



# Sectoral Qualifications Framework for Border Guarding

SETTING STANDARDS FOR TRAINING EXCELLENCE







# Sectoral Qualifications Framework for Border Guarding

SETTING STANDARDS FOR TRAINING EXCELLENCE





Frontex · SQF for Border Guarding – vol. II



European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union

Rondo ONZ 1 00-124 Warsaw, Poland T +48 22 205 95 00 F +48 22 205 95 01

frontex@frontex.europa.eu www.frontex.europa.eu

© Frontex, 2013

Project Number: 2013.3221 Catalogue number: TT-30-13-322-EN-C ISBN: 978-92-95033-67-2 DOI: 10.2819/3012

Printed in Poland



# **Table of contents**

SQF Package Products and usage #5

The SQF package #6

SQF Main Product #7

What is the SQF #8

SQF Academic Levels 4-7 #13

Academic SQF #14

### **SQF Package**

Competence Profiles for Border Guarding Levels 4–7 **#19** Competence Profiles **#20** Competency framework for border guarding **#20** 

Cross-Reference Tables Mapping Levels 4–7 #31

Cross-Reference Tables #32

Cross-Reference Table level 4 #33

**Cross-Reference Table** level 5 #37

Cross-Reference Table level 6 #41

Cross-Reference Table level 7 #45

Guide to integrating fundamental rights into border guard training #49

Guide to integrating fundamental rights into border guard training and course design #50

**European Qualifications Framework** for Lifelong Learning (EQF) Descriptors Levels 4–7 **#57** 



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

# **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.

preferable to work with.

#### SQF (academic)

for each level as in the EQF

#### COMPETENCE PROFILES

#### **CROSS-REFERENCE TABLES**

Map the learning outcomes

#### **Guide to integrating** fundamental rights into border guard training

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

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.

I 

T

I

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.

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.

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.





# 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 bor-der 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.

<b>SQF</b> 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 Outcomes
Learning Area (high level description of activities)	Level 4	Level 5	Level 6	Level 7
GENERIC BORDER GL	JARDING			
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	Outline a defined range of national, EU and international law, policies, rules and procedures relevant to border guarding activities Apply a defined range	Describe a defined range of national, EU and international law, policies, rules and procedures relevant to border guarding activities Apply a broad range	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	Critically evaluate national, EU and international border security policies and strategies in the wider context of how they interface with other agencies and partners
	of national, EU and international law, rules and procedures relevant to specific border guarding activities	of national, EU and international law, rules and procedures relevant to a range of border guarding activities	national context Exercise the appropriate level of autonomy in the application of a broad range of legal and procedural frameworks	Critically evaluate the existing legal and procedural frameworks related to border security
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		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 Outcomes				
<b>Learning Area</b> (high level description of activities)	Level 4	Level 5	Level 6	Level 7
BORDER CONTROL				
Facilitation of cross border movements	Apply quality service pro- cedures to border control activities to facilitate legit- imate movement across borders	Identify components of a quality service and selec- tively apply them to border control activities to facili- tate 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 interna- tional legislation
Border surveillance	Demonstrate border sur- veillance tactics and techniques to gather infor- mation, prevent and de- tect illegal border crossing, cross-border criminality and irregularity	Selectively apply surveil- lance tactics and tech- niques to proactively survey the borders and gather information, maxi- mising prevention and detection of illegal bor- der crossing, cross-border criminality and irregularity	Select, coordinate and crit- ically evaluate border sur- veillance activities	
Border check	mission and residence gibility for admission and procedures and take de within the EU, and trav- residence within the EU sions in complex situat		Manage border crossing procedures and take deci- sions in complex situations related to border checks	
	refer cases	stances	Critically evaluate the tac- tics and implementation of operational procedures for border checking	
Border control technology	Operate specific equip- ment and technology avail- able for border control and assess the results accord- ing to defined guidelines	Effectively operate a broad range of equipment and technology available for border control and evalu- ate results	Differentiate between sys- tems 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 con- text of legal and budgetary frameworks, considering emerging technologies and systems
Management of border surveillance and border checks		Plan and supervise regu- lar border control team ac- tivities	Plan, organise and deploy border control resources and critically assess perfor-	Develop, implement and critically assess border con- trol strategies
			mance and evaluate results	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 estab- lished methods and re- sponses	Selectively identify, dis- seminate and respond to information relevant to po- tential risks and threats, applying a broad range of methods and tactical re- sponses	Apply risk management tools and techniques in re- lation to border security	Design and critically review organisational risk and threat management strat- egies, ensuring that they are an integral part of or- ganisational 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 po- tential major, exceptional and critical incidents, ini- tiate and supervise appro- priate responses, taking necessary action to ensure the safety of persons and property	Coordinate an effec- tive response to major emergencies, critical and exceptional situations in cooperation or collabora- tion with other partners and agencies	Develop and review opera- tional strategies and plans for major emergencies, critical and exceptional sit- uations
Border related security and safety	Demonstrate a range of skills necessary to ensure the security and safety of persons and property in compliance with funda- mental rights	Apply a range of skills to ensure the security and safety of persons and prop- erty in compliance with fundamental rights	Assess individual and tac- tical responses to threats that endanger the secu- rity and safety of persons or property in accordance with fundamental rights and related legislative frameworks	Critically evaluate national border security policies, strategies and safety pro- cedures within the context of the national, EU and in- ternational security strat- egies

# SECTORAL QUALIFICATIONS FRAMEWORK FOR BORDER GUARDING Learning Outcomes

				Learning Outcomes
<b>Learning Area</b> (high level description of activities)	Level 4	Level 5	Level 6	Level 7
CROSS-BORDER INV	ESTIGATION AND INTE	LLIGENCE		
Border related	Demonstrate procedures to conduct routine	Assess alleged infringements and apply legal and investigative	Investigate complex cases and facilitate investigations in cooperation with	Critically evaluate complex cross-border investigations
investigation	investigations of alleged infringements	procedures independently and in cooperation with other relevant authorities	relevant authorities Develop and review investigative procedures	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, MAN	AGEMENT, LEADERSHII	p		
Supervision and leadership	Work effectively with individuals and groups, demonstrating the abilty to supervise predictable,	Work effectively with individuals and groups, reviewing performance and providing constructive	Review performances of individuals and groups, providing constructive feedback to foster team	Critically evaluate performance management systems
	routine activities and make recommendations to improve performance	feedback	building through the application of leadership skills	Ensure effective standards of personal and organisational leadership and management
			Apply concepts and theories to motivate and manage performances of individuals and groups	
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 II	N 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 guar ding 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

# **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)	These tables have identical learning outcomes to the
Shows the learning outcomes of the SQF organised under knowledge, skill and competence for each level as in the EQF	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	Act in accordance with defined ethical and professional standards and demonstrate respect for diversity	
	written and oral interactions in specific border guarding contexts	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

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

#### SPECIALISED FIELDS IN BORDER GUARDING (optional)

Apply practical skills to specific problems in border guarding areas that require particular professional competences Assess eligibility for admission and residence within the EU, and travelling across borders,

recognising the necessity to refer cases

Knowledge	Skills	Competence
GENERIC BORDER GUARDING		
Describe a defined range of national, EU and international law, policies, rules and procedures relevant to border quarding activities	Apply a broad range of national, EU and international law, rules and procedures relevant to a range of border guarding	Promote the fundamental rights of all persons in the context of all border guarding activities
Describe the cultural, socio-economic context	activities	Promote defined ethical and professional standards, ensuring respect for diversity
of border control	Apply the terms of defined agreements, partnerships and cooperation procedures to operational duties	Reflect on professional ability and engage with learning opportunities for personal development and well-being to advance
	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,	professional competence
	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	
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	Identify components of a quality service and selectively apply them to border control activities to facilitate the legitimate movemen across borders
	Effectively operate a broad range of equipment and technology available for border control and evaluate results	Review and establish eligibility for admission and residence within the EU and travelling across borders in irregular circumstances
	Selectively identify, disseminate and respond to information relevant to potential risks and	Plan and supervise regular border control tear activities
	threats, applying a broad range of methods and tactical responses	Recognise and assess potential major, exceptional and critical incidents, initiate
	Apply a range of skills to ensure the security and safety of persons and property in compliance with fundamental rights	and supervise appropriate responses, taking necessary action to ensure the safety of perso and property
CROSS-BORDER INVESTIGATION A	ND 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, LEA	DERSHIP	
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 GU	JARDING (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		
Define and explain a broad range of national, EU and international legislation relevant to	Assess operational activities in the context of cooperation, ensuring the operational	Ensure protection and respect for the fundamental rights of all persons
border guarding activities and appreciate the implications for implementation in the national context	implementation of agreements, partnerships and cooperation procedures Demonstrate advanced communication skills	Critically evaluate information/data management systems and ensure data protection compliance
Critically evaluate national and global trends that impact on border security	and ensure implementation of effective Take the init communication strategies in a broad range of border guarding contexts requirement	Take the initiative to identify, assess and address personal and professional development requirements for self and others utilising a range of learning contexts
		Ensure professional and ethical standards across all border guarding activities
		Exercise the appropriate level of autonomy in the application of a broad range of legal and procedural frameworks
BORDER CONTROL		
	surveillance activities Critically evaluate the tactics and implementation of operational procedures for border checking Differentiate between systems and	Facilitate cross-border movements by balancing the right to free movement with the responsibility to prevent and detect cross- border irregularity/infringements
		Manage border crossing procedures and take decisions in complex situations related to border checks
	technologies available for border control, compare their suitability, supervise and evaluate the operational deployment and results	Plan, organise and deploy border control resources and critically assess performance and evaluate results
	Apply risk management tools and techniques in relation to border security	Coordinate an effective response to major emergencies, critical and exceptional situations in cooperation or collaboration with other partners and agencies
		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
CROSS-BORDER INVESTIGATION A		
	Investigate complex cases and facilitate investigations in cooperation with relevant authorities	Differentiate between levels and quality of information, evaluate and share information within the risk management process

authorities Review and develop investigative procedures

#### SUPERVISION, MANAGEMENT, LEADERSHIP

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

Plan and evaluate the use of resources to achieve operational goals

Apply a range of concepts and tools to develop and evaluate plans

# SPECIALISED FIELDS IN BORDER GUARDING (optional)

Apply and explain advanced knowledge and technical or professional skills, accepting accountability for all related decision making in a border guarding field

### 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	Engage with the development, review and evaluation of national, EU and international	Strategically integrate fundamental rights within all aspects of organisational activities		
interface with other agencies and partners	agreements, partnerships and cooperation procedures and foster cooperation networks	Self-evaluate and continuously engage in personal and professional development and		
Critically evaluate the existing legal and procedural frameworks related to border security	ocedural frameworks related to border communication skills in multiprofessional and			
	Ensure that national and global trends impacting on border security are reflected in			
	strategic plans	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	Facilitate cross-border movements within the constraints of human and technical resources whilst ensuring compliance with national, EU and international legislation		
	Develop, implement and critically assess border control strategies	Design and critically review organisational ris and threat management strategies, ensuring		
	Develop and implement new work practices in line with strategies for border control	that they are an integral part of organisational processes		
	Develop and review operational stategies and plans for major emergencies, critical and exceptional situations			
CROSS-BORDER INVESTIGATION A	ND INTELLIGENCE			
Critically evaluate complex cross-border investigations	Recognise the strategic implication of cross- border intelligence			
Critically evaluate investigation strategies in the context of international practices				
SUPERVISION, MANAGEMENT, LEA	DERSHIP			
Critically evaluate performance management systems	Apply a broad range of concepts and tools to develop, implement and review strategies	Ensure effective standards of personal and organisational leadership and management		
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			
	Employ appropriate tools and techniques to strategically manage resourse utilisation, balancing organisational goals with stakeholders' expectations			
SPECIALISED FIELDS IN BORDER G	UARDING (optional)			

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

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. , en 14

н

н

н

I.

н

#### 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 Assist and support people in their passage, providing advice and information as necessary, with a quality service orientation	Facilitate the legitimate movement of people across borders Exercise the appropriate level of
Specific cultures and customs of other countries	Follow defined procedures to maintain accurate and timely records and reports.	autonomy and discernment in the application of national, EU and International law, policies, rules and
Specific information and data handling systems together with procedures, such as form filling and databases	Follow protocols for information sharing, respecting and maintaining standards of confidentiality	procedures Act as a member of the established networks at national level
	Demonstrate the 'use of force' and self-defence techniques in compliance with fundamental rights Apply the necessary search, safety and rescue procedures in all	Take responsibility for personal well being and enhance resilience to all
	border guarding contexts, according to the national policy Demonstrate respect for other cultures through a specific range of cross-cultural skills	aspects of border guarding Engage with learning and development opportunities
	Apply the terms of defined agreements with partners and agencies to operational duties	Take responsibility for completing duties safely and responsibly
	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	

Knowledge knowledge and understanding of:	<b>Skills</b> 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
Security features of travel documentation	Conduct border surveillance activities using defined methods, tactics and techniques at all types of border according to	the borders of a state in accordance with the applicable law or policy
Specific guidelines and legislation in	national requirements	Take responsibility for the safety and security of detained or accompanied
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	persons in accordance with fundamental rights
Patrol and border surveillance methods, tactics and techniques	Gather information through overt or covert activities and share through official channels	Act in accordance with defined cooperation protocols and procedures related to border security
Deployment methods of systems and	Operate border surveillance technology and equipment	Recognise persons in need and refer
technology for border control	Apply a range of cognitive and practical skills to perform	them to the competent authorities
Local border environments and geographical features	border checks in accordance with the Schengen Border Code and/or applicable national legislation	

### **BORDER CONTROL (cont.)**

continuous education

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

### **CROSS-BORDER INVESTIGATION AND INTELLIGENCE**

Knowledge knowledge and understanding of:	Skills ability to:	Competence
Specific legislation and policy relating to administrative procedures, criminal investigations and prosecution	Follow investigation rules and procedures for alleged infringements through the collection and collation of all relevant information and evidence	
	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	
	Apply a specific range of evidence preservation techniques	
	Produce investigation reports in accordance with national guidelines and practice	
	Follow detention procedures in compliance with fundamental rights	
	Participate in investigations in cooperation and collaboration with other agencies	
	Present evidence in a court or administrative hearing/process	
	Collect information as potential intelligence to aid the prevention and detection of cross-border criminal activities and administrative infringements	
SUPERVISION, MANAGEMEN	IT, LEADERSHIP	
Knowledge knowledge and understanding of:	Skills ability to:	Competence
Personal growth, development and	Work effectively in groups and teams, recognising team roles	Identify and report misconduct within

Work effectively in groups and teams, recognising team roles Identify and report misconduct within the organisation

Supervise others conducting routine tasks

and responsibilities

# GENERIC BORDER GUARDING

Knowledge knowledge and understanding of:	<b>Skills</b> ability to:	Competence		
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		
A range of relevant processes, rules and	Resolve problems within the scope of the role	conduct guidelines		
procedures for interacting with cooperative agencies and other organisations	Assist and support people in their passage, providing advice and information as necessary, displaying	Ensure facilitation of the legitimate movement of people across borders withir the scope of the role		
A range of cultures and customs of other countries	empathetic and responsive behaviour with a quality service orientation	Exercise the appropriate level of autonomy		
A range of information and data handling systems together with procedures such as	Maintain and review records and reports relating to work activities	and discernment in the application of defined National, EU and International law, policies, rules and procedures		
form filling and databases	Recognise the necessity to share information and disseminate through official channels	Act as a member of the established networks at national, EU and internationa		
	Continuously assess situations and, selectively apply self-defence and 'use of force' measures in compliance with fundamental rights	level		
	Recognise the necessity to share information and Ac disseminate through official channels ne Continuously assess situations and, selectively apply self-defence and 'use of force' measures in			
	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			

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

#### **BORDER CONTROL (cont.)**

Knowledge knowledge and understanding of:	Skills ability to:	Competence
	Conduct border interviews in irregular circumstances	
	Operate a broad range of border checking technology and equipment and interpret results	
	Examine and establish the validity and usage of travel related documentation	
	Evaluate potential risks and threats through the application of established profiling methods	
	Implement tactical responses to risks and threats	
	Manage or resolve unpredictable but non-complex conflict situations in accordance with relevant law, policies, rules and procedures	
	Establish eligibility for admission, residence or travel within the EU in cases that are irregular but not complex	
	Conduct return, removal, repatriation and asylum procedures in compliance with fundamental rights	
	Develop relationships with local communities	
CROSS-BORDER INVESTIGATION	AND INTELLIGENCE	
Knowledge knowledge and understanding of:	Skills ability to:	Competence
A range of legislation and policies relating to administrative procedures, criminal investigations and prosecution	Investigate alleged infringements through the collection, collation and analysis of all relevant information and evidence	
	Conduct investigative interviews in order to	

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

Apply a broad range of evidence preservation techniques and chain of custody procedures

Make recommendations based on evidence gathered in relation to an alleged infringement

Produce a comprehensive investigation report in accordance with national guidelines and practice

Conduct investigations in cooperation and collaboration with other agencies

Recognise the value of information as potential intelligence to aid the prevention and detection of cross-border criminal activities and administrative infringements

### SUPERVISION, MANAGEMENT, LEADERSHIP

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

Take responsibility for the well-being of self and others

#### **GENERIC BORDER GUARDING**

Knowledge Skille Competence advanced knowledge and ability to: understanding of: A critical understanding of Employ advanced communication skills Ensure that organisational values in a broad range of national, EU and terms of fundamental rights and respect Manage complex and sensitive situations international legislation, policies and for all individuals and cultures are procedures promoted and upheld Model, monitor and encourage the application of ethical and professional standards in all work activities Ensure that individual and tactical responses to threats are fully compliant Develop and review information and data management with international and European procedures ensuring compliance with data protection conventions and fundamental rights legislation and implement improvements Exercise the appropriate level of Contribute to the development of national policies and autonomy and discernment in the strategies that facilitate cooperation with national, European enforcement and application of all and international partners relevant legal and procedural frameworks Communicate effectively in other languages in accordance with Participate in national and international national policy and commensurate with level 6 border guarding cooperation and professional networks activities Take responsibility to develop and implement initiatives that foster good relationships with local communities Manage, supervise, monitor and be accountable for the application of all measures to ensure safety and security **BORDER CONTROL** Skills Knowledge Competence advanced knowledge and ability to: understanding of: Legal and procedural requirements Evaluate the implementation of operational plans, policies and Take responsibility for cross-border related to border checks and border procedures and take appropriate action movement, balancing the right of free surveillance movement with the responsibility to Plan operations and deploy resources for border surveillance prevent and detect irregular activity Legal and procedural requirements and patrol activities for asylum, detention, removal, Take responsibility for the quality and Tactically deploy border control technologies return and repatriation effectiveness of border control Plan operations and deploy resources for border checks Border surveillance technology Take responsibility to authorise and tactics, detection, tracking admission, residence or travel in complex Conduct border interviews in complex and a-typical situations and identification methods. cases in accordance with relevant at national/EU/international level Monitor and assess performance of technology deployment and national, EU/international law revise as necessary to meet operational goals A critical awareness of the national Take responsibility for operational Implement a tactical approach to border checking that facilicontext of border security planning and implementation tates legitimate cross-border movement in the context of risks Risk analysis and risk management and threats Ensure persons in need are referred to the competent authorities process Recognise new trends and threats in irregular documentation and disseminate appropriately Conduct risk and threat assessments in accordance with the policies and procedures

> Develop, implement and monitor operational plans and responses in the context of risk and threat assessments

Respond to, manage and resolve complex, emerging and unpredictable situations

Coordinate removal/return/asylum/detention and repatriation procedures in cooperation with the relevant partners/agencies

Coordinate tactical operations in cooperation and collaboration with other partners and agencies

Evaluate the operational implementation of national and crossborder agreements for collaboration and cooperation and make appropriate recommendations

# **CROSS-BORDER INVESTIGATION AND INTELLIGENCE**

advanced knowledge and understanding of:ability to:Global trends of cross-border irregularity and cross-border crime phenomena Law and complex legal procedures in relation to administrative, civil and criminal investigations and prosecutionReview and analyse evidence gathered during an investigation and make appropriate recommendations Conduct advanced investigative interviews in complex cases including interviews with vulnerable persons Organise and manage investigation teams Evaluate information and intelligence to determine the impact on cross-border crime and irregularitiesTake responsibility for the coordination of investigation processes in collaboration with partners/other agencies as appropriate Conduct advanced investigation teams Evaluate information and intelligence to determine the impact, risk or threat and take appropriate actionTake responsibility to ensure the appropriate appropriate Take responsibility to ensure the appropriate course of action on received information and intelligenceSUPERVISION, MANAGEMENT, LEADERSHIPSkills ability to:Competence		
Knowledge advanced knowledge and understanding of:		Competence
Global trends of cross-border irregularity and cross-border crime phenomena Law and complex legal procedures in relation to administrative, civil and criminal investigations and prosecution Socio-political-economic factors that impact on cross-border crime and irregularities	investigation and make appropriate recommendations Conduct advanced investigative interviews in complex cases including interviews with vulnerable persons Organise and manage investigation teams Evaluate information and intelligence to determine the	with partners/other agencies as appropriate Take responsibility to ensure the appropriate course of action on received
SUPERVISION, MANAGEMENT	r, leadership	
Knowledge advanced knowledge and understanding of:		Competence
Management and leadership	Manage and motivate individuals and teams to achieve organisational goals	
Planning and organising	Monitor and appraise individuals and team activities and performances and provide constructive feedback	
	Identify and address training needs for self, individuals and groups	
	Recognise the impact of border guarding activities on psychological well-being and take responsibility for self and others	
	Make decisions in the context of resource constraints or	

Make decisions in the context of resource constraints e.g. financial, logistical, human resources

Skille

#### **GENERIC BORDER GUARDING**

Knowledge

#### critical understanding of: ability to: The wider context of border security including critical awareness of the fundamental issues of border security as it interfaces with other agencies and partners Recogniss

Continuously engage in personal and professional development

Recognise legislative weaknesses and recommend or initiate improvement

Develop strategic and corporate goals that ensure border security

Promote and manage public relations and media interactions

Promote professional standards and values across the organisation and ensure they are integrated at every level

Develop, implement and review information management strategies

Develop national policies and strategies that facilitate cooperation with national, European and international partners

Ensure that state commitments to international legislation, treaties and conventions are reflected in organisational policy and procedures

Develop, review and evaluate border security related reports and agreements, legislation, working guidelines and partnerships in conjunction with relevant stakeholders

Communicate effectively in other languages in accordance with national policy and commensurate with level 7 border guarding activities

Coordinate multiple and complex projects

Develop innovative solutions and new work practices that inform strategies

### BORDER CONTROL

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

### Competence

Drive the achievement of the organisational strategic objectives

Promote the integration of ethical standards and fundamental rights across the organisation

Take responsibility for the identification and implementation of professional standards

Take responsibility to establish, develop and coordinate cooperation networks

Take responsibility for providing the safety, welfare and security of personnel

### **CROSS-BORDER INVESTIGATION AND INTELLIGENCE**

# Knowledge Skills

critical understanding of:

ability to: Develop, implement and review investigation strategies and procedures

Initiate reviews of major cross-border investigation cases

Competence

# SUPERVISION, MANAGEMENT, LEADERSHIP

<b>Knowledge</b> critical understanding of:	<b>Skills</b> ability to:	Competence
	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



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

# **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**

These Cross-Reference Tables demonstrate the rela-tionship between the learning outcomes in the SQF н and the Competence Profiles. Use these tables to assist in the identification of learning required to achieve н a particular competence. Construction of the tables н also provided an evaluation tool for the SQF. 1

# **Cross-Reference Table** level 4



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

		1	5	5											2	
COMPETENCE PROFILES Level 4	espect the fundamental rights of all persons in e context of all border guarding activities	t: in accordance with defined ethical and professional andards and demonstrate respect for diversity utline a defined range of national, EU and	reme de primer manager en manonal, en anno l'evant to border guarding activities pply a defined range of national, EU and	ternational law, rules and procedures relevant specific border guarding activities pply specific procedures in relation to	irtnership and cooperation agreements emonstrate effective communication skills and chniques and apply them in an articulate, coherent, ttailed and accurate manner, in all written and oral	teractions in specific border guarding contexts sther, maintain and share accurate and relevant (promation/data from routine procedures whilst specifing the necessary standards of sensitivity ut confleentiality, using specific information and mmunication channels, systems and technology	ecognise cultural and socio-economic factors at directly affect border control activities	บุลอุย with learning opportunities for เรอกอไ development and well being to บลกอะ profesional competence	pjų quality service procedures to border nrtrol activities to facilitate legitimate ovement across borders	enonstrate border surveillance tactics and chniques to gather information, and to event and detect illegal border crossings, oss-border criminality and irregulanty	isses eligibility for admissions and residence trinin the EU, and travelling across borders, cognising the recessity to refer cases parte specific equipment and technology	perste specific equipment and technology aliable for border control and interpret the sults according to defined guidelines sther, report and respond to information	atteri representation and the second se second second sec	amonstrate of early of skills necessary to ensure isure the safety of persons and property of a critical incluents, taking necessary action to amonstrate a range of skills necessary to ensure	e security and safety of persons and property compliance with fundamental rights personstrate procedures for conducting routine	vestigations of alledged infringements vply information qathering and reporting
GENERIC BORDER GUARDING	μ.	ts	ni 91	ni Dt	D D	D ni en ai		d	כו	id 91	W LE	an Tre	51 51	ei 9	1 <del>]</del> Ni	-
Knowledge																
Knowledge and understanding of:																
A limited range of national, EU and international legislation, policies and procedures	×	×	×	×		×		×	×	×	×				×	
Specific ethical codes, values and professional standards	×	×	×	×		×		×	×						×	
A limited range of processes, rules and procedures for interacting with cooperative agencies and other organisations	×	×	×	×	×	×			×		×				×	
Specific cultures and customs of other countries	×	×			×		×	×	×							
Specific information and data handling systems together with procedures, such as form filling and databases	×	×	×	×	×	×						×			×	
Skills																
Ability to:																
Uphold and enforce specific national, EU and international law, policies and procedures	×	×	×	×		×		×	×	×	×		×	×		
Communicate effectively with individuals and groups in predictable border quarding contexts	×	×		×	×	×	×	×	×							
Resolve specific problems	×	×	×	×	×	×		×	×		×		×	×	×	
Assist and support people in their passage, providing advice and information as necessary, with a quality service orientation	×	×	×	×	×		×	×	×		×				×	
Follow defined procedures to maintain accurate and timely records and reports.	×	×	×	×	×	×			×				×		×	
Follow protocols for information sharing, respecting and maintaining standards of confidentiality	×	×	×	×	×	×			×	×			×			
Demonstrate the use of force and self-defence techniques in compliance with fundamental rights	×	×	×	×										×	×	
Apply the necessary search, safety and rescue procedures in all border guarding contexts, according to the national policy	×	×	×	×										×	×	
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	×	×	×	×	×	×					×		×	×	×	
Competence																
Act autonomously within prescribed guidelines for the individual role	×	×	×	×	×	×			×		×		×	×	×	
Act within organisational value statements, professional standards and code of conduct guidelines	×	×	×	×	×	×	×	×	×					×	×	
Facilitate the legitimate movement of people across borders	×	×	×	×	×		×		×		×					
Act as a member of the established networks at the national level	×	×	×	×	×	×			×							
Exercise the appropriate level of autonomy in the application of national, EU and international law, policies, rules and procedures	×	×	×	×	×	×	×	×	×	×	×			×	×	
Take responsibility for personal well being and enhance resilience to all aspects of border guarding	×	×	×	×	×			×	×					×		
Engage with learning and development opportunities	×	×	×		×		×	×	×							
Take responsibility for completing duties safely and responsibly	×	×	×	×		×		×	×	×			×	×	×	
BORDER CONTROL Knowladdaa																
knowledge Knowledde and understandina of:																
INIOWICHYC WI'N WINKEIDEWINNIG YL.																

×

×

×

× ×

×

×

×

×

×

×

×

×

×

×

×

×

×

recommendations to improve performance predictable, routine activities and to make

Work effectively with individuals and groups, demonstrating the ability to supervise

Apply information gathering and reporting procedures related to border crime

SECTORAL QUALIFICATIONS FRAMEWORK LEARNING OUTCOMES - Level 4

× × × × × × ×× ×× × × × x x x x x × × × × × × × × × Specific guidelines and legislation in relation to asylum, return, repartriation, removal and detention processes and procedures Patrol and border surveillance methods, tactics and techniques Deployment methods of systems and technology for border control Local border environments and geographical features Knowledge and understanding of: A range of documentation relating to cross-border activities Security features of travel documentation

×

×

×

×

××

×

××

××

			×				×	
			×		×			
×			×		×			
			×	×	×	×		
			×				×	
			×	×	×	×	×	
×								
			×	×		×	×	
			×				×	
			×		×		×	
			×	×	×	×	×	
			×	×	×	×	×	
×			×	×	×	×	×	
×			×	×	×	×	×	
Local border environments and geographical features	Skills	Ability to:	Prevent and detect irregular cross-border activities with a range of defined procedures and responses	Conduct border surveillance activities using defined methods, tactics and techniques at all types of borders according to national requirements	Patrol borders in accordance with guidelines to maximise the prevention of irregular cross-border activity including illegal border crossing and cross-border criminality	Operate border surveillance technology and equipment	Apply a range of cognitive and practical skills to perform border checks in accordance with the SBC and/or applicable national legislation	
ш								
---	--------							
P	) 1							
Ē	v							
4	I II							
2	C							
ŭ								

Level 4

BORDER CONTROL (cont.) Skills (cont.)

to:

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

Dutline a defined range of national, EU and Act in accordance with defined ethical and professional standards and demonstrate respect for diversity

bns U3 ,lanoitan jo sgnat banijab a ylqqA τείεναπτ το border guarding activities international law, policies, rules and procedures

to specific border guarding activities international law, rules and procedures relevant

partnership and cooperation agreements Apply specific procedures in relation to

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

communication channels, systems and technology respecting the necessary standards of sensitivity and confidentiality, using specific information and information/data from routine procedures whilst Gather, maintain and share accurate and relevant

that directly affect border control activities Recognise cultural and socio-economic factors

advance professional competence personal development and well being to Engage with learning opportunities for

movement across borders control activities to facilitate legitimate Apply quality service procedures to border

prevent and detect illegal border crossings, cross-border criminality and irregularity techniques to gather information, and to Demonstrate border surveillance tactics and

recognising the necessity to refer cases Assess eligibility for admission and residence within the EU, and travelling across borders,

results according to defined guidelines Operate specific equipment and technology available for border control and interpret the

range of established methods and responses e prividge, et and threats, applying a Cather, report and respond to information

and critical incidents, taking necessary action to Demonstrate operational procedures for major

Demonstrate a range of skills necessary to ensure ensure the safety of persons and property

the security and safety of persons and property in compliance with fundamental rights

Apply information gathering and reporting stnemetrigations of alledged infringements Demonstrate procedures for conducting routine

Work effectively with individuals and groups, procedures related to border crime

4

Level

LEARNING OUTCOMES

FRAMEWORK

CATIONS

QUALIFI

**CTORAL** 

SE

гесоттелабиот со ипргоче регјогталсе predictable, routine activities and to make demonstrating the ability to supervise

							l		l		I							
Operate a specific range of border checking technology and equipment and interpret results	×	×	×			×						×	×					
Systematically search persons, vehicles and objects in their possession, in accordance with the law whilst respecting each individual's fundamental rights	×	×	×		×	×	×			×	×	×	×			×		
Examine and assess the validity and usage of travel related documentation and recognise the necessity to refer cases	×	×	×	×	×					×	×	×				×		
Gather information through overt or covert activities and share through official channels	×	×	×	×	×	×	×			×			×	×			×	
Apply established profiling methodology	×	×	×		×	×	×			×	×		×			×		
Recognise risks and threats to safety, security and well- being of self and others and follow related procedures	×	×	×			×	×			×			×	×	×			
Manage or resolve predictable conflict situations in accordance with the relevant law, policies, rules and procedures	×	×	×	×	×		×	×						×	×	×		
Recognise non-eligibility for admission, residence or travel within the EU	×	×	×	×		×				×	×					×		
Follow guidelines for return, removal, asylum and repatriation in compliance with fundamental rights	×	×	×	×	×		×								×			
Respect relationships with local communities	×			×	×		×											
Demonstrate situational awareness in an operational border control context	×			×		×	×	×		×	×		×	×			×	
Competence																		
Act in accordance with defined cooperation protocols and procedures related to border security	×	×	×	×	×	×	×		×	×								
Recognise persons in need and refer them to the competent authorities	×	×	×	×	×		×		×						×			
Take responsibility for the safety and security of detained or accompanied persons in accordance with fundamental rights	×	×	×				×						×	×	×			
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	×	×	×	×							×							
CROSS-BORDER INVESTIGATION AND INTELLIGENCE																		
Knowledge																		
Knowledge and understanding of:																		
Specific legislation and policy relating to administrative procedures, criminal investigations and prosecution	×	×	×	×		×										×	×	
Skills																		
Ability to:																		
Follow investigation rules and procedures for alleged infingements through the collection and collation of all relevant information and evidence	×	×	×	×	×	×							×			×	×	
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	×	×	×		×	×	×									×	×	
Apply a specific range of evidence preservation techniques	×	×	×			×						×				×	×	
Produce investigation reports in accordance with national guidelines and practice	×	×	×		×	×										×	×	
Follow detention procedures in compliance with fundamental rights	×	×	×												×	×		
Participate in investigations in cooperation and collaboration with other agencies	×	×	×	×	×	×	×									×	×	
Present evidence in a court or administrative hearing/process	×	×	×		×	×										×		
Collect information as potential intelligence to aid the prevention and detection of cross-border criminal activities and administrative infringements	×	×	×	×	×	×	×			×			×			×	×	
Competence																		
SUPERVISION MANAGEMENT AND LEADERSHIP																		
Knowledge																		
Personal growth, development and continuous education	×				×		×	×	×								×	×
Skills																		
Ability to:									T		T							
Work effectively in groups and teams, recognising team roles and responsibilities	×	×	×		×			×									×	×

× ×

×

×

× ×

××

××

××

organisation

oort misconduct within the ol s conducting routine tasks

report

Competence tify and I ervise oth

other

### **Cross-Reference Table** level 5



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

			Ŭ	Ċ	<b>N</b>		ELC AT	NOL	S ER A	A MEVVO	A B K	ΕΔΕ				MFC	ة - -	A La		
COMPETENCE PROFILES Level 5	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	Describe a defined range of national, EU and Discribe a defined range index rules and procedures relevant to border guarding activities And Va Strond strong of rational EL and	Apply a broad cange of national, Eu and hernational law, rules and procedures relevant for a range of border guarding activities Apply the terms of defined agreements, partnerships	and cooperation procedures to operational duties Demonstrate effective communication skills and	interactions in a range of border guarding contexts Gather, maintain and share accurate and relevant	information/data whills respecting the necessary standards of sensitivity and confidentiality, using channels, surgens and technology preceitorbary orbitral sensition	Describe the cultural, socioeconomic context of border control Reflect on professional ability and engage with Benning opportunities for pasconal development and	Well being to advance projessional competence Identify components of a quality service and selectively apply them to border control activities	Selectively apply surveillance tactics and techniques to proactively survey the borders and gather information maximising prevention and detection of illegal border		actors by the second state of the second state	Plan and supervise regular border control team activities	relevant to potential risks and threats, applying a broad range of methods and tactical responses	Recognise and assess potential major, exceptional and orficial incidents, initiate and supervise appropriate responses, taking necessany action to ensure the safety of persons and property	compliance with fundamential rights and safety of persons and property in Apply a range of skills to ensure the security	Assess alleged infringements and apply legal and investigative procedures independently and in cooperation with other relevant authorities	וחסרוהאנוסה אככטרמוחקוץ	Work effectively with individuals and groups, reviewing performance and providing constructive feedback Apply basic concepts and tools to develop	and evaluate plans Recognise budgetary and resource implications of operational decisions
GENERIC BORDER GUARDING	1 1	1	L	1	2	) ! )	2	3 )	5	1 5	2	2		1 L		2	) !	!	t l	1 2
Knowledge Vrouvidade and understanding of																				
Anoweede and anterstation of . A defined range of national, EU and international legislation, policies and procedures	×	×	×	×	×		×	×		×	×	×	×			×	×			
Ethical codes, values and professional standards	×	×	×	×			×	×	×				×			×	×		×	
A range of relevant processes, rules and procedures for interacting with cooperative agencies and other organisations	×	×	×	×	×	×	×			×			×	×			×			
A range of cultures and customs of other countries	×	×				×	×	×									×			
A range of information and data handling systems together with procedures such as form filling and databases	×	×	×	×		×	×				×	×		×						
Skills																				
Ability to: Uphold and enforce a range of relevant national, EU	×	×	×	×	×		×				×	×	×			×	×			
and international law, policies and procedures Communicate effectively with individuals and groups in	×	×				×	×	×	×		×				×	×				
predictable and unpredictable border guarding contexts Resolve problems within the scope of the role		: ×		×		: ×	:	:	:		:		×		: ×	:	Γ			×
Assist and support people in their passage, providing advice and information as necessary, displaying empathetic and responsive behaviour with a quality service orientation	×	×	×	×		×	×	×	×		×					×				
Maintain and review records and reports relating to work activities	×	×	×	×	×	×	×	×					×	×				×		
Recognise the necessity to share information and disseminate through official channels Continuously access citrustions and calertivaly analy	×	×	×	×	×	×	×						×	×	×		×	×		×
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	×	×	×	×	×	×	×	×			×		×				×			
Act autonomously, recognising the scope of the individual role and lavel of necessary compations	×	×	×	×	×	×	×	×			×	×	×				×			×
Promote any rever of personal competence Promote organisational values and act within professional standards and code of conduct guidelines	×	×	×	×	×	×		×	×		×		×			×	×		×	×
Ensure facilitation of the legitimate movement of people across borders within the scope of the role	×	×	×	×	×	×			×	×	×	×	×			×				
Act as a member of the established networks at national, EU and international level	×	×	×	×	×	×	×						×		×		×	×		
Exercise the appropriate level of autonomy and discernment in the application of defined national, EU and international law, policies, rules and procedures	×	×	×	×	×	×	×				×	×	×		×	×	×	×		_
BORDER CONTROL Knowledde																				
knowledge and understanding of:																				
A broad range of documentation relating to cross- border activities	×	×	×	×	×	×	×	×			×		×					×		×
Specialised knowledge of the security features of travel documentation			×	×							×									
A broad range of asylum, return, repatriation, removal and detention processes, procedures and legislation	×	×	×	×	×	×					×		×			×				
The purpose of patrol and border surveillance methods, tactics and techniques	×	×	×	×	×			×		×	×		×						^	×
Capability and deployment options of systems and technology for border control	×	×	×	×						×		×	×							×
Skills Ability to:																				
Prevent and detect irregular cross-border activities with a broad range of tactics, procedures and responses	×	×	×	×		×	×			×	×	×	×							×
Conduct border surveillance, selecting appropriate methods, tactics and techniques at all types of borders	×	×	×	×	×	×	×		×	×			×		×					×
Selectively employ patrol tactics and techniques to maximise the prevention of irregular cross-border activity including illegal border crossing and cross- border crimitality.	×	×	×	×	×	×	×			×	×		×		×					×
Select and utilise, in the context of the prevailing situ- ation, border surveillance technology and equipment	×	×	×	×			×			×			×							×

		SE	ECTO	RAL	OUA	LIFIC	ATIONS	FR	AMEW	VORK	K LEA	RNIN	0 UU	UTCO	MES	اھُ ا	evel 5		
COMPETENCE PROFILES	ni zn	ıres d		səitub	coherent, and oral ontexts	buist Staty		l DCG	orders hniques to formation,	اهائ <del>ر</del> ۲				uoi		ui.		аряск е' геліємій	suo
Level 5	Promote the fundamental rights of all person the context of all border guarding activities Promote defined ethical and professional standards, ensuring respect for diversity	Describe a defined range of national, EU and international law, policies, rules and procedu relevant to border guarding activities	http://www.common.com/ international law, rules and procedures relev international law, rules and procedures to a range of border guarding activities	Apply the terms of defined agreements, part and cooperation procedures to operational c Demonstrate effective communication skills	techniques and apply them in an articulate, « detailed and accurate manner, in all written interactions in a range of border guarding co	Gather, maintain and share accurate and rel information/data whilst respecting the nece astondards of sensibivity and confidentiality, u a broad range of information and communic channels, systems and technology	Describe the cultural, socioeconomic context of border control Reflect on professional ability and engage w	learning opportunities for personal developn Well being to advance professional competer Identify components of a quality service and selectively apply them to border control acti	to facilitate. Iegitimate movement across bo Selectively apply surveillance tactics and tect proactively survey the borders and gather in	maximising prevention and detection of illeg crossing, cross-border criminality for admission Review and establish elidibility for admission and residence within the EU and travelling	across borders in irregular circumstances Effectively operate a broad range of equipmi and technology available for border	control and evaluate results Plan and supervise regular border control team activities	Selectively identify, disseminate and respond to relevant to potential risks and threats, apply reange of methods and tactical responses	Recognise and assess potential major, excep and critical incidents, initiate and supervise appropriate responses, taking necessary acti to ensure the safety of persons and property	Apdhy a range of skills to ensure the security and safety of persons and property in compliance with fundamental rights	lagal ylage bns cznamagninfini bagals czasza and yładna procedura sindependenty and i cooperation with other relevant authorities	ldentify and recognise the potential of infor as intelligence, select and disseminate information accordingly	Work effectively with individuals and groups performance and providing constructive feec Apply basic concepts and tools to develop	and evaluate plans Recognise budgetary and resource implicatio of operational decisions
BORDER CONTROL (cont.) Skills (cont.)																			
Ability to:																			
Apply a comprenensive range of cognitive and practu- cal skills to perform border checks in accordance with the SBC and/or applicable national legislation	×	×	×		×					×	×	×							
Conduct border interviews in irregular circumstances	×	×	×		×	×	×			×									
Operate a broad range of border checking technology and equipment and interpret results	×	×	×			×			×		×								
Examine and establish the validity and usage of travel related documentation	×	×	×		×	×				×									
Recognise the value of information as potential intelligence, gathered through overt or covert	×	×	×	×		×				×		×	×			×	×		×
excitivities and share excitingly Evaluate potential risks and threats through the application of established profiling methods	×	×	×		×	×	×			×			×	×					
Implement tactical responses to risks and threats	×	×	×		×							×	×				×		×
Manage or resolve unpredictable but non-complex conflict situations in accordance with relevant law, policies, rules and procedures	×	×	×	×	×					×					×				
Establish eligibility for admission, residence or travel within the EU in cases that are irregular but not complex	×	×	×		×	×				×									
Conduct return, removal, repatriation and asyum procedures in compliance with fundamental rights	×	×	×	×	×					×									
Develop relationships with local communities	×	×	×	×	×	×				×									×
Act in cooperation with all stakeholders involved in border security	×		×	×	×	×				×				×		×			×
Ensure the state obligations of international protection of asylum seekers and refugees are	×	×	×	×	×	×	×			×		×		×	×	×			×
Implemented Act in the context of respect and relationship building	×	×	×	×	×	×						×				×			×
Take responsibility for the decision to grant permission to travellers to cross the borders of a state in irregular	×	×	×	×	×	×		×		×		×							
circumstances CROSS-BORDER INVESTIGATION AND INTELLIGENCE																			
Knowledge																			
Knowledge and understanding of: A range of legislation and policies relating to administrative procedures, criminal investigations and prosecution	×	×	×							×						×			
Skills Ability to:																			
rouncy co. Investigate alleged infingements through the collection, collation and analysis of all relevant information and evidence	×	×	×	×	×	×				×						×			
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	×	×	×		×	×				×						×			
Apply a broad range of evidence preservation techniques and chain of custody procedures	×	×	×	×	×	×			×	×						×			
Make recommendations based on evidence gathered in relation to an alleged infringement	×	×	×		×	×				×						×	×		×
Produce a comprehensive investigation report in accordance with national guidelines and practice	×	×	×		×	×										×			
Conduct investigations in cooperation and collaboration with other agencies Recognise the value of information as a potential irrellizence to aid networking and description of		×	×	×	×	×				×						×			
ricingence could precision and administrative cross-border criminal activities and administrative infringements	× k		×	×		×				×		×	×			×	×		×
SUPERVISION MANAGEMENT AND LEADERSHIP Knowledge																			
Knowledge and understanding of:		:	:		:							:						:	
wanagement and leadersnip tools and concepts Skills	×	×	×		×							×						×	
Ability to:																			
Lead groups and teams, fostering team spirit Competence	×				×							×		×				×	
Take responsibility to recognise and engage in learning and self development opportunities	×		×		×			×										×	
Review performances of others and provide constructive feedback	×	×	×		×	×		×				×						×	
Take responsibility for the well being of self and others	×				×			×				×		×		1		×	

### **Cross-Reference Table** level 6



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

			N		KAL	QUA	H	AIIO	NS FR	AME	S ≩		N N	כ 2	0010	A M P	L L	Vel 6			
COMPETENCE PROFILES Level 6	Ensure protection and respect for the fundamental rights of all persons	Ensure professional and ethical standards across all border guarding activities Define and explain a broad range of national. EU	U3 fine 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	Exercise the appropriate level of autonormy for appropriate level of a broad range of legal and procedural frameworks Assess operational activities in the context of	Assess operational activities in the context of cooperation and activities in the context of agreements, partmerships and cooperation procedures Demonstrate advanced communication skills	including negotiation, conflict resolution, and ensure implementation of effective communication strategies in a broad range of border guarding contexts	Crötesily evaluate information/data management systems and ensure data protection compliance Critically evaluate national and global Criticals transfit impact on porder security	trends that impact on border security Take the initiative to identify, assess and address personal and professional development requirements for self and others utilising a range of learning contexts	Facilitäte the cross-border movements by balancing the right to free movement with the responsibility to prevent and detect the cross border irregularity /infringements	Select, coordinate and critically evaluate border surveillance activities 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 svallable for border control, compare their suallable for border control, compare their processional deployment and results	Plan, organise and deploy border control resources and critically assess performance and evaluate results	Apply was management tools and techniques in relation to border security Coordinate an effective reporse to major emergencies, Coordinate an effective reports to constration or	Critical and exceptional situations in cooperation or collaboration with other patriers and agencies Assess individual and tactical responses to threats that endanger security and safety of persons or property in accordance with fundamental	rights and related legislative frameworks Investigate complex cases and facilitate investigations in cooperation with relevant authorities	Develop and review investigative procedures Differentiate between levels and quality of information, evaluate and share information	within the risk management process Review performances of individuals and groups, providing constructive feedback to foster team uniding through the application of leadership skills	Photopic sand theories to motivate and sourcepts and theories and theories of individual personance of personance of individual personance of personan personance of personance	Apply a range of concepts and tools to develop and evaluate plans	Plan and evaluate the use of resources to achieve operational objectives
GENERIC BORDER GUARDING																					
knowleage Advanced knowledge and understanding of:																					
cal understanding of a broa ial, EU and international leg is and procedures	×	×	×	×	×		×		×	×	×	×	×	×	×	×	×				
Skills																					
Ability to:																					
Employ advanced communication skills Manage complex and sensitive situations	××	×				××			×	××					×	××		××	××		
Model, monitor and encourage the application of ethical and professional standards in all work activities	×	×	×	×	×	×	×	×	×	×	×	×	×	×		×	×	×	×	×	×
Develop and review information and data management procedures ensuring compliance with data protection legislation and implement improvements	×	×	×	×			×														×
Communicate effectively in other languages in accordance with national policy and commensurate with level 6 border guarding activities																					
Contribute to the development of national policies and strategies that facilitate cooperation with national, European and international partners	×	×	×	×	×		×		×			×					×			×	×
Competence																					
Ensure that organisational values in terms of fundamental rights and respect for all individuals and cultures are promoted and upheld	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×
Ensure that individual and tactical responses to threats are fully compliant with international and European conventions and fundamental rights	×	×	×							×					×			_			×
Manage, supervise, monitor and be accountable for the application of all measures to ensure safety and security	×	×	×							×			×	-	×			×			×
Participate in national and international cooperation and professional networks	×	×	×		×	×	×		×												×
Take responsibility to develop and implement initiatives that foster good relationships with local communities	×	×			×	×	×		×	×										×	×
Exercise the appropriate level of autonomy in the enforcement and application of all relevant legal and procedural frameworks	×	×	×	×	×				×	×					×	×					×
Knowledge																					
Advanced knowledge and understanding of																					
Legal and procedural requirements related to border checks and border surveillance	×	×	×	×					×	×	×										
Legal and procedular requirements for asylum, detention, removal, return and repatriation	×	×	×	×	×					×	×										
Border surveillance technology and tactics, detection, tracking and identification methods, at national/ EU/international level	×	×		×	×		×		×	×		×									
Risk analysis and risk management process A critical awareness of the national context	×	×	3	3			3		×	د د				×	× 3		× 3				
of border security skills	¢		c	<			<		¢	«	•						¢				
Ability to:																					
Evaluate the implementation of operational plans, policies and procedures and take appropriate action	×	×	×	×					×	×	×		×	-	×				×	×	×
Plan operations and deploy resources for border surveillance and patrol activities	×	×	×	×	×		×		×	×		×	×							×	×
Tactically deploy border control technologies	×	×					×		×	×		×								×	×
Plan operations and deploy resources for border checks Conduct border interviews in complex and a -tvorical situations	××	××	×		×	×	×		×	××	×	×	×							×	×
Monitor and assess the performance of technology deployment and revise as nerescarv to meet onerational notals	×	×					×		×	×	×	×									×
Implement a tactical approach to border checking that facilitates legitimate cross- border movement in the context of risks and threats	×	×	×		×		×		×	×	×		×							×	×
Recognise new trends and threats in irregular documentation and disseminate appropriately	×	×			×		×			×	×										
Conduct risk and threat assessments in accordance with the policies and procedures	×	×		×			×							×			×				

SECTORAL QUALIFICATIONS FRAMEWORK LEARNING OUTCOMES – Level 6

				L CK	ALC	MEIN	5	5	12							Ď	3		e o			
COMPETENCE PROFILES Level 6	Ensure protection and respect for the fundamental rights of all persons	Ensure professional and ethicial standards across all border guarding activities Define and explain a broad range of national, EU and international legislation relevant to border	guardıng activities and appreciate the implications for implementation in the national context	cooperation ensuring the operational implementation of bega and procedural frameworks Assess operational activities in the context of and procedural frameworks and activities in the context of the operation of a broad range of automomy of a broad activities of activities of activ	agreements, partnerships and cooperation procedures Demonstrate advanced communication skills including negotiation, conflict resolution, and ensure "implementation of effective communication strategies	in a broad range of border guarding contexts Critically evaluate information/data management systems and ensure data protection compliance	Critically evaluate national and global trends that impact on border security	Take the initiative to identify, assess and address personal and professional development requirements for self and others utilising a range of learning contexts	cross border inregularity /infingements biancing the right to prevent and detect the splancing the right to prevent and detect the prevent and the prevent and the prevent with	Select, coordinate and critically evaluate border surveillance activities 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 Differentiate between systems and technologies suitable for border control, compare their available for pueries and evaluate the	Plan, organise and deploy border control resources and critically assess performance and evaluate results	soupinyist is the slools and techniques in relation to border security	Coordinate an effective response to major emergencies, criticia and exceptional strutations in cooperation or collaboration with other partners and agencies	sistic devices in the section of the	Investigate complex cases and facilitate investigations in cooperation with relevant authorities	Develop and review investigative procedures Differentiate between levels and quality of information, evaluate and share information within the risk management process	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 performance of individuals and groups	Apply a range of concepts and tools to develop and evaluate plans	Plan and evaluate the use of resources to achieve operational objectives
NTROL (cont.)																						
Skiils (cont) Ability to:																						
Develop, implement and monitor operational plans and responses in the context of risk and threat ascessments	×	×	×				×		×	×	×		×	×	×			×			×	×
Respond to, manage and resolve complex, emerging and unpredictable situations	×	×			×		×		×	×	×				×	×						×
Coordinate removal/return/asylum/detention and repatriation procedures in cooperation with the relevant partners/agencies	×	×		×							×											×
Coordinate tactical operations in cooperation and collaboration with other partners and agencies	×	×		×			×		×	×	×										×	×
Evaluate the operational implementation of national and cross border agreements for collaboration and cooperation and make appropriate recommendations	×	×	~	×					×	×	×				×							
Competence Take responsibility for cross-border movement valtancing the right of free movement with the responsibility to prevent and detect irregular activity	×	×		×			×		×	^	×			×								×
Take responsibility for the quality and effectiveness of border control	×	×	×				×	×	×	×	×	×		×								×
Ensure persons in need are referred to the competent authorities	×	×	×	×						~	×											
Take responsibility for operational planning and implementation	×	×		×					×	×	×	×	×									×
Take responsibility to authorise admission, residence or travel in complex cases in accordance with relevant national, EU/international law	×	×	×	×	×					~	×											
CROSS-BORDER INVESTIGATION AND INTELLIGENCE Knowledge	LIGENCE																					
Advanced knowledge and understanding of:																						
Global trends of cross-border irregularity and cross border crime phenomena	×						×				×						×	×				
Law and complex legal procedures in relation to administrative, civil and criminal investigations and prosecution	×	×	×														×	×				
Socio-political-economic factors that impact on cross border-crime and irregularities	×						×		×		×			×			×	×				
Skills Ability to:																						
Review and analyse evidence gathered during an investigation and make appropriate	×	×	×														×					×
recommendations Conduct advanced investigative interviews in complex cases including interviews with	×	×			×												×					
vulnerable persons Organise and manage investigation teams	×	×															×			×		×
Evaluate information and intelligence to determine the impact, risk or threat and take appropriate action	×	×	×				×							×				×				×
Competence Take responsibility for the coordination of																						
investigation processes in collaboration with partners/other agencies as appropriate Take responsibility to ensure the appropriate course of action on received information and	××	× ×	×	×		×	×							×			×	×			×	× ×
intelligence SUPERVISION MANAGEMENT AND LEADERSHIP	₽																					
Knowledge																						
Advanced knowledge and understanding of:																						
Planning and organising Management and leadership	××	× ×	×			×		×		× ×	× × ×	×	××	××	××				×	×	×	××
Skills Ability to:																						
Manage and motivate individuals and teams to arhieve organisational goals	×	×			×			×		×	×	×	×			×	×		×	×		
Monitor and appraise individuals and team activities and performance and provide	×	×			×	×		×		×	×	×	×			×			×			
constructive feedback Identify and address training needs for self,		:						:											:			
individuals and groups Recognise the impact of border guarding		×						×											×		Т	
activities on psychological well-being and take responsibility for self and others Make derisions in the context of resource con-		×							×				×			×			×		T	
straints e.g. financial, logistical, human resources	×	×						×		×	×	×	×	×	×	×	×	×		×	×	×

SECTORAL QUALIFICATIONS FRAMEWORK LEARNING OUTCOMES – Level 6

### **Cross-Reference Table** level 7



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

			S E C	ORAL	QUAI		AIIO	NS FRA	MEWO	<b>KK</b>	LEAR			<b>D</b>	M	<b>N</b>	le L	e I			
COMPETENCE PROFILES Level 7	istrategically integrate fundamental rights within all aspects of organisational activities deview the strategic implementation of professional and	sthical standards across all border guarding activities artically evaluate national, EU and international border ecurity policies and strategies in the wider context of	iow they interface with other agencies and partners 	ingage with the development, review and realisation of national, EU and international ugreements, partnerships and cooperation nocedures and foster cooperation networks	Permonstrate advanced formal and informal communication skills in multiprofessional and multicultural contexts ensure compatibility with other national, European and Ensure compatibility with other national ensure compatibility with other	nternational communication and information systems whilst maintaining necessary levels of data protection arrecthat national and global trends impacting	on border security are reflected in strategic plans self-evaluate and continuously engage in personal and professional development and promote	וון סרס אסרטרוחולופי אירלווח לאפ טרקסהוגאלוט גער	אסיטער (אסטער אַרָּאָרָאָרָאָרָאָרָאָרָאָרָאָרָאָרָאָרָא	erically) implement and critically ssess border control strategies کevelop and implement new work practices	n line with strategies for border control region and critically review organisational risk and hreat management strategies, ensuing that they with a not organisational	Develop and review operational strategies and plans for najor emergencies, critical and exceptional situations	تاتاذهاله فعالمتند بمتاممها لمحلفة معالمتهم وحساتيا ومالتوفي تتقذهاله فعالم تعرفونا وبمحوطسة ساتليانه تله دممتوميا و Anational, sentegies معالم المتوسمة المحاسبة المعالمية المعالمية المعالمية المعالمية المحاسفة المحاسفة المحاسفة	ritically review complex cross-border investigations	he context of international practices Secognise the strategic implication of cross-border intelligence	Critically evaluate performance management systems	insure effective standards of personal and riganisational leadership and management Apply a broad range of concepts and tools to	review, implement and review strategies diffically evaluate theories and practices of international	ind multi-agency cooperation and collaboration hply concepts and tools to evaluate organisational performance and monocomplete organisational	verformance and manage quality and change Employ appropriate tools and techniques to trategically manage resources, balancing	organisational goals with stakeholders expectations
GENERIC BORDER GUARDING	j \	5			2	\ !	2	1 1	2	2	]		5	)	ł		)	)	/	3	
Knowledge																					
A cructor unterstanding of: The wider context of border security including critical awareness of the fundamental issues of border security as it interfaces with other agencies and partners	×	×	×	×		×	×	×	×	×	×	×	×	×	×			×			
Skills																					
Ability to:																					
Recognise legislative weaknesses and recommend or initiate improvement	×		×		1																
Develop strategic and corporate goals that ensure border security	×	×	×			Ŷ	×	×			×		×					×	×	×	
Promote and manage public relations and media interactions	×				×																
Promote professional standards and values across the organisation and ensure they are integrated at every level	×	×	×	×	×	×	×	×		×			×	×		×	×	×	×	×	
Develop, implement and review information management strategies	×	×	×			×			×									×			
Develop, review and evaluate border security related reports and agreements, legislation, working guidelines and partnerships in conjunction with relevant stakeholders	×	×	×	×		^	×	×		×	×		×		×			×			
Develop national policies and strategies that facilitate cooperation with national, European and international partners	×	×	×			×	×	×		×	×	×			×			×			
Ensure that state commitments to international legislation treaties and conventions are reflected in organisational policy and procedures	×		×							×										×	
Develop innovative solutions and new work practices that inform strategies	×			×				×	×	×			×			×			×		
Coordinate multiple and complex projects	×																×				
Continuously engage in personal and professional development	×						×										×				
Communicate effectively in other languages in accordance with national policy and commensurate to level 7 border guarding activities														_							
Competence Drive the achievement of the organisational strategic	×		×		Г					×	L						×	×	×	×	
Take responsibility for the identification and implementation of involvesional standards	×													×			×		×	×	
Promote the integration of ethical standards and	×	×	×	×	×	×	×	×	×	×	×	×	×	×	×		×	×	×	×	
Take responsibility for providing the safety, welfare and			×					×	×	×	×	×	×							×	
Take responsibility to establish, develop and coordinate cooperation networks	×	×		×	×													×			
BORDER CONTROL																					
Skills Ability to:								L			L										
Develop, implement, monitor and review strategies for border security operations	×	×	×	×				×		×		×	×		×			×			
Strategically plan and manage the selection, utilisation and evaluation of detection and tracking methods including emerging technologies	×							×	×	×	×							×			
Coordinate and integrate results from border surveillance activities to develop and revise strategic risk management	×					^	×	×		×	×				×			×			
Coordinate and integrate results from border check activities to develop and revise strategic risk management	×					^	×	×		×	×				×			×			
Evaluate and manage risks and threats in the context of EU and global trends	×					^	×	×		×	×										
Anticipate and ensure a response capability to unpredictable, extraordinary or crisis situations	×									×	×	×			×					×	
Ensure the effective handling of major and critical incidents	×											×									
Intervene and manage complex and sensitive situations Competence	×				×							×									
Take responsibility for the development, implementation and review of border control strategies	×	×	×					×		×	×							×			
Take responsibility for identifying emerging detection, tracking and identification methods and technology	×								×	×										×	
Take responsibility for the development of operational strategies and contingency plans for major operations	×	×	×							×	×	×									
Take responsibility for the strategic allocation of resources to achieve border security	×							×		×	×							×		×	

Level

**QUALIFICATIONS FRAMEWORK LEARNING OUTCOMES -**

**SECTORAL** 

				SE	U	DRAL	<b>NO</b>	LIF	<b>G</b> A	<u>10</u>	S FR.	FORAL QUALIFICATIONS FRAMEWORK LEARNING OUTCOMES – Level	0 R	× LE	ARN	UN	20	Ŭ	<b>≥</b> 0	ES.	Ľ	vel	~		
	COMPETENCE PROFILES	SƏ	g activities	r context of	oceqnral.	lis List	ls	smoten systems		ite		Įt			esses hat they	snoitsutions la	seigesterte y			smətzyz tnər					
The formation of	Level 7	vithin all aspects of organisational activiti	ribrical standards across all border guardin	ecurity policies and strategies in the wide		valuation of national, EU and internations ugreements, partnerships and cooperation	lanoization skills in multiprofessional	emrojni bns noitspinummop. Isnoitsmetn		and professional development and promo	he constraints of human and technical esources whilst ensuring compliance with	ystems deployment in the context of lega budgetary frameworks, considering		n line with strategies for border control	hreat management strategies, ensuring ti ure an integral part of organisational proce	najor emergencies, critical and exceptiona	he national, EU and international security		ecognise the strategic implication						mploy appropriate tools and techniques t trategically manage resources, balancing prganisational goals with stakeholders exp
	BORDER CONTROL (cont.)	٨	Э	s		9	2	i.		2	1 L	2		i	2	J	1		ł						S
monomentationxxx <t< td=""><td>Competence (cont.)</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	Competence (cont.)																								
enderotional balance         x	Ensure compliance with international protection legislation and treaties	×	×	×	×	×					×														
monomentation         x         <	Ensure the delivery of intelligence driven border security	×	×	×	×				×		×		×		×				×					×	
Optimization       x <t< td=""><td>Take responsibility for predicting risks and threats based on national, EU and global trends</td><td>×</td><td>×</td><td></td><td></td><td></td><td></td><td></td><td>×</td><td></td><td></td><td></td><td></td><td></td><td>×</td><td>×</td><td>×</td><td></td><td>×</td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	Take responsibility for predicting risks and threats based on national, EU and global trends	×	×						×						×	×	×		×						
International control       Internatinternational control       Internati	CROSS-BORDER INVESTIGATION AND INTELLIGENCE																								
memory of the formation of the for	Skills																								
A second metagement         is used of a consolution to the consolution to th	Develop, implement and review investigation strategies and procedures	×	×	×	×	×												*							
event of the functionation of the functional of the f	Competence																								
Sint watcher       Image: Sint watcher       Image: Sint watcher       Image: Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher       Image: Sint watcher       Image: Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher       Image: Sint watcher         Sint watcher	Initiate reviews of major cross-border investigation cases	×	×															×							
and review organisational performance       v	SUPERVISION MANAGEMENT AND LEADERSHIP																								
and even organisational beformance       x	Skills																								
revenougational performance       x <td< td=""><td>Ability to:</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Ability to:																								
evaluate individual doub       x </td <td>Monitor and review organisational performance</td> <td>×</td> <td>×</td> <td></td> <td>×</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td></td> <td>×</td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td>×</td> <td>×</td> <td></td> <td></td> <td>×</td> <td></td>	Monitor and review organisational performance	×	×		×						×			×				×		×	×			×	
International contact       x	Monitor and evaluate individual and group performance appraisals	×	×																	×	×			×	×
with a manufacture in the organisation       x	Develop, implement and review training and development strategies	×	×	×	×					×				×						×		×		×	
allocation of human and financial allocation of the second se	Ensure quality management in the organisation	×	×								×			×							×			×	
mututinin systems to support the       x         of misconduct within the organisation       x         of misconduct within the organisation       x         x <td>Manage the allocation of human and financial resources</td> <td>×</td> <td>×</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td>×</td> <td></td> <td>×</td>	Manage the allocation of human and financial resources	×	×									×		×											×
bility for creating a farming organisation <b>x x x x x x x x x x</b>	Develop and maintain systems to support the investigation of misconduct within the organisation	×	×																	×				×	
initiation     x       x     x	Competence																								
	Take responsibility for creating a learning organisation	×	×							×				×						×				×	
	Take responsibility to develop and implement strategies to drive organisational change	×	×	×								×		×						×		×		×	

# 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

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.

I

н

I.

I.

.

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 INTEGRATI	NG FUNDAMENTAL		R GUARD TRAINING Imple Learning Outcomes
Learning Area (high level description of activities)	Level 4	Level 5	Level 6	Level 7
GENERIC BORDER G	UARDING			
Fundamental rights	Respect the fundamental rights of all persons in the context of all border guarding activities (SQF)	Promote the fundamental rights of all persons in the context of all border guarding activities (SQF)	Ensure protection and respect for the fundamental rights of all persons (SQF)	Strategically integrate fundamental rights within all aspects of organisational activities (SQF)
	Recognise the important role and responsibility of the border guard to prevent human rights violations and protect victims	Explain the role and responsibility of border guards to prevent human rights violation(s)	Identify and address barriers to the integration of fundamental rights in border guarding activities	Take responsibility and be accountable for non-compliance with Fundamental Rights and International Protection legislation and treaties
Ethics, diversity and professional Standards	Act in accordance with defined ethical and professional standards and demonstrate respect for diversity (SQF)	Promote defined ethical and professional standards, ensuring respect for diversity (SQF)	Ensure professional and ethical standards across all border guarding activities (SQF)	Review the strategic implementation professional and ethical standards across all border guarding activities
	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	Promote diversity based approaches within the work setting Apply national and European ethical guidelines to border guard practice	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 Reflect on the application	(SQF) Strategically integrate a diversity policy within the BG organisation Value and promote ethics and standards compliance in all professional activities
	Recognise and address the needs of people with disabilities and people with behavioural indicators of vulnerability		of ethical practice in border guarding activities	
Law, policies, strategies, rules and procedures	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	Describe the legal nature of fundamental rights and consequences of violations and in terms of international, EU and national law Explain the rights and entitlements of persons	Analyse border specific European and UN case law related to fundamental rights and international protection and make recommendations for national practice Critically analyse national	Review policy and procedures to ensure compliance with fundamental rights and international protection case law Professionally contribute to the development of new
	Explain general information regarding the relevant procedures for reception and asylum		policy and procedure in the context of integration of specific fundamental rights	law and standards in the area of fundamental rights
Cooperation with national, EU and international partners	Recognise the importance of working in partnerships with different national and international organisations	Distinguish the mandates, roles and responsibilities of different national and international actors involved in the field of mixed migration	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	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

#### 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 GI				
Communication	Demonstrate age, gender and interculturally sensitive verbal and non- verbal communication skills and make, where relevant, appropriate use of interpreters Communicate sensitively and effectively with persons with disabilities	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 Identify a broad range of communication methods that specifically address the communication needs of persons crossing the border	Ensure that all necessary resources and equipment are available to enable and facilitate communication with all persons Ensure that the specific communication needs of all persons crossing the border are managed effectively	Establish mechanisms to monitor and continuously enhance age, gender and intercultural sensitive verbal and non-verbal communication skills Ensure that policies are in place related to relations with media organisations that protect the rights of migrants and border guards
Information and data management	Collect relevant data of persons arriving at the border in accordance with defined policy and guidelines	Handle all personal data as required by law, recognising the mechanisms/procedures to communicate to competent bodies the relevant information	Ensure data sharing systems protect victims, particularly in their country of origin	Establish data processing and sharing mechanisms with protection organisations where applicable
Context of border guarding	Recognise the specific situations faced by people in need of international protection, including age, gender, disability and culture related perspectives	Describe the benefits and challenges that arise from international migration	Explain global trends in migration for reasons of exploitation such as trafficking, sexual exploitation, labour	Recognise the strategic implications of global trends in migration of persons requiring international protection
Learning to learn	Recognise own fundamental rights related knowledge and skill deficits and engage in opportunities to improve	Recognise and address defence mechanisms that may be adopted in day-to-day border guarding in contacts with persons arriving at the border	Reflect on the organisational culture related to the integration of fundamental rights	Ensure that fundamental rights and international protection are an integral part of all border guard training and professional development activities
BORDER CONTROL				
Facilitation of cross border movements	Describe the right of freedom of movement in the context of UN, EU, regional and national law Process arrivals in accordance with international human rights standards and with the appropriate use of cultural, age and gender-sensitive behaviour	Explain the right of freedom of movement in the context of UN, EU, regional and national law and impact on border control Outline the principles of the prohibition of arbitrary collective expulsions	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 Ensure operational and tactical decisions incorporate the prohibition of arbitrary collective expulsions	Establish work place mechanisms to motivate and improve a culture of promotion of fundamental rights and ethics in border control Ensure strategies and plans incorporate the prohibition of arbitrary collective expulsions
Border Surveillance	Prioritise and account for actions during surveillance and interception in the context of the right to life	Ensure surveillance activities are balanced with respect for privacy		

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

#### GUIDE TO INTEGRATING FUNDAMENTAL RIGHTS INTO BORDER GUARD TRAINING

#### 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, MANA	GEMENT, LEADERSHI	>				
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	N 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		



FRONTEX · SQF FOR BORDER GUARDING – VOL. II

## European Qualifications Framework

for Lifelong Learning (EQF) Descriptors Levels 4–7



	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> <li>factual and theoretical knowledge in broad contexts within a field of work or study</li> </ul>	<ul> <li>a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study</li> </ul>	<ul> <li>exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change</li> <li>supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities</li> </ul>
LEVEL 5	<ul> <li>comprehensive, specialised, fac- tual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge</li> </ul>	<ul> <li>a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems</li> </ul>	<ul> <li>exercise management and supervision in contexts of work or study activities where there is unpredictable change</li> <li>review and develop performance of self and others</li> </ul>
LEVEL 6	<ul> <li>advanced knowledge of a field of work or study, involving a critical understanding of theories and principles</li> </ul>	<ul> <li>advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialised field of work or study</li> </ul>	<ul> <li>manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts</li> <li>take responsibility for managing professional development of individuals and groups</li> </ul>
LEVEL 7	<ul> <li>highly specialised knowledge, some of which is at the forefront of know- ledge in a field of work or study, as the basis for original thinking and/or research;</li> <li>critical awareness of knowledge issues in a field and at the Interface between different fields</li> </ul>	<ul> <li>specialised problem-solving skills required in research and/or</li> <li>innovation in order to develop new knowledge and procedures and to</li> <li>integrate knowledge from different fields</li> </ul>	<ul> <li>manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches</li> <li>take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams</li> </ul>



European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union

Rondo ONZ 1 00-124 Warsaw, Poland

T +48 22 205 95 00 F +48 22 205 95 01

frontex@frontex.europa.eu
www.frontex.europa.eu

Project Number: 2013.3221 Catalogue number: TT-30-13-322-EN-C ISBN: 978-92-95033-67-2 DOI: 10.2819/3012



