FRONTEX

Training Portfolio

2017

Done at Warsaw
October 2016
(approved 23/11/2017;
 updated 31/05/2017)

Frontex
European Border and Coast Guard Agency

CONTENTS

This document presents the competencies and planned activities of Frontex Training Unit. Operational training organised by other business units and corporate training of staff members are not included.

1. Scope of Work

As a strong contribution to the European integrated border management Frontex has led best practices in border guard education and training, from basic operational level to tactical and strategic management. These activities, including education and training in maritime border guarding need to be continued by the European Border and Coast Guard Agency taking into account training for coast guard activities in accordance with the new regulation.

Staff training is incomplete and incoherent if focusing only on the basic levels of the organisations or on limited specialisation areas. Managing organisational change, development of common culture and common European Union practices to ensure interoperability and fluent cooperation and action at European Union external borders in the current challenging migration situation requires that all border and coast guards at all levels, including managers and highly specialised staff are trained and educated in the framework of a coherent and strategic European approach, based on comparable and harmonised education and training standards and values.

In the border and coast guard field, education and training programmes are equally relevant for competence development and capacity building, in terms of equipping the border and coast guard professionals with the knowledge, skills and competence required to perform their jobs. The same European standards and principles of good practice in learning design, assessment and quality assurance apply for both higher education and vocational education. They promote values that are relevant and reflective of the nature of the two professions: mobility, inter-operability, transparency, cooperation and collaboration, quality assurance, relevance of the learning for the job, professional and ethical standards, comparability and compatibility of qualifications, recognition of prior learning and qualifications, streamlining investments in human resources training and development, inclusiveness and respect for diversity.

By formalising its competence and role in the area of education and training for border and coast guard the Agency will increase its accountability, responsibility and level of professionalism in the respective professional sectors and define clearly its area of competence in full synergy and inter-relation with other professional sectors in law enforcement.

Building upon the current achievements, the next step is to ensure that the education and training provided by the Agency meet the standards for accreditation and certification. Qualifications acquired by the border and coast guards trained under the standards of the Agency would then be recognised and accredited everywhere in the European Union. This would allow for a higher level of interoperability and increase the credibility and credentials of the border and coast guard professionals. Education and training provided at European level aim to complement the national training with European solutions tailored to the specific target groups. National trainers and teachers, as well as border and coast students may have more cost effective opportunities to engage in exchange/mobility programmes, to learn and work together, advancing best practice in the border and coast guard field.

This will further offer the Member States[1] education and training courses that can be implemented in the national systems as accredited courses, leading to recognised and comparable qualifications in the border and coast guard field. This would ensure that the officers deployed in joint operations are able to work together, being trained on compatible standards. It will also enhance the trust between organisations, creating exchange mobility programmes and exercises, testing in the classroom procedures and processes that define the terms of European and international collaboration and partnership and strategic developments. Furthermore, it will intensify cooperation and the range of common activities, practices, ultimately contributing to increased interoperability, accountability and strategic cooperation at the European Union external borders.

---

[1] The term "Member State" includes the Member States of the European Union and the Schengen Associated Countries

Further developing its network of Partnership Academies the Agency will be in the position to enhance its support to the Member States border and coast guard organisations by developing and delivering accredited courses, providing accredited qualifications, create exchange/mobility partnerships in the classroom and in the operational area.

Frontex training activities contribute to the long-term mitigation of multiple risks at the European Union level, through development and implementation of common educational standards, training for members of the European Border and Coast Guard Teams (EBCGT), thematic training support, and the development and maintenance of networks and infrastructures for education and training. The scope is defined by actions identified in Frontex Multi-Annual Plan, Programme of Work, and Training Strategy.

The training activities are carried out on the basis of regular activities and projects. Regular activities refer to the continuous process of training implementation and delivery in the context of curricula and course programmes, which are designed through joint efforts of Frontex and experts from Member States supported by other European Union Agencies and international organisations. The outcomes are (common) curricula, courses/course programmes, manuals, and any other type of tools supporting the scope of work, such as computer-based simulations, software for self-directed learning or reference tools.

Planning, development, and further revision of training activities are linked to prior needs assessment, carried out together with Member States and third countries[2]. During or at the end of a regular activity or project, evaluation will be carried out and will lead to a periodical report circulated and discussed to all relevant stakeholders concerned. Indicators and methodologies are currently under development.

Courses are mainly targeted towards training of multipliers, who carry out national training activities in their respective home countries, and are often used as the most efficient way to cascade competences to all Member States. Standardised results in all Member States are ensured through the use of Frontex training tools and through guidelines given to multiplier trainers. With this approach to translate the training products and to qualify the national multipliers, all border and coast guard officers can be trained to the same training standards in their mother tongue.

All training activities aim at having a positive impact on the development of an efficient, high, and uniform level of border control at the external borders, and an evolving common European border and coast guard culture with high ethical standards. The professional needs of both border and coast guard officers will be properly addressed in most training activities. Additional training specific for coast guard functions will be developed based on prior needs assessment.

The training activities aim at building capacity in four main areas:

- A. Educational Standards
- B. Pre-Deployment Training
- C. Training Support for Border and Coast Guard Functions
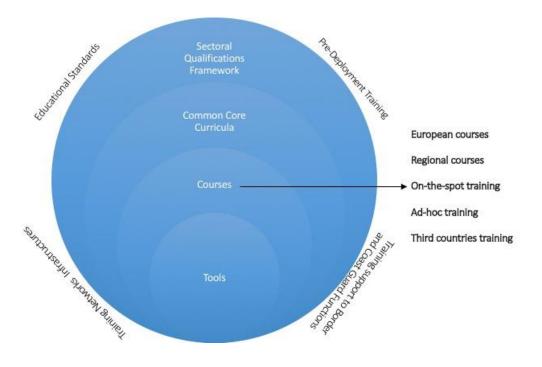- D. Training Networks and Infrastructures

To enhance the implementation of a quality assurance mechanism an Educational Advisory Board is established providing advice related to identified training needs, curriculum development, training activities and products and certification.

Cooperation in the field of training is carried out with the JHA Agencies and other European and international bodies taking into account the coordination role of CEPOL in the field of European Law Enforcement Training.
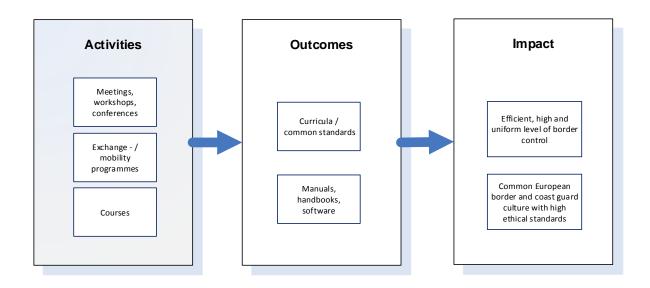
Cooperation with third countries is established in selected fields of training according to Frontex priorities and working arrangements in specified areas which may be funded from external resources.

Regional training and ad-hoc activities maybe organised upon identified needs or requests made by Member States. Such activities would mainly refer to actions to be launched in the context of EBCGT profile training and Thematic Training support.

---

[2] *The term refers especially to those countries with whom working arrangement agreements are established.*

European courses

Regional courses

On-the-spot training

Ad-hoc training

Third countries training

The scope of work of Frontex training activities is described in the diagram below:

2. Strategic training measures and training needs

Frontex training activities are carried out on the basis of the Frontex Training Strategy for being implemented within the framework of allocated resources.

The main strategic measures are:

- To enhance the capabilities of the Member States to respond to the operational needs at the external borders;

- To ensure that border and coast guard officers deployed in joint operations are properly trained;

- To design and deliver high-level specific training products for national border and coast guards and trainers of border and coast guards, based on prior needs assessment;

- To strengthen the interaction and establishment of current training networks and to utilise the support from the educational community;

- To align Frontex curricula and courses with the SQF and support the Member States in the alignment of their national curricula for increased interoperability;

- To develop and implement a quality assurance mechanism for Frontex training to enable validation and international recognition of border guard qualifications;

- To develop and implement exchange and mobility programmes;

- To maintain a powerful state-of-the-art platform for knowledge management and learning, supporting effective online learning and shared resources;

- To promote training cooperation among Justice and Home Affairs agencies and international partner organisations, sharing good practices and

- To cooperate with third countries in the field of training, based on EU standards.

Furthermore, the internal Frontex Training Unit eLearning Strategy and Quality Assurance System constitute key references for the future planning and development of activities.

Guidance in the planning of future training activities have also been provided by the recommendations of the Frontex Common Core Curriculum Interoperability Assessment Programme 2013-2015 (CCC-IAP) and the training needs assessment carried out in 2015.

The main proposals of the CCC-IAP made were:

1. The CCC-Basic education 2012 should be fully aligned with SQF, which means to use the SQF descriptors aligned to the EQF to define the CCC job competences and learning outcomes. This can be achieved by correlating the CCC skills with the SQF competences and learning outcomes and by assigning SQF levels to the different chapters in the CCC to allow for a greater harmonisation of standards and to assist BG academies/schools/training centres with defining the level of education they provide.

2. Frontex should explore the feasibility of formal recognition and accreditation of the CCC. This accreditation would be reflected throughout the European Union. The validation of CCC qualification will require at a minimum the quality assurance of the learning outcomes, assessments and inter-institutional arrangements.

3. Frontex should coordinate the development of appropriate e-learning tools and series of e-learning packages for the different CCC topics. A comprehensive e-learning platform should be created for the benefit of both learners and teachers.

4. Special attention should be paid to raising awareness on the importance of appropriate delivery and consideration of particular CCC topics, such as cultural diversity and Fundamental Rights, English language training, sociology and psychology.

5. The CCC Teacher Mobility and Student Exchange exercises should be further developed with an increased number of hosting academies and participating teachers and students, at all types of borders. For these courses/course modules there should be a possibility to transfer ECVET/ECTS.

6. Workshops on the implementation of specific CCC modules, particularly Sea Border Module, should be organised by Frontex.

In 2015 a European survey on Training Needs in border guard education and training was carried out. One of the main aims of the Training Needs Assessment was to identify the gap between the current situation and arising needs in the field of training offered by Frontex[3]. Results were published in the "Training Needs Assessment 2015 – Final Report". From a national perspective the results of the study identified 3 learning areas of utmost importance in regard to the national border guard training within the Member: risk analysis/management, border control technology and document expertise. Specific support by Frontex is mainly proposed on supporting national efforts in training on risk analysis/management, profiling and document expertise, language competence and border checks as priority in order enhance their capacities in the area of preventive border guard activities, both in the first and second line.

In terms of Frontex activities in the field of establishing common educational standards, 13 topics were proposed to be considered for an update of the existing Common Core Curriculum Basic Education. High relevance was also indicated for the Common Core Curriculum for European Mid-level Border Guards. In addition to the curriculum for the Mid-level Course (MLC) - developed, adopted and implemented in 2014/2015, new topics in four different learning areas were proposed to be included: Management and practical leadership within European Union border guard activities, Fundamental Rights in operational management, Border management in the European context and Operational cooperation in European Union border guarding.

High relevance was also considered for the area of CCC High-level Education which is closely linked to the Curriculum of the Frontex Joint Masters Programme in Strategic Border Management. The following topics were proposed to be further emphasised: Fundamental Rights and Ethics in Border Security - from a strategic organisational perspective, Strategic Leadership, Change management and Organisational development in border guard organisations, Innovation and technology in border security, Risk and Threat management from a strategic perspective and Cooperation in European border security. These modules could be accredited in the framework of Frontex certification and accreditation system and delivered by Frontex. They could also be implemented at national level as continuous professional education courses for high-level officers.

Member States also expressed a need for training support in different areas of border guarding in which a high-level specialisation is required. Above all, the demand for support in the field of risk analysis/management; laws, policies, strategies, rules, procedures, border surveillance, ethics, diversity and professional standards were highlighted.

Regarding the type of training support, the Member States underline their interest in receiving Frontex support for "train the trainer" sessions, manuals and (multipliers') workshops.

Exchange/mobility programmes are highly relevant in order to increase the level of interoperability and mutual recognition of qualifications, therefore opportunities will be offered to the Member States training centres to develop training programmes based on the SQF for Border Guarding allowing exchange of teachers, students and best practices, leading to validated awards, with Frontex support.

---

[3] *EBCGT-related training needs were not considered during 2015 assessment activities.*

3. Activity Areas

A. Educational Standards

The educational standards constitute cornerstones in building harmonised competencies within the border and coast guard education and training. They promote the quality assurance principles for learning development and recognition at national and European level. The educational standards are based on the Sectoral Qualifications Framework (SQF) for Border Guarding as overarching framework according to Bologna/Copenhagen principles, and the European Qualifications Framework for Lifelong Learning (EQF). The educational standards support the integration of the SQF at national and European level, including the curriculum review and alignment process, as well as the integration of the quality assurance principles for course design, delivery, and certification. Frontex applies the European Standards and Guidelines for Quality Assurance at all levels of education and training for border and coast guards. The common educational standards are integrating fundamental rights in training design as underpinning principles. The area includes the various sets of common core curricula and courses for border and coast guard education and training which are competence driven and learning outcomes based, covering all stages of the career development, as presented below.

A1. **SQF for Border Guarding - Training Standards in line with Bologna/Copenhagen Principles**: The existing European SQF for Border Guarding will be updated in accordance with the new requirements. In this connection also the coast guard functions will be properly addressed. The updated SQF will contribute to the harmonisation of the border and coast guard education and training, and will support the national integration of all common curricula, as it will offer specific reference points for border and coast guard learning requirements, consistent and aligned with the European Qualifications Framework for Life Long Learning. The SQF creates synergies within the European Law Enforcement Training community and facilitates inter-agency cooperation and coordination in the field of law enforcement training. Courses on "course design using the SQF" will be arranged.

A2. **Common Core Curriculum for EU Border Guard Basic Training (CCC Basic)**: the CCC Basic offers measurable common standards at SQF levels 4-5 for law enforcement officers in the European Union. Implemented by national BG training institutions and teachers for students in all Member States, it encompasses a general part and different modules for sea, air, and land borders operations. The CCC Basic is in the course of being updated. In addition, it is envisaged to develop a Common Core Curriculum for EU Coast Guard Basic Training and to merge it with the previous one.

A3. **Common Core Curriculum for Border and Coast Guard Mid-level Education and Training (CCC Mid-level)** aims at harmonising the learning requirements for mid-level Border and coast guard officers. The final product will be a modular curriculum structure, comprising a core set of learning standards on SQF level 6. It will serve as a curriculum guideline and/or as a degree structure for possible national integration.

A4. The CCC Mid-level is closely linked to the **Mid-level Management Course (MLC).** The course is an educational programme offered to mid-level officers of European border and coast guard authorities. It promotes a common European Union approach to the integrated border management, which facilitates interoperability, harmonisation, and mobility in Border Management and Cooperation across the European Union. The course comprises four modules and lasts for 18 weeks in total, out of which five weeks are organized as contact weeks.

A5. **European Joint Master's in Strategic Border Management**: The European Joint Degree Study Programme will be delivered by a consortium of border and coast guard academies and universities, in collaboration with other supporting institutions from the border and coast guard training and education field. This 1,5 years programme includes 10 modules and a dissertation with 12 contact weeks in different Universities. It guarantees access to rich on-line resources and a virtual learning environment. Experienced border and coast guard professionals from all European Union and high profile academics guide the students throughout this learning adventure close to operational realities. Based on the Master's curriculum, a set of postgraduate courses may be developed and implemented at national level as Common Core Curricula level 7, to reach out to a wider audience that may include senior border and coast guard officers from Member States and Third countries.

A6. **Quality assurance and training experts' certification programme**: Frontex aims at establishing a quality assurance mechanism for development, delivery, evaluation and improvement of training, leading to international recognition and validation of border and coast guard qualifications at European level. Part of this quality assurance system is a new certification model of Frontex external training experts. It will lead to Frontex institutional accreditation as a training provider that manages a portfolio of validated qualifications recognised internationally. This will also enable Frontex to subsequently accredit the national academies and training centres that will deliver qualifications based on Frontex common core curricula and common standards. A trainers' manual and a training tool will be developed and certified. Furthermore, an Educational Advisory Board will be created, with the role of providing strategic advice and orientation, ensuring the operational relevance and quality assurance and enhancement of the learning outcomes and assessments for all training products.

A7. **Interoperability Assessment Programmes** as part of the vulnerability assessment. The interoperability assessment model (IAP) will be adapted and used as part of the vulnerability assessment and intrinsically linked to the quality assurance system intended to ensure international recognition and validation of border guard and coast guard qualifications.

A8. **Practitioners Research and Education Excellence in Border and Coast Guard Management** aims at supporting practitioners in the development and maintenance of a community of excellence in researching border and coast guard management practices. It will promote research in border and coast guard management and advance education practice on scientific basis. A biannual conference on Education Excellence in Border and Coast Guarding will be organised bringing together education experts, border and coast guard teachers, trainers, curriculum designers, national training coordinators etc.

B. Pre-Deployment Training

The training activities are focused on the specific needs of those officers who are planned to be deployed in Frontex activities. They aim at increasing the effectiveness of multinational forces and their ability to carry out assigned duties according to the profile defined for their deployment. The training improves capability, capacity, and performance of the explicit group of member of European Border and Coast Guard Teams. The courses are highly interactive, and enable trainees to gain practical experience of applying best practice techniques and a proper professional behaviour. Simulated activities and scenario-based exercises take training further by testing and fixing acquired knowledge, skills and competences. The aim is to effectively prepare officers for their coming duties. The training courses will also include child specific modules, relevant for the first and second line officers as well as for all members of the EBCGT.

Joint Operations Training

The profile training courses are addressing selected groups of EBCGT profiles:

B1. **Debriefing expert**: A course in which participants learn how to debrief migrants by systematic extraction of information from persons willing to cooperate. Participants will learn how to collect information for intelligence purposes, especially how to prepare for an interview, how to select the interviewee and how to gain his/her trust. Understanding of cognitive interviewing techniques and psychological aspects is essential. Since the debriefing interview is considered to be one of the most challenging interviews, course participants are supported by practitioners and by psychologists.

B2. **Screening expert**: A course aims at increasing the capacity of members of EBCGT pool to work as screeners both in Frontex coordinated operations and at national level. Course focuses on preparation for assumption of nationality of undocumented migrants and persons whose nationality is doubted. The topics covered during the course include e.g. different methods for assumption of nationality, information on the place of origin or last residence, work with an interpreter, profiling, different sources of information needed for screening experts, advises for identification of vulnerable persons during a screening interview, and overview of fundamental rights, applicable to the work of screeners.

B3. **Interview Expert:** This course is focusing on interviewing as the major fact finding method. It equips participants with the necessary knowledge and skills to interview persons crossing all types of European Union borders and to conduct fair and objective interviews. Officers learn how to conduct a structured and comprehensive interview, using effective questioning and probing techniques. They

also get the necessary psychological background and gain awareness of how psychological biases and filters can influence perception of others.

B4.   **Second-Line Officer – airport specific**: This course enables participants to effectively fulfil the role of second-line airport officers, helping them to interact appropriately and respectfully with passengers. The course provides the opportunity for officers to gain, update, and demonstrate acquired skills and knowledge, and to become competent and motivated to perform the complex tasks while deployed to joint operation, but also in their daily duties.

B5.   **Land Border Surveillance Officer**: The central aim of this course is to provide the learners with the competences needed to be able to react effectively and lawfully at land borders. It also aims at enhancing the qualifications of the learners in tackling cross-border crime.

B6.   **Maritime Border Surveillance Officer**: The profile training is tailored for officers deployed to Frontex joint operations in the maritime domain. The course includes modules on the legal framework, surveillance and maritime search and rescue. It is built upon the officers 'nautical knowledge and experience to further develop their competences related to maritime border surveillance activities.

B7.   **Advanced Level Documents Officer**: This course targets border and coast guards and other officers of national authorities with experience in carrying out thorough examination of travel documents. It provides support to frontline officers. This training also aims at qualifying the participants for acting as trainers at national level. The target group is defined by the "framework for harmonised programme for the training of document examiners in three levels" (Council Doc. No. 9551/07).

B8.   **Support to Operational Briefings**: This activity aims at supporting harmonisation and enhancing quality of operational briefings carried out in connection to the deployment. This includes assistance to the national briefers. It will incorporate also a training package for deployment to hotspots.

B20. **Frontex Support Officer (FSO***)*: New training course will be developed to meet the obligations of FSO in sustaining high quality support and full collaboration with Frontex, deployed officials and local authorities.

B9.   **Best practices for interpretation**: A set of the best practices and recommendations for interpreters involved in different types of interviews in Agency coordinated activities. The material will complement EASO training module "Interpreting in the asylum context" and provide guidance for real-time verbal translation in order to ensure smooth communication between an interviewer and interviewee, face-to-face or over the telephone. It will include the interpreter and interviewer protocol. The material will also contain recommendations for border and coast guards how to work effectively through an interpreter, e.g. for debriefing experts or second-line interview experts.

B10. **Basic EBCGT course:** An online course will be designed to prepare EBCGT pool members to their future deployment. The course will cover a diversity of topics which are of general relevance for taking part in Joint Operations. The self-study course will include online tests and the completion of the course will be a prerequisite for attending a profile training course.

B11. **Training package for observers**: A training package will be developed, and maintained to set standards and qualification for recognising competences of observers who will participate in Frontex activities and to help Agency to achieve a match between skill demand and supply relevant for observers.

B12. Training packages for members of the **Migration Management Support Teams** will be developed and delivered based on prior needs assessment.

Training for Return Operations and Interventions

B13. **Escort Leaders Training**: The escort leaders' course is designed for supporting standard procedures on joint return flights coordinated by the Agency, as well as on return flights organised by the Member States. The training for national multipliers aims at qualifying instructors to deliver the training at the national level, on the basis of the curriculum for escort officers on joint return flights.

Courses for European Intervention teams/escort teams and third countries return officers will be provided in the framework of specific return working arrangements and training needs identified.

Training for officers participating in return operations carried out using other means of transportation, i.e. vessels and vehicles, will be developed and delivered.

B14. **Training for forced-return experts**: The standard escort officers' course will be updated and enriched by the topics relevant for members of the forced return escorts while carrying out return operations and escorting returnees on behalf of the participating MSs

B15. **Training for forced-return monitors**: A training course will be available for members of the pool of forced-return monitors, to prepare them to monitor the correct implementation of the return operation and return intervention, upon request and on behalf of participating Member states. The training will build on the available training manual developed by international partners.

B16. **Training for forced-return specialists**: A training course will be developed based on prior needs assessment.

B17. **Return Operations Exchange Programme:** An exchange programme will be developed for officers participating in the European Border and Coast Guard teams and staff participating in the Return Intervention Teams to acquire knowledge and specific know-how from experiences and good practices gained by officers from other Member States.

EBCGT Exchange and Exercises

B18. **EBCGT exchange**: A program for EBCGT members designed to gain and strengthen competences and share best practices based on EBCGT profiles. By means of interaction with the subject matter experts from various Member States, participants will exchange specific know-how and innovative practices in border and coast guarding, including return-related tasks.

Within the frame of EBCGT exchange a training for mixed vessel crews will be established in the context of deployment of Member States off-shore Patrol Vessels (OPV) in Joint Operations.

B19. **EBCGT exercises:** Regular exercises (table-top and live) with members of the European Border and Coast Guard Teams are to be developed and carried out. The general concept will support a common understanding about the roles of cooperation at national, European and international level and the complementarity of mandates for an effective and efficient cooperation among stakeholders involved, including high- and mid-level officers.

C. Training Support for Border and Coast Guard Functions

Frontex training activities contribute to complement national training programmes by offering thematic training support in specific areas based on prior needs assessment. The national implementation of common standards for specialised training of border and coast guards is achieved through the development of common training tools and by qualifying national multipliers.

C1. **Fundamental Rights, vulnerable groups and child protection**: Frontex Fundamental Rights Trainers' Manual raises awareness and provides harmonised guidelines on respecting fundamental rights while sometimes performing complex duties at the borders. It is structured around the core functions of the border and coast guards. In 2017 the manual will be updated. Frontex facilitates the implementation of the fundamental rights training on national level by providing expert support and training of national trainers. Special attention will be given to the specific requirements set by the context of child protection. Furthermore, a common eLearning module on Fundamental Rights and International Protection will be developed together with the European Asylum Support office (EASO) and the Fundamental Rights Agency (FRA).

C2. **Anti-Trafficking in Human Beings:** Frontex Anti-Trafficking Trainers' Manual is in line with the latest international and European standards, emphasising that the fundamental rights of the trafficked person are at the centre of all efforts addressing trafficking in human beings. It is structured around the core functions of the border and coast guards. Frontex facilitates the implementation of the anti-trafficking courses on national level by providing expert support and training of national trainers.

C3. **Schengen Evaluators:** The aim is to ensure the highest standards of evaluation missions at external borders and in the field of return operations. This training programme for nominated experts from Member States and EU agencies focuses on how to objectively carry out evaluation missions. The courses will continue in 2017 and will be further developed taking into account the latest developments in the field of the Schengen Acquis. More emphasis will be put on learning via means of new technologies and to bring the course in line with SQF.

C4. **Detection of false documents**. The basic level course will be upgraded to an online eLearning tool targeted at officials who are not directly involved in border and coast guard tasks. The training on advanced skills for detection of falsified documents is designed for experienced second line officers. It aims at enhancing knowledge of printing techniques, common terminology and the examination of questioned documents and their analysis. This training aims at qualifying the participants as trainers to deliver document training at national level.

"Road shows" will be provided directly at airports. They raise awareness amongst front-line officers of the latest trends in the design and abuse of secure identity documents and emphasise their vital role in detecting false documents, raising their profile as the 'eyes-and-ears' of the central document fraud units.

The training for visa section staff of Member States embassies and consulates in third countries is delivered to raise awareness amongst visa officers of the latest trends on the design and abuse of secure identity documents. This training is part of the EMPACT project.

A new level 3 specialist course will be developed in cooperation with leading international authorities in the field. Emphasis will be set on the advanced elements of documents, identity security, new technologies and new trends in authentication of identities and documents.

C5. **English language.** The development of the English Language for border and coast guards eLearning tool for first line officers (level 1) will be finalised and launched. The development of level 2 for second line officers will start.

A course book will be developed and offered to border and coast guards with specific vocabulary, grammar and functional English. The course book is composed of 9 units, each based around a topic (level B1/B2 CEF).

C6. **Risk Analysis.** The training focuses on providing the learners with the competence required to make use of the Common Integrated Risk Analysis Model (CIRAM), following the development of the common basic training for CIRAM risk analysts.

C7. **NCC (EUROSUR) Operators**. The modular programme aims at harmonising the competences of NCC operators at European level within the EUROSUR framework. The course for EU NCC operators will be carried out along 4 modules, combining online training with contact/assessment weeks.

C8. **Third countries capacities development**. Frontex promotes international cooperation in the field of training especially with those countries where working arrangement agreements are in place, specifying training as a relevant area for cooperation. Frontex will make available to third countries access to Frontex training products directly or via other projects run by the support of European Commission (e.g. EaP, IPA II). Frontex maintains readiness to carry out training projects in non-member states financed from external sources.

C9. **Schengen Borders Code:** A modular course including the use of the Frontex Schengen Borders Code eLearning Tool will be developed and piloted. The course will also incorporate inter alia a module on Fundamental rights as well as training on child protection issues in border management. The material developed in the framework of other activity areas will be utilised *mutatis mutandis.* The eLearning tool will be reviewed by the experts from the Member States nominated for the Steering Committee.

C10. **Integrated Border Management:** The course on Integrated Border Management for senior officers will be launched using the train-the-trainer approach and online learning options in order to cascade the knowledge all through the organisation.

C11. **Air Crew Training for Border and Coast Guards**: The purpose of the aircrew training is to improve flight safety, to enhance the level of competence of aircrews, and to develop common training standards of Member States border and coast guard aircrew, thereby strengthening the opportunities for operational cooperation during joint operations. The air crew manual will be updated.

C12. **Canine Teams**: The Common Core Curriculum for Dog Handlers is intended to be used for the basic training of dog handlers. By implementing these training standards, dog handlers will have a high level common reference system, which will ensure the interoperability of canine teams.

C**13. Additional Training for Coast Guard Functions**: Additional training specific for coast guard functions will be developed based on prior needs assessment.

C14. **Customs Control:** An awareness package for first-line officers will be developed and the possibility of developing and implementing joint training activities with Customs stakeholder organisations will be investigated.

C15. **Vulnerability Assessment Training Package**: A new course for vulnerability assessors will be developed.

C16. **Additional educational support tools**: In order to promote a European Border Guard Culture by the knowledge gained in the context of educational standards, courses and training tools, a board game will be developed for supporting self-paced and classroom learning in small groups.

D. Training Networks and Infrastructures

The activities aim at promoting excellence in border and coast guard education and training by maintaining effective cooperation with European stakeholders. An ICT platform and eLearning solutions are of strategic importance, as they are targeting cost-effective ways to increase training capabilities.

D1. **Training Needs Assessment**: In order to ensure effective training activities and high impact at the European level, training needs are identified, in a structured way, for both Frontex joint operations as well as for other activities. The assessment is focused on supporting border and coast guard performance and assessment of **training needs of vulnerabilities identified**, while taking into account the needs of third countries where working arrangements are in place. Such measures are to be carried out on continuous basis with cooperating stakeholders. Assessment will be done after prior data collection through a semi-automated online system and result in an annual report.

D2. **National Training Coordinators (NTC) Network**: The NTC Network provides Frontex counterparts with a formal platform for continuous dialogue on training matters for the relevant Member Sates representatives to share information and to cooperate on the development and improvement of Frontex training activities. The network will be consulted to enable Frontex to develop a tailored training offer comprising quality training products which reflect the national needs, on one hand, and the European dimension of the border management, on the other hand. The annual NTC Network Meeting will be carried out during the Frontex Annual Training Conference, in addition to possible ad hoc working group meetings.

D3. **Partnership Academies (PA) Network**: This network of national border and coast guard academies supports Frontex by hosting meetings and training activities and by promoting the share of expertise in education and training projects. The new scope of Partnership Academies' cooperation will include students and teacher exchange / mobility programmes leading to internationally recognised qualifications awarded and support to cooperation projects. Furthermore, the network will continue to support Frontex by hosting Frontex meetings and training activities.

D4. **Annual Training Conference**: The Annual Conference is scheduled in connection with the network meetings for the Partnership Academies, the National Training Coordinators and the partner organisations of the Law Enforcement Communities. It is focused on a thematic area relevant for education and training in the border and coast guard community. In 2017, the event will be carried out 3-5 October on innovative approaches for ICT-enhanced learning.

D5. **Stakeholder Meeting for Training in Coast Guard Functions**: In cooperation with EMSA and EFCA a meeting for relevant national stakeholders in the field of coast guarding will be organised with the aim of establishment a functional network in coast guard training. The meeting will be arranged in connection to the Annual Training Conference.

D6. **Justice and Home Affairs (JHA) Training Cooperation:** Cooperation activities in the field of training will be carried out with the JHA Agencies and other European and international bodies taking into account the coordinating role of CEPOL in the field of European Law Enforcement Training.

D7. **ICT Development**: The objective of the future integrated ICT platform is to assure the management of the training activities in an information system based on optimised training business processes and extended management capabilities. It will implement a blended learning educational model with the introduction of online learning activities, in all areas of competence, in order to optimise the training delivery methods, increase the educational quality level, facilitate the learner-centred teaching

approach, use certification methods, and extensively broaden learners' community. The replacement of the current version of the "Virtual Aula" platform is foreseen by the end of 2016.

D8. **eLearning Developments and Learning Management**: The area will target improvements of training services facilitated by means of ICT, incl. the adaptation of existing training tools and development of new digital learning resources for knowledge management and learning. Furthermore, workshops will be carried out in 2017, focussing on topics such as the effective use of simulations, virtual/augmented reality and serious gaming approaches in the context or border and coast guard education and training.

D9. **Support in Instructional Design**: Instructional design is a systematic process by which instructional materials are designed, developed, delivered, and employed to develop education and training programmes in a consistent and reliable fashion. It includes the analysis of learning needs and goals and development of a delivery system to meet those needs. It also includes testing and evaluation of all instruction and learner activities.

4. Main Changes and priorities foreseen for 2017

In order to ensure highest extent of outreach and to implement cost-effective ways of educational development and training provision, emphasis is given to collaboration and learning via means of new technologies. This will also allow to better synchronise with national activities and to link between their educational work with complementary offers provided by Frontex. Focussing on learning outcomes instead of traditional teacher-centred approaches in the context of information and communication technologies-enhanced learning implies different ways of eLearning implementation as it is applied in many educational institutions, ensuring active learning in authentic situations relevant for the context of border and coast guarding. Emphasis is given to simulations and role-plays, and collaborative learning addressing challenges faced in European external border security and management. eLearning courses and educational resources are main outcomes of development investments which are framed by ICT system development for supporting workflows and learning. Therefore, the setup of all existing courses will change during a transitional period (until 2018) phasing out from traditional classroom-based training delivery to facilitation of learning via the newly developed ICT environment.

Frontex will enhance its capabilities for flexible support to the needs of its stakeholders. This is to be implemented by setting more emphasis to the development of training tools and modularised material as well as delivering regional courses supporting both, national and joint operations training needs.

In order to implement the new Regulation on the European Border and Coast Guard following measures in the field of training are to be introduced as of 2017:

A. Educational Standards:
1. Develop curricula on strategic border management for senior officers in the MSs and third countries;
2. Carry out interoperability assessment programmes as a part of the vulnerability assessment.
3. Support practitioners research in border management, develop and maintain a community of excellence in researching border management practices and disseminate results to inform education and learning in border management.
4. Develop and maintain a quality assurance system allowing the institutional accreditation, accreditation of courses, validation and recognition of qualifications, certification of trainers.
5. Develop and maintain common core curricula.
6. Establish and maintain a forum on Educational Excellence aiming at identifying and implementing best practice in education and training in border and coast guard management.

B. Pre-Deployment Training
1. Supporting the delivery of operational and technical assistance by providing training products.
2. Develop and deliver training for the members of the European Return Intervention Teams.
3. Develop, deliver and maintain training products for coast guard functions.
4. Develop, deliver and maintain training products for 1st and 2nd line officers on child specific issues.
5. Plan and carry out regular exercises (table-top and live) with members of the EBCGT.
6. Develop and deliver training packages for staff of in Migration Management Support Teams.
7. Develop, deliver and maintain training packages for observers.

C. <u>Training Support for Border and Coast Guard Functions</u>
    1. Develop and deliver a training package on IBM for senior officers to be utilised by the MSs and to maintain a readiness to deliver it as a course in third countries.
    2. Supporting the delivery of operational and technical assistance by providing training products.
    3. Develop and deliver training for the vulnerability assessors.
    4. Develop, deliver and maintain training products for coast guard functions.
    5. Develop and maintain common core curricula.
    6. Develop, deliver and maintain training products for first and second line officers on child specific issues.
    7. Maintain a readiness to support the training of customs officers.

<u>Training Networks and Infrastructures</u>
    1. Support the delivery of operational and technical assistance by providing training products.
    2. Assess training needs as a part of the vulnerability assessment.
    3. Develop and maintain a semi-automated system for the quality assurance mechanism.

5. Multi-annual planning

In order to achieve the objectives, set by the Frontex Training Strategy, multi-annual planning and monitoring is essential. Training products need to follow a cycle of development, implementation, review, and update, which is to be done by an annual planning of activities. The intended timeline for activities related to the development, update and/or revision is presented below:

Activities/Products	2018	2019	2020	2021	2022
A1. SQF for Border and Coast Guarding	■	■			
A1. Course in "Course Design"			■		■
A2. Common Core Curriculum (CCC Basic)					■
A2. CCC Basic - Interoperability Assessment Programme		■			
A3. CCC Mid-level				■	
A4. Mid-level Management Course (MLC)			■		
A5. CCC – Level 7 courses development	■		■		■
A5. EJMSBM re-accreditation			■	■	
A5. EJMSBM review and update of curriculum and procedures		■			■
A6. Quality Assurance system development and implementation	■				■
A8. Practitioners Research and Education Excellence in BCG Management		■		■	
B1. Debriefing Expert			■		
B2. Screening Expert – Manual for national trainers	■				
B3. Interview Expert	■				■
B4. Second-Line Airport Officer		■	■		
B5. Land Border Surveillance Officer		■			■
B6. Maritime Borders Surveillance Simulation Tool	■				
B6. Maritime Borders Surveillance Manual			■		
B7. Advanced Level Documents Officer		■			
B8. Support to EBCG Operational Briefings	■		■	■	
B9. Best practices for interpretation				■	
B13. Specialised training for Escort Leaders and National Multipliers	■		■		
B14. Forced-Return experts	■		■		
B15. Forced-Return Monitors	■			■	
B16. Forced-Return Specialists	■			■	
B17. Return Operations exchange programme	■			■	
C1. Fundamental rights training for border and coast guards				■	
C1. Child protection border related training		■			■
C2. Anti-trafficking in human beings training	■				■
C3. Training for Schengen evaluators	■			■	
C4. Advanced training in the field of false documents		■			
C4. False documents training for consular staff training tool			■		
C5. English communication training for Border and coast guards (online)			■		
C6. Training for CIRAM risk analysis (basic level)					
C6. Training for CIRAM risk analysis (mid-level)				■	
C7. Training for NCC operators				■	
C9. Schengen Borders Code training		■			■
C10. Training for Integrated Border Management senior management	■				
C11. Air Crew training				■	
C11. Mountain operations training					■
C11. Electro-Optical and Infrared Systems				■	
C11. NVG standard training procedures	■				
C12. Canine Teams curricula			■		
C13. Sea survival training	■				■

■ = Development /Update/Revision

6. Action Plan 2017

6.1 Development

No.	Activities/Products	Planned Actions
A. Educational Standards		
A1.	Course in Course Design	1 development meeting
A2.	Common Core Curriculum for Border and Coast Guard Basic Education (CCC Basic)	6 workshops
A3.	Common Core Curriculum for Border and Coast guard Mid-level Training (CCC Mid-level)	7 meetings: 6 development workshops and 1 final review
A4.	Mid-level Management Course (MLC)	2 development meetings
A5.	EJMSBM review and update of curriculum and procedures	2 curriculum review workshops (30 participants) 2 procedures review workshops (15 participants)
A5.	Common Core Curriculum for Border and Coast Guard Strategic Management – Level 7	1 strategic development meeting
A6.	Quality Assurance system, policies and procedures development	1 strategic planning, 2 development meetings Train the trainers package: • 1 kick off meeting • 5 development meetings
A7	Interoperability Assessment programme for border and coast guard qualifications	2 strategic planning meetings
B. Pre-Deployment Training		
B1.	Profile training for Debriefing Experts	2 development meetings
B2.	Trainers manual for Screening Expert Training	2 development meetings
B3.	e-learning for interview techniques	3 development meetings
B4.	Second-Line Officer – airport specific Training	1 development meeting
B5.	Land Border Surveillance Officer fine tuning	2 development meetings
B6.	Maritime Borders Surveillance Officer	3 development meetings
B7.	Advanced Level Documents Officer	*See C.*
B8.	Support to EBCG Operational Briefings	2 Quality assessment / development meetings
B9.	Best practices for interpretation	4 development meetings
B10.	Basic EBCG online course development	4 development meetings
B11.	Training package for observers	2 development meetings
B14.	Development for forced-return experts	2 development meetings
B15.	Development for forced-return monitors	2 development meetings
B16.	Development for forced-return specialists	3 development meetings
B18.	Development of the EBCG exchange	3 development meetings
B19.	Development of the EBCG exercises	3 development meetings
C. Training support for Border and Coast Guard Functions		
C1.	Fundamental rights train the trainers course	8 development meetings
C2.	Anti-trafficking train the trainers course	1 development meeting

C2.	Course package for child protection	3 development meetings
C3.	Course package Schengen Evaluators	3 development meetings
C4.	False documents, advanced 3rd level	3 development meetings
C5.	Online content for English for BCG officers	6 development meetings
C9.	SBC training tools	4 development meetings
C10.	IBM Training	2 development meetings
C11.	Air Crew Training	8 development meetings
C13.	Training for Coast Guard functions	8 development meetings
C14.	Customs-related training	8 development meetings

D. Training Networks and Infrastructures

D4.	ICT infrastructures	ICT development and consultancy services
D5.	eLearning	Development of eLearning courses, modules

6.2 Courses and Webinars

No.	Course title	Planned Actions	SQF Level
A.	**Educational Standards**		
A.	Course in Course Design	4 courses	6
A4.	Mid-level Management Course (MLC)	1 course, 5 Contact Weeks, 1 Webinar	6
A5.	European Joint Master's in Strategic Border Management	2 dissertation meetings, 4 modules, 1 Webinar	7
B.	**Pre-Deployment Training**		
B1.	Debriefing Experts	3 profile courses	
B2.	Screening Experts	4 profile courses	
B3.	Interview Experts	3 profile courses	
B4.	Second-Line Airport Officers	4 profile courses	
B5.	Land Border Surveillance Officers	5 profile courses	
B6.	Maritime Borders Surveillance Officers	3-4 profile courses, 1 Webinar	
B7.	Advanced Level Documents Officer	2 profile courses	
B13.	Return/Readmission Officer	3 courses for Escort leaders, 2 national multipliers courses, 1 Webinar	
B14	Forced-return experts	2 courses for forced-return experts	
B15	Forced-return monitors	2 courses for forced-return monitors	
B16	Forced-return specialists	2 course for forced-return specialists	
B18	EBCG exchange	1 activity (pilot) 1-3 courses for mixed vessel crews	
B19	EBCG exercises	2 activities - pilot	
B20	Frontex Support Officer	2 courses	
C.	**Training Support for Border and Coast Guard Functions**		
C2.	Anti-trafficking in human beings	2 courses	N/A
C3.	Schengen Evaluators training	2 courses, 1 Webinar	N/A

C4.	False documents-Advanced Skills	2 courses, 1 Webinar	N/A
C4.	False documents-Visa Section	3 courses	
C4.	False documents-Road Show	5 Road Shows	
C4.	False documents – 3rd level	1 course	
C6.	CIRAM risk analysts	1 course (4 modules), 1 Webinar	5
C7.	NCC operators	1 course (4 modules), 1 Webinar	5
C8.	Ad hoc training for third countries	based on estimated needs	N/A
C9.	Pilot training for SBC	1 course, 1 Webinar	N/A
C10.	IBM training for senior management	1 pilot, 3 courses, 1 Webinar	7
D. Training Networks and Infrastructures			
D9.	Course in Educational Technology	2 courses of 12 weeks each, full online	6

6.3 Workshops/Meetings/Conferences

No.	Activity	Planned Actions
A. Educational Standards		
A1.	SQF for Border and Coast Guarding	Workshops upon request of the MS
A2	Common Core Curriculum for Border and coast guard Basic Education (CCC Basic)	2 Translators workshops
A5.	European Joint Master's in Strategic Border Management	EJMSBM 1st Graduation ceremony; Teachers educational network 3 Quality Assurance and Governance boards meetings 2nd iteration Admissions 2nd Iteration Opening and orientation
A6.	Quality Assurance system, policies and procedures development	up to 5 evaluation/review meetings for accreditation
A8.	Practitioners Research and Education Excellence in Border and Coast Guard Management	1 Research conference 1 Educational Excellence conference (concept development)
B. Pre-Deployment Training		
B1-B3	Intelligence professionals	Annual trainers meeting
B	EBCG trainers	2 Train-the-trainers workshops – EBCG trainers
B4.	Second-line Airport Officer	Mid-term trainers meeting
B5.	Land Border Surveillance Officer	1 Trainers meeting
B8.	Support to EBCG Operational Briefings	8 Briefings - Assisting to MS
B9.	Best practices for interpretation	1 Start-up meeting 1 Field/ fact finding visit
B10.	Basic EBCG course	1 Start-up meeting 1 Explanatory meeting for MSs
B11.	Training package for observers	1 Start-up meeting 1 Field/ fact finding visit
B13.	Return/Readmission Officer	Trainers meeting
B18.	EBCG exchange	1 Start-up meeting 1 Evaluation meeting

B19.	EBCG exercises	1 Start-up meeting 1 Evaluation meeting

C. Training Support for Border and Coast Guard Functions

C3.	Schengen Evaluators training	Preparatory meetings for SchEval development
C4.	False documents	Documents experts board
C6.	CIRAM risk analysts	Preparatory meetings for CIRAM training development
C7.	NCC operators	Preparatory meetings for NCC training development
C8.	Ad hoc training for third countries	Steering committee for SBC
C10.	Integrated Border Management	Preparatory meetings for IBM training development

D. Training Networks Infrastructures

D1	Training Needs Assessment	5 workshop meetings
D2.	NTC and PA networking	2 - 3 meetings
D4.	Annual training conference	1 meeting
D6.	Workshop on Virtual/Augmented Learning	1 meeting

6.4 Products / Deliverables

No.	Activity	Products
A1.	Course in "Course Design"	SQF trainers training and evaluation package
A2.	Common Core Curriculum for Border and Coast guard Basic Education (CCC Basic)	Updated CCC basic, promotional materials
A3.	Common Core Curriculum for Border and Coast guard Mid-level Training (CCC Mid-level)	CCC mid-level, promotional materials
A5.	EJMSBM review and update of curriculum and procedures	Reviewed and updated EJMSBM curriculum and procedures, promotional materials , EJMSBM movie
A6.	Quality Assurance system, policies and procedures development	Quality Assurance system, policies and procedures package; Courses accredited, qualifications validated, institutional accreditation received Trainers manual and training tool finalised and certified
B9	Support to EBCG Operational Briefings	Updated Training package
B13	Specialised training Escort leaders Training for National Multipliers	Updated training package Updated training package
B14	Forced Return-experts	Training package (E-learning tool for escorts)
B15	Forced Return-monitors	Updated training package
B16	Forced Return-specialists	Training package to be delivered
B17	Return Op. Exchange programme	Programme to be developed in TRU ICT platform
C1.	Fundamental Rights Training	EASO/FRA/Frontex Common eLearning module "Fundamental Rights and International Protection
C5.	English Language	Course book "English Language for Border and Coast Guard Functions"
C16	Educational board game	Educational Board Game
D4.	ICT Infrastructure	TRU ICT platform-Business Intelligence for learning analytics

ANNEX

Training Organised by Other Business Units

1. Joint Operations Unit

Sea, Land and Air Sector

Topic	Activities	Location
Operational Briefing	Induction Training	
Operational Debriefing	Induction Training	
VEGA Children Best Practices	Awareness Sessions	EU MS

2. Return Operations Unit

Topic	Activities	Location
Standardised Training for Escort Leaders	2-3 Courses	tbd
National Multipliers Training for GR, LV, LT, LU, MT, and CH	1 Seminar	tbd
Third Countries Return Officers (Multipliers, Escort Leaders, Escort Officers), for Serbia, Georgia, and Albania	2-3 Seminars	tbd
National Training seminars for Screeners	2-3 Seminars	Bulgaria

3. Risk Analysis Unit

Topic	Activities	Location
Practical Workshops on information exchange in Risk Analysis Networks	Training	tbd
Risk Analysis Training for RAN under FRONBAC project	Training	tbd
Debriefing Advisor Support	Awareness Session	EU MS

4. Frontex Situation Centre

Topic	Activities	Location
JORA user training	Training	tbd
FOSS user training	Training	tbd
Eurosur Fusion Services training	Training	tbd

5. Information and Communication Technology Unit

Topic	Activities	Location
Technical Training for Eurosur Communication Network Administrators:	1 course	Warsaw
Eurosur Application User Training	1 course	Warsaw

6. International and European Cooperation Unit

- **EAP** (Objectives: Facilitate the movements of persons and goods across the borders in the 6 EaP countries, and maintaining secure borders at same time, cooperation project)

Border guard/police training

Topic	Activities	SQF	Location
Development of VEGA book International edition	2 reg. workshops	5	EaP
Capacity building in border management	1 reg. training	5	EU
Crises Management	1 reg. workshop	5-6	EaP/EU
Contingency planning	1 reg. training	4-5	EaP
Maintaining EaP Network of partner countries	1 reg. workshop	4-5	EU
Second Regional Fundamental Rights training	1 reg. training	5	EaP
Interagency cooperation	1 reg. workshop	5	EaP/EU

Customs training

Topic	Activities	Location
Coordinated Border Management assistance for the realization of the national Single Window project	1 nat. training	Armenia
Border sanitary + phytosanitary control practice in EU	1 nat. training	Azerbaijan
Risk Assessment (personal/passenger behaviour and psychology, body language)	1 reg. workshop	EaP
Methods used for trafficking of drugs, cigarettes and goods. Investigation techniques	1 nat. training	Moldova
Classification of goods	1 nat. training	Ukraine
Training: Anticorruption for customs + border service	1 nat. training	Belarus

- **WB IPA II** (Objectives: Provide support to protection sensitive migration management to the Western Balkans and Turkey, 36 months, cooperation project with IOM, EASO and UNHCR)

Topic	Activities	Location
Training on advanced skills for detection of falsified documents	1 reg. Training	Netherlands
A-THB in human beings train the trainers regional training	1 reg. Training	Montenegro
Regional training in nationality assumption/screening	1 reg. Training	Montenegro
Regional training in interviewing techniques	1 reg. Training	Montenegro
A-THB train the trainers regional training	1 reg. Training	Montenegro
Training on advanced skills for detection of falsified documents	1 reg. Training	Netherlands

7. Press Office

Topic	Activities	Location
Media Training Sessions	Media Training Sessions for EBGT	EU