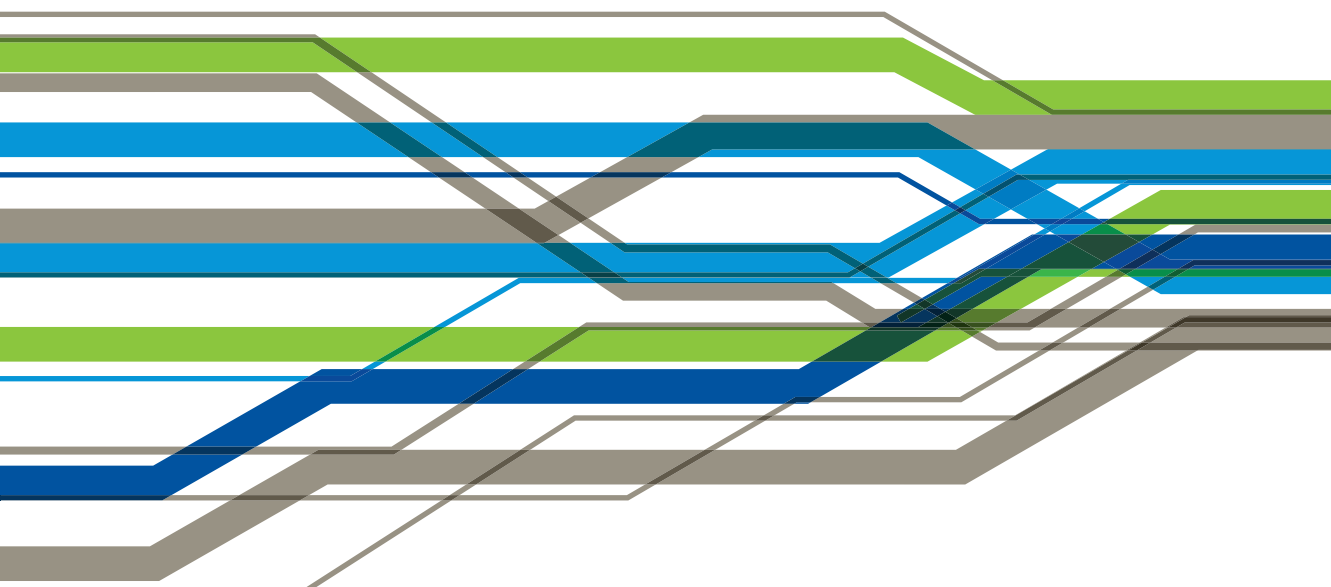


Sectoral Qualifications Framework for Border Guarding

SETTING STANDARDS FOR TRAINING EXCELLENCE

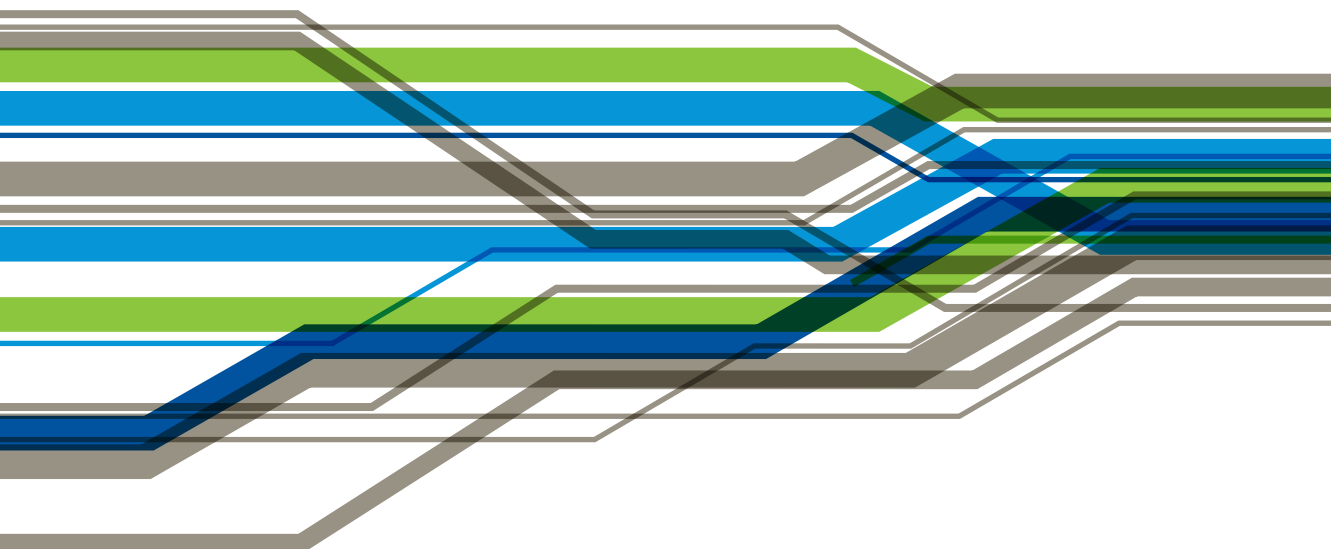


VOL. II



Sectoral Qualifications Framework for Border Guarding

SETTING STANDARDS FOR TRAINING EXCELLENCE



VOL. II





FRONTEX

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SQF Package

Products and usage





The SQF package

The final SQF package consists of a range of documents aimed at facilitating integration of the SQF by Member States and assisting with course design and review processes. The package includes: the SQF presented in two different formats; Competence Profiles which identify job competences at levels 4 to 7; Cross-Reference Tables; and a Guide to integrating fundamental rights into border guard learning. The purpose of each document is shown below.

SQF Shows progression of learning from level 4 to level 7, organised under headings related to border guarding activities	Use this framework to identify the learning outcomes for each area of border guarding. The outcomes are at a high level, meaning they are very general, in order to capture all learning in the border guarding sector.
SQF (academic) Shows the learning outcomes of the SQF organised under knowledge, skills and competence for each level as in the EQF	These tables have identical learning outcomes to the original SQF. Use this format to assist with alignment to National Qualifications Frameworks and other sectoral frameworks. Individuals who are familiar with qualifications frameworks may find this format preferable to work with.
COMPETENCE PROFILES Shows job competences for border guarding organised under the headings of the SQF	Use these profiles to identify the job competences to be developed as a result of the learning process. They are more specific than the learning outcomes and are in 'border guarding' language. The profiles may also be used to assist with the development and review of occupational standards.
CROSS-REFERENCE TABLES Map the learning outcomes from the SQF onto the job competences in the competence profiles	These cross-reference tables demonstrate the relationship between the learning outcomes in the SQF and the Competence Profiles. Use these tables to assist in the identification of learning required to achieve a particular competence. Construction of the tables also provided an evaluation tool for the SQF.
Guide to integrating fundamental rights into border guard training Provides guidance on specific learning outcomes for fundamental rights compliance	This guide provides a hierarchy of specific learning outcomes that align with the SQF to ensure the integration of fundamental rights into specific border guarding activities.



SQF Main Product



What is the SQF

The Sectoral Qualifications Framework for Border Guarding is a framework of high-level learning outcomes (LOs) that reflect all of the learning, for all border guarding activities, across the EU. As an overarching frame of reference, the SQF encompasses all levels of qualifications acquired in vocational and academic education and training for border guards.

The SQF is designed to align with levels 4, 5, 6 and 7 of the European Qualifications Framework for Lifelong Learning (EQF) and is consistent with the Bologna and Copenhagen processes. It addresses the border guard professional sector and it will relate the different countries' qualifications systems and frameworks together around a common European reference.

The SQF does not dictate learning or training requirements to any individual state or organisation with border guarding responsibilities, but it should reflect comprehensively the entire scope of learning in the border guard field throughout the EU.

The four levels of qualifications relate to and reflect all Frontex training products:

Levels 4 and 5: General and specialised vocational education (basic level); reflected at curriculum level by the **Common Core Curriculum for border guard basic training (CCC)**.

Level 6: Bachelor's level, related to the **common core learning standards for border guard mid-level education/CMC**, to be further updated.

Level 7: Master's level; the basis for the 'European Joint Master's in Strategic Border Management' dedicated to mid- and high-level border guard officers.

Specialist fields in border guarding: corresponds to all specialised further courses and training products for various border guard fields of work, at all levels (4–7). Specialist courses are usually not part of the general

education provided at the national level, but are part of further training and specialisation programmes.

SQF

Shows progression of learning from level 4 to level 7, organised under headings related to border guarding activities

Use this framework to identify the learning outcomes for each area of border guarding. The outcomes are at a high level, meaning they are very general, in order to capture all learning in the border guarding sector. Tailor the outcomes to capture the specifics of your course.

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING

Learning Outcomes

Learning Area
(high level description
of activities)

Level 4

Level 5

Level 6

Level 7

GENERIC BORDER GUARDING

Fundamental rights	Respect the fundamental rights of all persons in the context of all border guarding activities	Promote the fundamental rights of all persons in the context of all border guarding activities	Ensure protection and respect for the fundamental rights of all persons	Strategically integrate fundamental rights within all aspects of organisational activities
Ethics, diversity and professional standards	Act in accordance with defined ethical and professional standards and demonstrate respect for diversity	Promote defined ethical and professional standards, ensuring respect for diversity	Ensure professional and ethical standards across all border guarding activities	Review the strategic implementation of professional and ethical standards across all border guarding activities
Law, policies, strategies, rules and procedures	<p>Outline a defined range of national, EU and international law, policies, rules and procedures relevant to border guarding activities</p> <p>Apply a defined range of national, EU and international law, rules and procedures relevant to specific border guarding activities</p>	<p>Describe a defined range of national, EU and international law, policies, rules and procedures relevant to border guarding activities</p> <p>Apply a broad range of national, EU and international law, rules and procedures relevant to a range of border guarding activities</p>	<p>Define and explain a broad range of national, EU and international legislation relevant to border guarding activities and appreciate the implications for implementation in the national context</p> <p>Exercise the appropriate level of autonomy in the application of a broad range of legal and procedural frameworks</p>	<p>Critically evaluate national, EU and international border security policies and strategies in the wider context of how they interface with other agencies and partners</p> <p>Critically evaluate the existing legal and procedural frameworks related to border security</p>
Cooperation with national, EU and international partners	Apply specific procedures in relation to partnership and cooperation agreements	Apply the terms of defined agreements, partnerships and cooperation procedures to operational duties	Assess operational activities in the context of cooperation, ensuring the operational implementation of agreements, partnerships and cooperation procedures	Engage with the development, review and evaluation of national, EU and international agreements, partnerships and cooperation procedures and foster cooperation networks
Communication	Demonstrate effective communication skills and techniques and apply them in an articulate, coherent, detailed and accurate manner, in all written and oral interactions in specific border guarding contexts	Demonstrate effective communication skills and techniques and apply them in an articulate, coherent, detailed and accurate manner, in all written and oral interactions in a range of border guarding contexts	Demonstrate advanced communication skills including negotiation, conflict resolution, and ensure implementation of effective communication strategies in a broad range of border guarding contexts	Demonstrate advanced formal and informal communication skills in multiprofessional and multicultural contexts
Information and data management	Gather, maintain and share accurate and relevant information/data from routine procedures whilst respecting the necessary standards of sensitivity and confidentiality, using specific information and communication channels, systems and technology	Gather, maintain and share accurate and relevant information/data whilst respecting the necessary standards of sensitivity and confidentiality, using a broad range of information and communication channels, systems and technology	Critically evaluate information/data management systems and ensure data protection compliance	Ensure compatibility with other national, European and international communication and information systems whilst maintaining necessary levels of data protection
Context of border guarding	Recognise cultural and socio-economic factors that directly affect border control activities	Describe the cultural, socio-economic context of border control	Critically evaluate national and global trends that impact on border security	Ensure that national and global trends impacting on border security are reflected in strategic plans
Learning to learn	Engage with learning opportunities for personal development and well being to advance professional competence	Reflect on professional ability and engage with learning opportunities for personal development and well being to advance professional competence	Take the initiative to identify, assess and address personal and professional development requirements for self and others utilising a range of learning contexts	Self evaluate and continuously engage in personal and professional development and promote learning opportunities within the organisation

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING

Learning Outcomes

Learning Area (high level description of activities)

Level 4

Level 5

Level 6

Level 7

BORDER CONTROL

Facilitation of cross border movements	Apply quality service procedures to border control activities to facilitate legitimate movement across borders	Identify components of a quality service and selectively apply them to border control activities to facilitate legitimate movement across borders	Facilitate cross-border movements by balancing the right to free movement with the responsibility to prevent and detect the cross border irregularity/infringements	Facilitate cross-border movements within the constraints of human and technical resources whilst ensuring compliance with national, EU and international legislation
Border surveillance	Demonstrate border surveillance tactics and techniques to gather information, prevent and detect illegal border crossing, cross-border criminality and irregularity	Selectively apply surveillance tactics and techniques to proactively survey the borders and gather information, maximising prevention and detection of illegal border crossing, cross-border criminality and irregularity	Select, coordinate and critically evaluate border surveillance activities	
Border check	Assess eligibility for admission and residence within the EU, and travelling across borders, recognising the necessity to refer cases	Review and establish eligibility for admission and residence within the EU and travelling across borders in irregular circumstances	Manage border crossing procedures and take decisions in complex situations related to border checks Critically evaluate the tactics and implementation of operational procedures for border checking	
Border control technology	Operate specific equipment and technology available for border control and assess the results according to defined guidelines	Effectively operate a broad range of equipment and technology available for border control and evaluate results	Differentiate between systems and technologies available for border control, compare their suitability, supervise and evaluate the operational deployment and results	Review and assess the technologies and systems deployment in the context of legal and budgetary frameworks, considering emerging technologies and systems
Management of border surveillance and border checks		Plan and supervise regular border control team activities	Plan, organise and deploy border control resources and critically assess performance and evaluate results	Develop, implement and critically assess border control strategies Develop and implement new work practices in line with strategies for border control
Risk management	Gather, report and respond to information related to potential risks and threats, applying a range of established methods and responses	Selectively identify, disseminate and respond to information relevant to potential risks and threats, applying a broad range of methods and tactical responses	Apply risk management tools and techniques in relation to border security	Design and critically review organisational risk and threat management strategies, ensuring that they are an integral part of organisational processes
Crisis management	Demonstrate operational procedures for major and critical incidents, taking necessary action to ensure the safety of persons and property	Recognise and assess potential major, exceptional and critical incidents, initiate and supervise appropriate responses, taking necessary action to ensure the safety of persons and property	Coordinate an effective response to major emergencies, critical and exceptional situations in cooperation or collaboration with other partners and agencies	Develop and review operational strategies and plans for major emergencies, critical and exceptional situations
Border related security and safety	Demonstrate a range of skills necessary to ensure the security and safety of persons and property in compliance with fundamental rights	Apply a range of skills to ensure the security and safety of persons and property in compliance with fundamental rights	Assess individual and tactical responses to threats that endanger the security and safety of persons or property in accordance with fundamental rights and related legislative frameworks	Critically evaluate national border security policies, strategies and safety procedures within the context of the national, EU and international security strategies

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING

Learning Outcomes

Learning Area
(high level description
of activities)

Level 4

Level 5

Level 6

Level 7

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Border related investigation	Demonstrate procedures to conduct routine investigations of alleged infringements	Assess alleged infringements and apply legal and investigative procedures independently and in cooperation with other relevant authorities	Investigate complex cases and facilitate investigations in cooperation with relevant authorities Develop and review investigative procedures	Critically evaluate complex cross-border investigations Critically evaluate investigation strategies in the context of international practices
Border related Intelligence	Apply information gathering and reporting procedures related to border crime	Identify and recognise the potential of information as intelligence, select and disseminate information accordingly	Differentiate between levels and quality of information, evaluate and share information within the risk management process	Recognise the strategic implications of cross-border intelligence

SUPERVISION, MANAGEMENT, LEADERSHIP

Supervision and leadership	Work effectively with individuals and groups, demonstrating the ability to supervise predictable, routine activities and make recommendations to improve performance	Work effectively with individuals and groups, reviewing performance and providing constructive feedback	Review performances of individuals and groups, providing constructive feedback to foster team building through the application of leadership skills Apply concepts and theories to motivate and manage performances of individuals and groups	Critically evaluate performance management systems Ensure effective standards of personal and organisational leadership and management
Strategy and planning		Apply basic concepts and tools to develop and evaluate plans	Apply a range of concepts and tools to develop and evaluate plans	Apply a broad range of concepts and tools to develop, implement and review strategies Critically evaluate theories and practices of international and multi-agency cooperation and collaboration Apply concepts and tools to evaluate organisational performance and manage quality and change
Resources management		Recognise the budgetary and resource implications of operational decisions	Plan and evaluate the use of resources to achieve operational objectives	Employ appropriate tools and techniques to strategically manage resources, balancing organisational goals with stakeholders' expectations

SPECIALIST FIELDS IN BORDER GUARDING (OPTIONAL)

Advanced and specialised fields	Apply practical skills to specific problems in border guarding areas that require particular professional competences	Apply specialised knowledge and skills in border guarding areas that require specialised professional competences	Apply and explain advanced knowledge and technical or professional skills, accepting accountability for all related decision-making in a border guarding field	Apply specialist complex technical/professional skills drawing from an extensive critical analysis of related literature and research to make evidence based recommendations
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SQF Academic

Levels 4–7



Academic SQF

Displayed in a format that is similar to the European Qualifications Framework (EQF), the Academic SQF was produced as part of the internal validation process (aiming to check the consistency of the learning outcomes and their 'stand-alone' attribute, as the learning is not supposed to be applied to a limited job domain, but to be transferable to various contexts). This format is expected to be more familiar and easy to use for experts operating in the academic environment.

The concept of '**professional learning**', as promoted by Bologna/Copenhagen processes, indicates that learners learn (knowledge/skills/competence) to develop competences that are transferable to the **workplace**.

Following the EQF definitions, **knowledge** is '...the outcome of the assimilation of information through learning, it is the body of facts, principles, theories and practices related to a field of work or study'. In the context of the EQF/SQF, knowledge is described as theoretical and/or factual.

Skills are the ability to apply knowledge and to use know-how in order to complete tasks and solve problems. In the context of the EQF/SQF, skills are described as cognitive (use of logical, intuitive and creative thinking) or practical (manual dexterity, use of methods, materials, instruments, tools).

Competence is the proven ability to use knowledge, skills and personal, social and/or methodological abilities in work or study situations and in professional and personal development. In the context of the EQF/SQF, competence is described in terms of responsibility and autonomy.

SQF (academic)

Shows the learning outcomes of the SQF organised under knowledge, skill and competence for each level as in the EQF

These tables have identical learning outcomes to the original SQF. Use this format to assist with alignment to National Qualifications Frameworks and other sectoral frameworks. Individuals who are familiar with qualifications frameworks may find this format more preferable to work with.

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING (ACADEMIC)

LEVEL 4 – Learning Outcomes

Knowledge	Skills	Competence
GENERIC BORDER GUARDING		
Outline a defined range of national, EU and international law, policies, rules and procedures relevant to border guarding activities	Apply a defined range of national, EU and international law, rules and procedures relevant to specific border guarding activities	Respect the fundamental rights of all persons in the context of all border guarding activities
Recognise cultural and socio-economic factors that directly affect border control activities	Apply specific procedures in relation to partnership and cooperation agreements	Engage with learning opportunities for personal development and well-being to advance professional competence
	Demonstrate effective communication skills and techniques and apply them in an articulate, coherent, detailed and accurate manner, in all written and oral interactions in specific border guarding contexts	Act in accordance with defined ethical and professional standards and demonstrate respect for diversity
		Gather, maintain and share accurate and relevant information/data from routine procedures whilst respecting the necessary standards of sensitivity and confidentiality, using specific information and communication channels, systems and technology

BORDER CONTROL

Apply quality service procedures to border control activities to facilitate legitimate movement across borders	Assess eligibility for admission and residence within the EU, and travelling across borders, recognising the necessity to refer cases
Demonstrate border surveillance tactics and techniques to gather information, prevent and detect illegal border crossing, cross-border criminality and irregularity	
Operate specific equipment and technology available for border control and assess the results according to defined guidelines	
Gather, report and respond to information related to potential risks and threats, applying a range of established methods and responses	
Demonstrate operational procedures for major and critical incidents, taking necessary action to ensure the safety of persons and property	
Demonstrate a range of skills necessary to ensure the security and safety of persons and property in compliance with fundamental rights	

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Demonstrate procedures to conduct routine investigations of alleged infringements
Apply information gathering and reporting procedures related to cross-border crime

SUPERVISION, MANAGEMENT, LEADERSHIP

Work effectively with individuals and groups, demonstrating the ability to supervise predictable, routine activities and make recommendations to improve performance
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SPECIALISED FIELDS IN BORDER GUARDING (optional)

Apply practical skills to specific problems in border guarding areas that require particular professional competences

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING (ACADEMIC)

LEVEL 5 – Learning Outcomes

Knowledge

Skills

Competence

GENERIC BORDER GUARDING

Describe a defined range of national, EU and international law, policies, rules and procedures relevant to border guarding activities

Describe the cultural, socio-economic context of border control

Apply a broad range of national, EU and international law, rules and procedures relevant to a range of border guarding activities

Apply the terms of defined agreements, partnerships and cooperation procedures to operational duties

Demonstrate effective communication skills and techniques and apply them in an articulate, coherent, detailed and accurate manner, in all written and oral interactions in a range of border guarding contexts,

Gather, maintain and share accurate and relevant information/data whilst respecting the necessary standards of sensitivity and confidentiality, using a broad range of information and communication channels, systems and technology

Promote the fundamental rights of all persons in the context of all border guarding activities

Promote defined ethical and professional standards, ensuring respect for diversity

Reflect on professional ability and engage with learning opportunities for personal development and well-being to advance professional competence

BORDER CONTROL

Selectively apply surveillance tactics and techniques to proactively survey the borders and gather information, maximising prevention and detection of illegal border crossing, cross-border criminality and irregularity

Effectively operate a broad range of equipment and technology available for border control and evaluate results

Selectively identify, disseminate and respond to information relevant to potential risks and threats, applying a broad range of methods and tactical responses

Apply a range of skills to ensure the security and safety of persons and property in compliance with fundamental rights

Identify components of a quality service and selectively apply them to border control activities to facilitate the legitimate movement across borders

Review and establish eligibility for admission and residence within the EU and travelling across borders in irregular circumstances

Plan and supervise regular border control team activities

Recognise and assess potential major, exceptional and critical incidents, initiate and supervise appropriate responses, taking necessary action to ensure the safety of persons and property

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Assess alleged infringements and apply legal and investigative procedures independently and in cooperation with other relevant authorities

Identify and recognise the potential of information as intelligence, select and disseminate information accordingly

SUPERVISION, MANAGEMENT, LEADERSHIP

Recognise budgetary and resource implications of operational decisions

Apply basic concepts and tools to develop and evaluate plans

Work effectively with individuals and groups, reviewing performance and providing constructive feedback

SPECIALISED FIELDS IN BORDER GUARDING (optional)

Apply specialised knowledge and skills in border guarding areas that require specialised professional competences

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING (ACADEMIC)

LEVEL 6 – Learning Outcomes

Knowledge	Skills	Competence
GENERIC BORDER GUARDING		
<p>Define and explain a broad range of national, EU and international legislation relevant to border guarding activities and appreciate the implications for implementation in the national context</p> <p>Critically evaluate national and global trends that impact on border security</p>	<p>Assess operational activities in the context of cooperation, ensuring the operational implementation of agreements, partnerships and cooperation procedures</p> <p>Demonstrate advanced communication skills including negotiation, conflict resolution, and ensure implementation of effective communication strategies in a broad range of border guarding contexts</p>	<p>Ensure protection and respect for the fundamental rights of all persons</p> <p>Critically evaluate information/data management systems and ensure data protection compliance</p> <p>Take the initiative to identify, assess and address personal and professional development requirements for self and others utilising a range of learning contexts</p> <p>Ensure professional and ethical standards across all border guarding activities</p> <p>Exercise the appropriate level of autonomy in the application of a broad range of legal and procedural frameworks</p>
BORDER CONTROL		
	<p>Select, coordinate and critically evaluate border surveillance activities</p> <p>Critically evaluate the tactics and implementation of operational procedures for border checking</p> <p>Differentiate between systems and technologies available for border control, compare their suitability, supervise and evaluate the operational deployment and results</p> <p>Apply risk management tools and techniques in relation to border security</p>	<p>Facilitate cross-border movements by balancing the right to free movement with the responsibility to prevent and detect cross-border irregularity/infringements</p> <p>Manage border crossing procedures and take decisions in complex situations related to border checks</p> <p>Plan, organise and deploy border control resources and critically assess performance and evaluate results</p> <p>Coordinate an effective response to major emergencies, critical and exceptional situations in cooperation or collaboration with other partners and agencies</p> <p>Assess individual and tactical responses to threats that endanger the security and safety of persons or property in accordance with fundamental rights and related legislative frameworks</p>
CROSS-BORDER INVESTIGATION AND INTELLIGENCE		
	<p>Investigate complex cases and facilitate investigations in cooperation with relevant authorities</p> <p>Review and develop investigative procedures</p>	<p>Differentiate between levels and quality of information, evaluate and share information within the risk management process</p>
SUPERVISION, MANAGEMENT, LEADERSHIP		
	<p>Review performances of individuals and groups, providing constructive feedback to foster team building through the application of leadership skills</p> <p>Plan and evaluate the use of resources to achieve operational goals</p> <p>Apply a range of concepts and tools to develop and evaluate plans</p>	<p>Apply concepts and theories to motivate and manage performances of individuals and groups</p>
SPECIALISED FIELDS IN BORDER GUARDING (optional)		
		<p>Apply and explain advanced knowledge and technical or professional skills, accepting accountability for all related decision making in a border guarding field</p>

SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING (ACADEMIC)

LEVEL 7 – Learning Outcomes

Knowledge

Skills

Competence

GENERIC BORDER GUARDING

Critically evaluate national, EU and international border security policies and strategies in the wider context of how they interface with other agencies and partners

Critically evaluate the existing legal and procedural frameworks related to border security

Engage with the development, review and evaluation of national, EU and international agreements, partnerships and cooperation procedures and foster cooperation networks

Demonstrate advanced formal and informal communication skills in multiprofessional and multicultural contexts

Ensure that national and global trends impacting on border security are reflected in strategic plans

Strategically integrate fundamental rights within all aspects of organisational activities

Self-evaluate and continuously engage in personal and professional development and promote learning opportunities within the organisation

Review the strategic implementation of professional and ethical standards across all border guarding activities

Ensure compatibility with other national, European and international communication and information systems whilst maintaining necessary levels of data protection

BORDER CONTROL

Critically evaluate national border security policies, strategies and safety procedures within the context of national, EU and international security strategies

Review and assess the technologies and systems deployment in the context of legal and budgetary frameworks, considering emerging technologies and systems

Develop, implement and critically assess border control strategies

Develop and implement new work practices in line with strategies for border control

Develop and review operational strategies and plans for major emergencies, critical and exceptional situations

Facilitate cross-border movements within the constraints of human and technical resources whilst ensuring compliance with national, EU and international legislation

Design and critically review organisational risk and threat management strategies, ensuring that they are an integral part of organisational processes

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Critically evaluate complex cross-border investigations

Critically evaluate investigation strategies in the context of international practices

Recognise the strategic implication of cross-border intelligence

SUPERVISION, MANAGEMENT, LEADERSHIP

Critically evaluate performance management systems

Critically evaluate theories and practices of international and multi-agency cooperation and collaboration

Apply a broad range of concepts and tools to develop, implement and review strategies

Apply concepts and tools to evaluate organisational performance and manage quality and change

Employ appropriate tools and techniques to strategically manage resource utilisation, balancing organisational goals with stakeholders' expectations

Ensure effective standards of personal and organisational leadership and management


SPECIALISED FIELDS IN BORDER GUARDING (*optional*)

Apply specialist complex technical/professional skills drawing from an extensive critical analysis of related literature and research to make evidence based recommendations



SQF Package

Competence Profiles
for Border Guarding
Levels 4–7





Competence Profiles

Competency framework for border guarding

The Competence Profiles are the European occupational standards for the border guard job. They were validated across the EU as being relevant and specific to border guarding, regardless of the national organisational systems and structures.

One of the main purposes of learning in this sector is to develop the knowledge, skills and ability or 'job competence' to effectively conduct border guard activities. Therefore the learning outcomes in the SQF should relate to all border guarding competences.

Part of the development of the SQF was to develop a list of **border guard job competences** defined in terms of knowledge, skills and competences. It is essential that this list of job competences captures all border guarding activities to ensure the comprehensiveness of the learning outcomes. The job competences are defined in occupational terms.

The Competence Profiles are the result of the extensive 'job mapping' exercise that initialised and formed the basis of the SQF work and learning outcomes development. They identify, define and describe the border guard job and tasks at all levels and in all areas. The set of Competence Profiles (competency framework) is a **supporting document for the SQF**, forming part of the final documentation on the Sectoral Qualifications Framework for Border Guarding. The Competence Profiles should present the full picture on the border guard job across the EU by defining the knowledge (K), skills (S) and competences (C) needed to perform the border guard job (transferable to a workplace).

It is important to reiterate that the Competence Profiles need to be comprehensive and reflect every organisation, but at the same time they do not dictate what the competences should be for any organisation.

The Competence Profiles represent the European reference for border guard occupational standards at all levels and they were validated across the EU by border guard organisations, from operational structures to human resources and organisational/quality management structures.

All training design activities should start with scoping the job profiles that the learning should address and subsequently formulate the learning outcomes, ensuring that there is a link between the learning and the job requirements and strengthening the operational relevance of the training programmes.

For ease of comparison the Competence Profiles are presented in the same format and under the same headings as the SQF. It can be seen that the Competence Profiles (job competences) are written in 'operational' language and do not conform to the requirements of the structure of learning outcomes (they are not necessarily assessable).

COMPETENCE PROFILES

Show job competences for border guarding organised under the headings of the SQF

Use these profiles to identify the job competences to be developed as a result of the learning process. They are more specific than the learning outcomes and are defined in 'border guarding' language. The profiles may also be used to assist the development and review of occupational standards.

BORDER GUARD COMPETENCE PROFILES: LEVEL 4

GENERIC BORDER GUARDING

Knowledge knowledge and understanding of:	Skills ability to:	Competence
A limited range of national, EU and international legislation, policies and procedures	Uphold and enforce specific National, EU and International law, policies and procedures	Act autonomously within prescribed guidelines for the individual role
Specific ethical codes, values and professional standards	Communicate effectively with individuals and groups in predictable border guarding contexts	Act within organisational value statements, professional standards and code of conduct guidelines
A limited range of processes, rules and procedures for interacting with cooperative agencies and other organisations	Resolve specific problems	Facilitate the legitimate movement of people across borders
Specific cultures and customs of other countries	Assist and support people in their passage, providing advice and information as necessary, with a quality service orientation	Exercise the appropriate level of autonomy and discernment in the application of national, EU and International law, policies, rules and procedures
Specific information and data handling systems together with procedures, such as form filling and databases	Follow defined procedures to maintain accurate and timely records and reports.	Act as a member of the established networks at national level
	Follow protocols for information sharing, respecting and maintaining standards of confidentiality	Take responsibility for personal well being and enhance resilience to all aspects of border guarding
	Demonstrate the 'use of force' and self-defence techniques in compliance with fundamental rights	Engage with learning and development opportunities
	Apply the necessary search, safety and rescue procedures in all border guarding contexts, according to the national policy	Take responsibility for completing duties safely and responsibly
	Demonstrate respect for other cultures through a specific range of cross-cultural skills	
	Apply the terms of defined agreements with partners and agencies to operational duties	
	Communicate effectively in other languages in accordance with national policy commensurate with level 4 border guarding activities	
	Use age, gender and culturally appropriate language	
	Relate decisions and actions to defined policies and procedures and report as necessary	

BORDER CONTROL

Knowledge knowledge and understanding of:	Skills ability to:	Competence
A range of documentation relating to cross-border activities	Prevent and detect irregular cross-border activities with a range of defined procedures and responses	Take responsibility for the decision to grant permission to travellers to cross the borders of a state in accordance with the applicable law or policy
Security features of travel documentation	Conduct border surveillance activities using defined methods, tactics and techniques at all types of border according to national requirements	Take responsibility for the safety and security of detained or accompanied persons in accordance with fundamental rights
Specific guidelines and legislation in relation to asylum, return, repatriation, removal and detention processes and procedures	Patrol borders in accordance with guidelines to maximise the prevention of irregular cross-border activity including illegal border crossing and cross-border criminality	Act in accordance with defined cooperation protocols and procedures related to border security
Patrol and border surveillance methods, tactics and techniques	Gather information through overt or covert activities and share through official channels	Recognise persons in need and refer them to the competent authorities
Deployment methods of systems and technology for border control	Operate border surveillance technology and equipment	
Local border environments and geographical features	Apply a range of cognitive and practical skills to perform border checks in accordance with the Schengen Border Code and/or applicable national legislation	

BORDER GUARD COMPETENCE PROFILES: LEVEL 4

BORDER CONTROL (cont.)

Knowledge knowledge and understanding of:	Skills ability to:	Competence
	<p>Conduct border interviews in routine circumstances</p> <p>Operate a specific range of border checking technology and equipment and interpret results</p> <p>Systematically search persons, vehicles and objects in their possession, in accordance with the law whilst respecting each individual's fundamental rights</p> <p>Examine and assess the validity and usage of travel related documentation and recognise the necessity to refer cases</p> <p>Apply established profiling methodology</p> <p>Recognise risks and threats to safety, security and well-being of self and others and follow related procedures</p> <p>Manage or resolve predictable conflict situations in accordance with relevant law, policies, rules and procedures</p> <p>Recognise non-eligibility for admission, residence or travel within the EU</p> <p>Follow guidelines for return, removal, asylum and repatriation in compliance with fundamental rights</p> <p>Demonstrate situational awareness in an operational border control context</p> <p>Respect relationships with local communities</p>	

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Knowledge knowledge and understanding of:	Skills ability to:	Competence
<p>Specific legislation and policy relating to administrative procedures, criminal investigations and prosecution</p>	<p>Follow investigation rules and procedures for alleged infringements through the collection and collation of all relevant information and evidence</p> <p>Conduct interviews in order to establish the truth in relation to an event using a defined range of interview strategies and techniques in compliance with fundamental rights</p> <p>Apply a specific range of evidence preservation techniques</p> <p>Produce investigation reports in accordance with national guidelines and practice</p> <p>Follow detention procedures in compliance with fundamental rights</p> <p>Participate in investigations in cooperation and collaboration with other agencies</p> <p>Present evidence in a court or administrative hearing/process</p> <p>Collect information as potential intelligence to aid the prevention and detection of cross-border criminal activities and administrative infringements</p>	

SUPERVISION, MANAGEMENT, LEADERSHIP

Knowledge knowledge and understanding of:	Skills ability to:	Competence
<p>Personal growth, development and continuous education</p>	<p>Work effectively in groups and teams, recognising team roles and responsibilities</p> <p>Supervise others conducting routine tasks</p>	<p>Identify and report misconduct within the organisation</p>

BORDER GUARD COMPETENCE PROFILES: LEVEL 5

GENERIC BORDER GUARDING

Knowledge	Skills	Competence
knowledge and understanding of:	ability to:	
A defined range of national, EU and international legislation, policies and procedures	Uphold and enforce a range of relevant National, EU and International law, policies and procedures	Act autonomously, recognising the scope of the individual role and level of personal competence
Ethical codes, values and professional standards	Communicate effectively with individuals and groups in predictable and unpredictable border guarding contexts	Promote organisational values and act within professional standards and code of conduct guidelines
A range of relevant processes, rules and procedures for interacting with cooperative agencies and other organisations	Resolve problems within the scope of the role	Ensure facilitation of the legitimate movement of people across borders within the scope of the role
A range of cultures and customs of other countries	Assist and support people in their passage, providing advice and information as necessary, displaying empathetic and responsive behaviour with a quality service orientation	Exercise the appropriate level of autonomy and discernment in the application of defined National, EU and International law, policies, rules and procedures
A range of information and data handling systems together with procedures such as form filling and databases	Maintain and review records and reports relating to work activities	Act as a member of the established networks at national, EU and international level
	Recognise the necessity to share information and disseminate through official channels	
	Continuously assess situations and, selectively apply self-defence and 'use of force' measures in compliance with fundamental rights	
	Continuously assess situations and determine the need for further safety, search and rescue measures	
	Demonstrate respect for other cultures through a broad range of cross-cultural skills	
	Apply the terms of a range of agreements with partners and agencies to operational duties	
	Communicate effectively in other languages in accordance with national policy commensurate with level 5 border guarding activities	
	Justify, account for, and report on decisions and actions in the context of relevant legislation, policy and procedures	

BORDER CONTROL

Knowledge	Skills	Competence
knowledge and understanding of:	ability to:	
A broad range of documentation relating to cross-border activities	Prevent and detect irregular cross-border activities with a broad range of tactics, procedures and responses	Take responsibility for the decision to grant permission to travellers to cross the borders of a state in irregular circumstances
Specialised knowledge of the security features of travel documentation	Conduct border surveillance, selecting appropriate methods, tactics and techniques at all types of borders	Act in the context of respect and relationship building with local communities
A broad range of asylum, return, repatriation, removal and detention processes, procedures and legislation	Selectively employ patrol tactics and techniques to maximise the prevention of irregular cross-border activity including illegal border crossing and cross-border criminality	Act in cooperation with all stakeholders involved in border security
The purpose of patrol and border surveillance methods, tactics and techniques	Recognise the value of information as potential intelligence, gathered through overt or covert activities, and share accordingly	Ensure the State obligations of international protection of asylum seekers and refugees are implemented
Capability and deployment options of systems and technology for border control	Select and utilise, in the context of the prevailing situation, border surveillance technology and equipment	
	Apply a comprehensive range of cognitive and practical skills to perform border checks in accordance with the SBC and/or applicable national legislation	

BORDER GUARD COMPETENCE PROFILES: LEVEL 5

BORDER CONTROL (cont.)

Knowledge knowledge and understanding of:	Skills ability to:	Competence
	<p>Conduct border interviews in irregular circumstances</p> <p>Operate a broad range of border checking technology and equipment and interpret results</p> <p>Examine and establish the validity and usage of travel related documentation</p> <p>Evaluate potential risks and threats through the application of established profiling methods</p> <p>Implement tactical responses to risks and threats</p> <p>Manage or resolve unpredictable but non-complex conflict situations in accordance with relevant law, policies, rules and procedures</p> <p>Establish eligibility for admission, residence or travel within the EU in cases that are irregular but not complex</p> <p>Conduct return, removal, repatriation and asylum procedures in compliance with fundamental rights</p> <p>Develop relationships with local communities</p>	

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Knowledge knowledge and understanding of:	Skills ability to:	Competence
<p>A range of legislation and policies relating to administrative procedures, criminal investigations and prosecution</p>	<p>Investigate alleged infringements through the collection, collation and analysis of all relevant information and evidence</p> <p>Conduct investigative interviews in order to establish the truth in relation to an event using a broad range of interview strategies and techniques in compliance with fundamental rights</p> <p>Apply a broad range of evidence preservation techniques and chain of custody procedures</p> <p>Make recommendations based on evidence gathered in relation to an alleged infringement</p> <p>Produce a comprehensive investigation report in accordance with national guidelines and practice</p> <p>Conduct investigations in cooperation and collaboration with other agencies</p> <p>Recognise the value of information as potential intelligence to aid the prevention and detection of cross-border criminal activities and administrative infringements</p>	

SUPERVISION, MANAGEMENT, LEADERSHIP

Knowledge knowledge and understanding of:	Skills ability to:	Competence
<p>Management and leadership tools and concepts</p>	<p>Lead groups and teams, fostering team spirit</p>	<p>Take responsibility to recognise and engage in learning and self development opportunities</p> <p>Review performances of others and provide constructive feedback</p> <p>Take responsibility for the well-being of self and others</p>

BORDER GUARD COMPETENCE PROFILES: LEVEL 6

GENERIC BORDER GUARDING

Knowledge	Skills	Competence
<p>advanced knowledge and understanding of:</p> <p>A critical understanding of a broad range of national, EU and international legislation, policies and procedures</p>	<p>ability to:</p> <p>Employ advanced communication skills</p> <p>Manage complex and sensitive situations</p> <p>Model, monitor and encourage the application of ethical and professional standards in all work activities</p> <p>Develop and review information and data management procedures ensuring compliance with data protection legislation and implement improvements</p> <p>Contribute to the development of national policies and strategies that facilitate cooperation with national, European and international partners</p> <p>Communicate effectively in other languages in accordance with national policy and commensurate with level 6 border guarding activities</p>	<p>Ensure that organisational values in terms of fundamental rights and respect for all individuals and cultures are promoted and upheld</p> <p>Ensure that individual and tactical responses to threats are fully compliant with international and European conventions and fundamental rights</p> <p>Exercise the appropriate level of autonomy and discernment in the enforcement and application of all relevant legal and procedural frameworks</p> <p>Participate in national and international cooperation and professional networks</p> <p>Take responsibility to develop and implement initiatives that foster good relationships with local communities</p> <p>Manage, supervise, monitor and be accountable for the application of all measures to ensure safety and security</p>

BORDER CONTROL

Knowledge	Skills	Competence
<p>advanced knowledge and understanding of:</p> <p>Legal and procedural requirements related to border checks and border surveillance</p> <p>Legal and procedural requirements for asylum, detention, removal, return and repatriation</p> <p>Border surveillance technology and tactics, detection, tracking and identification methods, at national/EU/international level</p> <p>A critical awareness of the national context of border security</p> <p>Risk analysis and risk management process</p>	<p>ability to:</p> <p>Evaluate the implementation of operational plans, policies and procedures and take appropriate action</p> <p>Plan operations and deploy resources for border surveillance and patrol activities</p> <p>Tactically deploy border control technologies</p> <p>Plan operations and deploy resources for border checks</p> <p>Conduct border interviews in complex and atypical situations</p> <p>Monitor and assess performance of technology deployment and revise as necessary to meet operational goals</p> <p>Implement a tactical approach to border checking that facilitates legitimate cross-border movement in the context of risks and threats</p> <p>Recognise new trends and threats in irregular documentation and disseminate appropriately</p> <p>Conduct risk and threat assessments in accordance with the policies and procedures</p> <p>Develop, implement and monitor operational plans and responses in the context of risk and threat assessments</p> <p>Respond to, manage and resolve complex, emerging and unpredictable situations</p> <p>Coordinate removal/return/asylum/detention and repatriation procedures in cooperation with the relevant partners/agencies</p> <p>Coordinate tactical operations in cooperation and collaboration with other partners and agencies</p> <p>Evaluate the operational implementation of national and cross-border agreements for collaboration and cooperation and make appropriate recommendations</p>	<p>Take responsibility for cross-border movement, balancing the right of free movement with the responsibility to prevent and detect irregular activity</p> <p>Take responsibility for the quality and effectiveness of border control</p> <p>Take responsibility to authorise admission, residence or travel in complex cases in accordance with relevant national, EU/international law</p> <p>Take responsibility for operational planning and implementation</p> <p>Ensure persons in need are referred to the competent authorities</p>

BORDER GUARD COMPETENCE PROFILES: LEVEL 6

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Knowledge advanced knowledge and understanding of:	Skills ability to:	Competence
<p>Global trends of cross-border irregularity and cross-border crime phenomena</p> <p>Law and complex legal procedures in relation to administrative, civil and criminal investigations and prosecution</p> <p>Socio-political-economic factors that impact on cross-border crime and irregularities</p>	<p>Review and analyse evidence gathered during an investigation and make appropriate recommendations</p> <p>Conduct advanced investigative interviews in complex cases including interviews with vulnerable persons</p> <p>Organise and manage investigation teams</p> <p>Evaluate information and intelligence to determine the impact, risk or threat and take appropriate action</p>	<p>Take responsibility for the coordination of investigation processes in collaboration with partners/other agencies as appropriate</p> <p>Take responsibility to ensure the appropriate course of action on received information and intelligence</p>

SUPERVISION, MANAGEMENT, LEADERSHIP

Knowledge advanced knowledge and understanding of:	Skills ability to:	Competence
<p>Management and leadership</p> <p>Planning and organising</p>	<p>Manage and motivate individuals and teams to achieve organisational goals</p> <p>Monitor and appraise individuals and team activities and performances and provide constructive feedback</p> <p>Identify and address training needs for self, individuals and groups</p> <p>Recognise the impact of border guarding activities on psychological well-being and take responsibility for self and others</p> <p>Make decisions in the context of resource constraints e.g. financial, logistical, human resources</p>	

BORDER GUARD COMPETENCE PROFILES: LEVEL 7

GENERIC BORDER GUARDING

Knowledge critical understanding of:	Skills ability to:	Competence
<p>The wider context of border security including critical awareness of the fundamental issues of border security as it interfaces with other agencies and partners</p>	<p>Continuously engage in personal and professional development</p> <p>Recognise legislative weaknesses and recommend or initiate improvement</p> <p>Develop strategic and corporate goals that ensure border security</p> <p>Promote and manage public relations and media interactions</p> <p>Promote professional standards and values across the organisation and ensure they are integrated at every level</p> <p>Develop, implement and review information management strategies</p> <p>Develop national policies and strategies that facilitate cooperation with national, European and international partners</p> <p>Ensure that state commitments to international legislation, treaties and conventions are reflected in organisational policy and procedures</p> <p>Develop, review and evaluate border security related reports and agreements, legislation, working guidelines and partnerships in conjunction with relevant stakeholders</p> <p>Communicate effectively in other languages in accordance with national policy and commensurate with level 7 border guarding activities</p> <p>Coordinate multiple and complex projects</p> <p>Develop innovative solutions and new work practices that inform strategies</p>	<p>Drive the achievement of the organisational strategic objectives</p> <p>Promote the integration of ethical standards and fundamental rights across the organisation</p> <p>Take responsibility for the identification and implementation of professional standards</p> <p>Take responsibility to establish, develop and coordinate cooperation networks</p> <p>Take responsibility for providing the safety, welfare and security of personnel</p>

BORDER CONTROL

Knowledge critical understanding of:	Skills ability to:	Competence
	<p>Develop, implement, monitor and review strategies for border security operations</p> <p>Strategically plan and manage the selection, utilisation and evaluation of detection and tracking methods including emerging technologies</p> <p>Coordinate and integrate results from border surveillance activities to develop and revise strategic risk management</p> <p>Coordinate and integrate results from border check activities to develop and revise strategic risk management</p> <p>Evaluate and manage risks and threats in the context of EU and global trends</p> <p>Ensure the effective handling of major and critical incidents</p> <p>Anticipate and ensure a response capability to unpredictable, extraordinary or crisis situations</p> <p>Intervene and manage complex and sensitive situations</p>	<p>Take responsibility for the development, implementation and review of border control strategies</p> <p>Take responsibility for the strategic allocation of resources to achieve border security</p> <p>Take responsibility for identifying emerging detection, tracking and identification methods and technology</p> <p>Take responsibility for the development of operational strategies and contingency plans for major operations</p> <p>Take responsibility for predicting risks and threats based on national, EU and global trends</p> <p>Ensure the delivery of intelligence driven border security</p> <p>Ensure compliance with International Protection legislation and treaties</p>

BORDER GUARD COMPETENCE PROFILES: LEVEL 7

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Knowledge	Skills	Competence
critical understanding of:	ability to: Develop, implement and review investigation strategies and procedures	Initiate reviews of major cross-border investigation cases

SUPERVISION, MANAGEMENT, LEADERSHIP

Knowledge	Skills	Competence
critical understanding of:	ability to: Ensure quality management in the organisation Monitor and review organisational performance Monitor and evaluate individual and group performance appraisals Develop, implement and review training and development strategies Manage the allocation of human and financial resources Develop and maintain systems to support the investigation of misconduct within the organisation	Take responsibility for creating a learning organisation Take responsibility to develop and implement strategies to drive organisational change





Cross-Reference Tables

Mapping
Levels 4–7





Cross-Reference Tables

The Cross-Reference Tables were developed as a verification tool for the Sectoral Qualifications Framework, as part of the internal validation exercise, in order to ensure that all job competences were covered by the learning outcomes. The tables were used to check if the learning (learning outcomes) is properly defined and designed to meet the job requirements of border guarding.

The cross-referencing exercise as such was a very good tool to check if there is sufficient and consistent learning for each job competence, and also if there is a balance between the learning outcomes and the job profiles. This means that each learning outcome contributes to a relevant set of job profiles and is therefore not redundant or insufficient or not specific enough. As a result of this exercise, some of the learning outcomes were reconsidered and more thoroughly defined and/or were merged (integrated).

These tables represent a statement of the operational relevance of any training course developed based on the SQF and are included in the SQF package because they display the link between each job competence and a set of learning outcomes. In other words, they show what is the learning required for each job competence and how each learning outcome contributes to acquiring specific knowledge, skills and competences needed to perform the border guard job.

The job competences are listed down the left side of the Cross-Reference Tables and the learning outcomes are presented along the top. There is a table for each level of the SQF. By taking any job competence in the table, the row of crosses will indicate the related areas of learning for that level of the SQF.

Cross-Reference Tables

Map the learning outcomes from the SQF onto the job competences in the Competence Profiles

These Cross-Reference Tables demonstrate the relationship between the learning outcomes in the SQF and the Competence Profiles. Use these tables to assist in the identification of learning required to achieve a particular competence. Construction of the tables also provided an evaluation tool for the SQF.

Cross-Reference Table

level 4



Cross-Reference Table

level 5



Cross-Reference Table

level 6



Cross-Reference Table

level 7





Guide to integrating fundamental rights into border guard training



Guide to integrating fundamental rights into border guard training and course design

Guide to integrating fundamental rights

Provides guidance on specific Learning outcomes for fundamental rights compliance

This guide provides a hierarchy of specific Learning Outcomes that align with the SQF to ensure integration of fundamental rights in specific border guarding activities.

Frontex promotes, coordinates and develops good practices and standards for European border management in the context of, and in line with, the Charter of Fundamental Rights of the European Union. Frontex is committed to ensuring that the principles of fundamental rights and international protection are fully integrated into all training courses.

Fundamental rights principles are integrated throughout the entire learning described by the Sectoral Qualifications Framework, as specified above, as all border guard tasks should be performed in the context of respecting the fundamental rights principles. Moreover, as it is of high importance, the learning related to applying fundamental rights principles in daily work is also defined as a separate learning outcome.

The SQF provides high-level learning outcomes relating to fundamental rights that apply to all border guard activities. In order to assist Member States in integrating fundamental rights into all training courses, the SQF package includes a guide on writing and assessing learning outcomes related to fundamental rights that become increasingly more specific and are suitable for programmes and course curricula.

This guide was developed based on the suggestions of the representatives of FRA and UNHCR and further completed with the support of the Fundamental Rights Expert Group, comprising representatives of EASO, FRA, ODIHR, OHCHR, OSCE, UNHCR, and other experts in fundamental

rights from the Member States' national organisations (Belgium, Bulgaria, Cyprus, Ireland, Italy, Malta, Netherlands, Slovenia, Spain and United Kingdom) as well as an external consultant.

Example

Level of learning outcome	Example learning outcome
SQF	Ensure protection and respect of fundamental rights of all persons
Programme	Ensure protection and respect of fundamental rights in all border guard activities
Course	Recognise persons in need during border entry procedures and refer them to the appropriate authorities
Course	Ensure protection of the rights of vulnerable persons, including women and children, during return operations
Course	Communicate effectively in multicultural border guard contexts, using an interpreter where necessary

GUIDE TO INTEGRATING FUNDAMENTAL RIGHTS INTO BORDER GUARD TRAINING
Example Learning Outcomes

Learning Area (high level description of activities)	Level 4	Level 5	Level 6	Level 7
GENERIC BORDER GUARDING				
Fundamental rights	<p>Respect the fundamental rights of all persons in the context of all border guarding activities (SQF)</p> <p>Recognise the important role and responsibility of the border guard to prevent human rights violations and protect victims</p>	<p>Promote the fundamental rights of all persons in the context of all border guarding activities (SQF)</p> <p>Explain the role and responsibility of border guards to prevent human rights violation(s)</p>	<p>Ensure protection and respect for the fundamental rights of all persons (SQF)</p> <p>Identify and address barriers to the integration of fundamental rights in border guarding activities</p>	<p>Strategically integrate fundamental rights within all aspects of organisational activities (SQF)</p> <p>Take responsibility and be accountable for non-compliance with Fundamental Rights and International Protection legislation and treaties</p>
Ethics, diversity and professional Standards	<p>Act in accordance with defined ethical and professional standards and demonstrate respect for diversity (SQF)</p> <p>Apply cultural, age and gender-sensitive approaches in day-to-day contacts with persons arriving at the border, in full compliance with international law and standards</p> <p>Recognise and address the needs of people with disabilities and people with behavioural indicators of vulnerability</p>	<p>Promote defined ethical and professional standards, ensuring respect for diversity (SQF)</p> <p>Promote diversity based approaches within the work setting</p> <p>Apply national and European ethical guidelines to border guard practice</p>	<p>Ensure professional and ethical standards across all border guarding activities (SQF)</p> <p>Ensure cultural, age and gender-sensitive approaches in day-to-day contacts with persons arriving at the border, in full compliance with international law and standards</p> <p>Reflect on the application of ethical practice in border guarding activities</p>	<p>Review the strategic implementation professional and ethical standards across all border guarding activities (SQF)</p> <p>Strategically integrate a diversity policy within the BG organisation</p> <p>Value and promote ethics and standards compliance in all professional activities</p>
Law, policies, strategies, rules and procedures	<p>Recognise key provisions of the international, regional and national legal instruments related to human rights, including international protection in the context of mixed migration movements</p> <p>Explain general information regarding the relevant procedures for reception and asylum</p>	<p>Describe the legal nature of fundamental rights and consequences of violations and in terms of international, EU and national law</p> <p>Explain the rights and entitlements of persons deprived of their liberty</p>	<p>Analyse border specific European and UN case law related to fundamental rights and international protection and make recommendations for national practice</p> <p>Critically analyse national policy and procedure in the context of integration of specific fundamental rights</p>	<p>Review policy and procedures to ensure compliance with fundamental rights and international protection case law</p> <p>Professionally contribute to the development of new law and standards in the area of fundamental rights</p>
Cooperation with national, EU and international partners	<p>Recognise the importance of working in partnerships with different national and international organisations</p>	<p>Distinguish the mandates, roles and responsibilities of different national and international actors involved in the field of mixed migration</p>	<p>Ensure co-ordination with relevant governmental and non-governmental actors for persons identified with special needs, including potential asylum seekers, requiring referral to appropriate services</p>	<p>Establish and maintain formal and informal relations (including mechanisms for cooperation) with local, national and international (within EU and third country) governmental and non-governmental organisations and rescue related authorities</p>

GUIDE TO INTEGRATING FUNDAMENTAL RIGHTS INTO BORDER GUARD TRAINING

Example Learning Outcomes

Learning Area (high level description of activities)

Level 4

Level 5

Level 6

Level 7

GENERIC BORDER GUARDING (cont.)

Communication	<p>Demonstrate age, gender and intercultural sensitive verbal and non-verbal communication skills and make, where relevant, appropriate use of interpreters</p> <p>Communicate sensitively and effectively with persons with disabilities</p>	<p>Promote two-way communication to ensure that all information is provided in a format that can be understood by all persons and specifically those requiring assistance, in all interactions</p> <p>Identify a broad range of communication methods that specifically address the communication needs of persons crossing the border</p>	<p>Ensure that all necessary resources and equipment are available to enable and facilitate communication with all persons</p> <p>Ensure that the specific communication needs of all persons crossing the border are managed effectively</p>	<p>Establish mechanisms to monitor and continuously enhance age, gender and intercultural sensitive verbal and non-verbal communication skills</p> <p>Ensure that policies are in place related to relations with media organisations that protect the rights of migrants and border guards</p>
Information and data management	<p>Collect relevant data of persons arriving at the border in accordance with defined policy and guidelines</p>	<p>Handle all personal data as required by law, recognising the mechanisms/procedures to communicate to competent bodies the relevant information</p>	<p>Ensure data sharing systems protect victims, particularly in their country of origin</p>	<p>Establish data processing and sharing mechanisms with protection organisations where applicable</p>
Context of border guarding	<p>Recognise the specific situations faced by people in need of international protection, including age, gender, disability and culture related perspectives</p>	<p>Describe the benefits and challenges that arise from international migration</p>	<p>Explain global trends in migration for reasons of exploitation such as trafficking, sexual exploitation, labour</p>	<p>Recognise the strategic implications of global trends in migration of persons requiring international protection</p>
Learning to learn	<p>Recognise own fundamental rights related knowledge and skill deficits and engage in opportunities to improve</p>	<p>Recognise and address defence mechanisms that may be adopted in day-to-day border guarding in contacts with persons arriving at the border</p>	<p>Reflect on the organisational culture related to the integration of fundamental rights</p>	<p>Ensure that fundamental rights and international protection are an integral part of all border guard training and professional development activities</p>

BORDER CONTROL

Facilitation of cross border movements	<p>Describe the right of freedom of movement in the context of UN, EU, regional and national law</p> <p>Process arrivals in accordance with international human rights standards and with the appropriate use of cultural, age and gender-sensitive behaviour</p>	<p>Explain the right of freedom of movement in the context of UN, EU, regional and national law and impact on border control</p> <p>Outline the principles of the prohibition of arbitrary collective expulsions</p>	<p>Apply relevant international and regional human rights standards to procedures related to the forcible return of persons found not to be in need of international protection</p> <p>Ensure operational and tactical decisions incorporate the prohibition of arbitrary collective expulsions</p>	<p>Establish work place mechanisms to motivate and improve a culture of promotion of fundamental rights and ethics in border control</p> <p>Ensure strategies and plans incorporate the prohibition of arbitrary collective expulsions</p>
Border Surveillance	<p>Prioritise and account for actions during surveillance and interception in the context of the right to life</p>	<p>Ensure surveillance activities are balanced with respect for privacy</p>		

Learning Area
(high level description
of activities)

BORDER CONTROL (cont.)

	Level 4	Level 5	Level 6	Level 7
Border check	<p>Proactively identify different categories of persons crossing the borders including those with special needs and act expediently in accordance with international human rights standards</p> <p>Outline specific functions at the border in relation to the identification and referral of persons who may wish to seek international protection</p> <p>Account for decisions and actions taken as a result of profiling and justify the assessment to refer the decision on entry</p>	<p>Ensure the State obligations of international protection of asylum seekers and refugees are implemented</p> <p>Explain specific functions at the border in relation to the identification and referral of persons who may wish to seek international protection</p> <p>Monitor the use of profiling techniques and continuously check that they are applied in a non-discriminatory manner</p>		
Border control technology	<p>Recognise the fundamental rights issues related to the use of specific border technology</p>	<p>Ensure the selective use of border control technology is non-discriminatory</p>	<p>Ensure that Standard Operating Procedures fully incorporate fundamental rights</p>	<p>Ensure that all border control systems and technology comply with data protection requirements</p>
Management of border surveillance and border checks			<p>Ensure that all profiling techniques adopted are non-discriminatory</p> <p>Ensure that assessments to refer the decision on entry are substantiated</p>	<p>Ensure that all border control tactics and operations comply with international legislation and treaties, including the operational implications of case law</p> <p>Ensure the State obligations of international protection of asylum seekers and refugees are integrated into all policy and procedures</p>
Risk management			<p>Integrate a country of origin's human rights situation related information in the risk management process</p>	<p>Integrate protection of fundamental rights and international protection throughout the risk management process</p>
Crisis management			<p>Ensure tactical and operational responses to crisis situations at the border respect and protect the rights of all persons</p>	<p>Consider fundamental rights as a key factor in deciding to declare a crisis situation and treat accordingly</p>
Border related security and safety	<p>Recognise the conditions under which it is permissible to deprive someone of their liberty and use force</p>	<p>Demonstrate compliance with fundamental rights principles in all decisions and actions relating to the use of force including restraint techniques</p>	<p>Ensure that operational and tactical deployment of force options at the border are necessary and proportionate</p>	<p>Evaluate organisational force options and strategies in the context of protection of fundamental rights and good European practice</p>

GUIDE TO INTEGRATING FUNDAMENTAL RIGHTS INTO BORDER GUARD TRAINING

Example Learning Outcomes

Learning Area
(high level description
of activities)

Level 4

Level 5

Level 6

Level 7

CROSS-BORDER INVESTIGATION AND INTELLIGENCE

Border related investigation	Assess the needs for protection and assistance through the application of effective interviewing techniques and communication skills	Adopt specialised interviewing techniques for vulnerable persons including children	Ensure that advanced specialist interviews of vulnerable persons, including children, prioritise the welfare and needs of the interviewee	Ensure that the organisational input in multi-agency investigations promotes and protects the rights of all persons
Border related intelligence	Gather information in an objective, non-discriminatory manner applying data protection guidelines	Explain the fundamental rights implications of intelligence gathering and analysis	Ensure that intelligence gathering, analysis and particularly dissemination procedures protect the rights and safety of individuals	Critically evaluate organisational systems of intelligence management in the context of fundamental rights compliance

SUPERVISION, MANAGEMENT, LEADERSHIP

Supervision and leadership		Demonstrate the techniques necessary to supervise the protection of fundamental rights in all organisational activities	Demonstrate the skills necessary to effectively manage complaints	Ensure processes and frameworks are in place to monitor and continuously improve the promotion of fundamental rights, including the rights of employees
Strategy and planning			Ensure that specific rights are reflected in all operational and organisational plans	Ensure that protection of fundamental rights is fully integrated into organisational strategy development
Resources management			Ensure policies in relation to harassment, diversity, non-discrimination, equal treatment and gender mainstreaming are in place and implemented effectively	Ensure that sufficient resources are allocated for the protection and promotion of fundamental rights and international protection

SPECIALIST FIELDS IN BORDER GUARDING (OPTIONAL)

Advanced and specialised fields	Recognise the implied level of force associated with the deployment of service dogs at the border and ensure that such force is necessary and proportionate	Ensure all reports in relation to suspected false documentation are objective and fair	Ensure that surveillance activities conducted using advanced specialist equipment are deployed with respect to the right of privacy	Develop innovative strategies to enhance promotion of fundamental rights and ethics in border management
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European Qualifications Framework

for Lifelong Learning (EQF)
Descriptors Levels 4–7



EUROPEAN QUALIFICATIONS FRAMEWORK FOR LIFE LONG LEARNING

	KNOWLEDGE	SKILLS	COMPETENCE
LEARNING OUTCOMES	Outcome of the assimilation of information through learning. Knowledge is the body of facts, principles, theories and practices that is related to a field of work or study. In the context of the EQF, knowledge is described as theoretical and/or factual	Ability to apply knowledge and use know-how to complete tasks and solve problems. In the context of the EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) or practical (involving manual dexterity and the use of methods, materials, tools and instruments)	Proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations and in professional and personal development. In the context of the EQF, competence is described in terms of responsibility and autonomy.
LEVEL 4	<ul style="list-style-type: none"> factual and theoretical knowledge in broad contexts within a field of work or study 	<ul style="list-style-type: none"> a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study 	<ul style="list-style-type: none"> exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities
LEVEL 5	<ul style="list-style-type: none"> comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge 	<ul style="list-style-type: none"> a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems 	<ul style="list-style-type: none"> exercise management and supervision in contexts of work or study activities where there is unpredictable change review and develop performance of self and others
LEVEL 6	<ul style="list-style-type: none"> advanced knowledge of a field of work or study, involving a critical understanding of theories and principles 	<ul style="list-style-type: none"> advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialised field of work or study 	<ul style="list-style-type: none"> manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts take responsibility for managing professional development of individuals and groups
LEVEL 7	<ul style="list-style-type: none"> highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research; critical awareness of knowledge issues in a field and at the Interface between different fields 	<ul style="list-style-type: none"> specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields 	<ul style="list-style-type: none"> manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams



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