



2017 Training Needs Analysis

Introduction

Effective immigration officers need a range of core skills, knowledge and attributes to undertake their statutory duties. These skills and attributes can only be developed through comprehensive and structured training activities. To improve the skills and effectiveness of officers in the Pacific Islands it is essential therefore to understand their training environment and identify what gaps may exist. The PIDC training needs analysis (TNA) has been undertaken to better understand Members immediate training needs at the national level and provides a useful resource for the Secretariat, donors and law enforcement partner organisations in developing coordinated, targeted and prioritised training programmes in the Pacific.

Background

2. Since its establishment in 1996, PIDC has been delivering or facilitating the delivery of capacity building programmes for immigration agencies in the Pacific focussing on document examination, intelligence from around 2010 and more recently executive leadership and management training. The delivery of these training programmes has normally been in response to requests from Members during regular annual meeting discussions. PIDC has not mapped out members national training capacities in the past and this TNA provides an important opportunity to better understand Members' national training capacities, structures, limitations and priorities.

Objectives

3. The objective of the TNA was to determine existing national capacity to provide immigration training and identify PIDC Members capacity building gaps and priorities.

Methodology

4. The TNA was undertaken in two stages. Firstly, the Secretariat undertook a desktop study (using materials previously developed by PIDC and job descriptions kindly provided by Immigration New Zealand) to determine what general skills, core attributes and knowledge were required of immigration officers at junior, intermediate and supervisor levels. The Secretariat then designed and disseminated a survey questionnaire that was seeking to identify what institutional arrangements were in place to provide trainings to allow immigration officers to obtain these skills. The responses were analysed and common trends were identified to assist the PIDC Secretariat in developing a Capacity Building Programme for PIDC Members to consider and guide ongoing engagement with development partners, donors and capacity building service providers. Key question areas

included (a) formal training institutional arrangements; and (b) access to training materials for basic, intermediate and advanced immigration skills.

5. The TNA survey questionnaire circulated to Members excluded Australia and New Zealand as both countries had advanced formal training programmes. The national responses to the TNA questionnaire have been kept confidential only to be shared with the permission of the individual Members.

Results of the Survey and Assessment

6. Out of 17 members (excluding Australia/NZ) only 13 Members responded to the survey questionnaire. However, these responses help us understand Members training limitations and capacities that PIDC will need to strategically address in its ongoing training programme in the Pacific.

i. Institutional Training Arrangements

7. The survey reviewed members institutional training arrangements seeking to understand how members training programmes were managed and delivered in their respective jurisdictions. The questions looked at current training structures, practises, and approaches to delivering trainings (*summary of response is attached in Annex A*).

8. The majority of responding Members noted that while their organisations had access to national public-sector induction courses, 61% of responding Members reported that:

(a) they did not have any institutionalised formal training arrangements to train new and experienced officers;

- Immigration officers in these jurisdictions were usually introduced to their respective immigration roles through 'on the job' training and generally learnt their responsibilities through a 'trial and error' approach.

(b) while immigration training had been prioritised by their respective agencies, this prioritisation was not reflected in their budgetary allocations on training development;

(c) their organisations did not have specialist training officers;

- the majority of the remaining 39% reported that all senior officers were expected to deliver training programmes with only three responding Members reporting having specialist trainers;

(d) their organisation had not been previously provided any form of "train the trainer" programmes;

- This would largely explain the general lack of capacity by Members to develop training modules and sustainable training programmes;

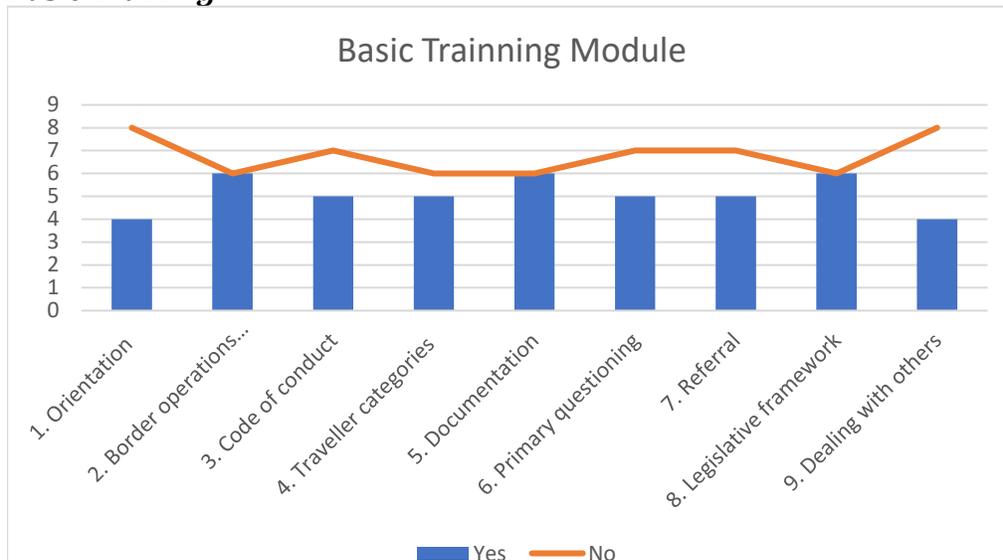
(e) due to the lack of formal training programmes these responding Members relied heavily upon the trainings provided through PIDC and other partner organisations.

9. Members advised that in terms of support for their national training efforts, PIDC and partner organisations could aim to:

- continue providing capacity building through workshops to support relevant areas of immigration;
- provide training on the development of standard operating procedures, immigration policies and strategic policy advice, and document and intelligence training relevant to the region;
- maintain a registry of skilled trainers who deliver immigration training in the region;
- maintain funding for Members to participate in trainings;
- provide options for PIDC members to self-fund additional participants to participate in PIDC coordinated trainings;
- provide immigration training materials; and
- develop easy reference materials such as checklists and rationales.

ii. Immigration subject matters

Basic Training



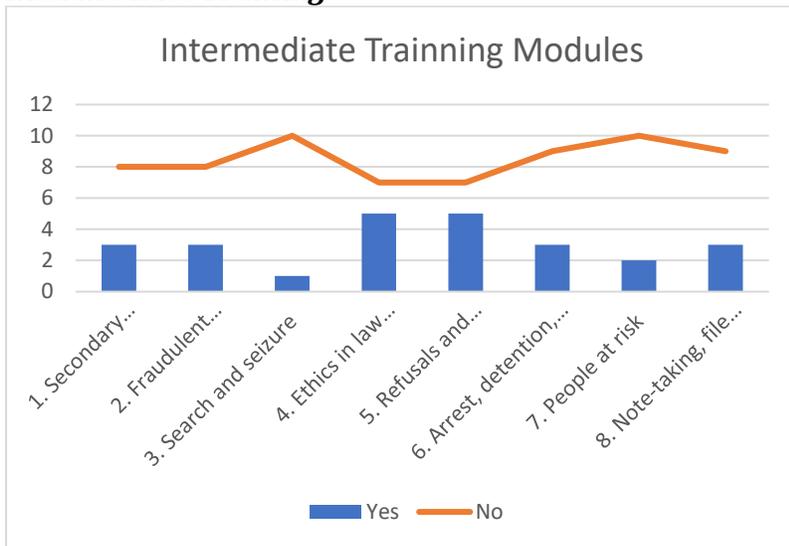
KEY

1. Orientation to the organization and officer's role
2. Border operations orientation
3. Code of conduct, diversity and race relations
4. Traveler categories & identification requirements
5. Documentation
6. Primary Questioning
7. Referral
8. Legislative framework
9. Dealing with others and personal safety

Graph One

10. Generally, around 31-46% of reporting members indicated having access to some form of basic training programme (refer to Graph One for list of basic training subject matters). However, quite significant was the high percentage of members reporting on the absence and lack of basic training modules institutionalised into their training programmes with around 46 – 61% generally not having some form of basic training modules. Majority of immigration departments appear to have placed a low emphasis on the value of orientation to the organisation with around 61% indicating the absence of an orientation module in their training programme.

Intermediate Training



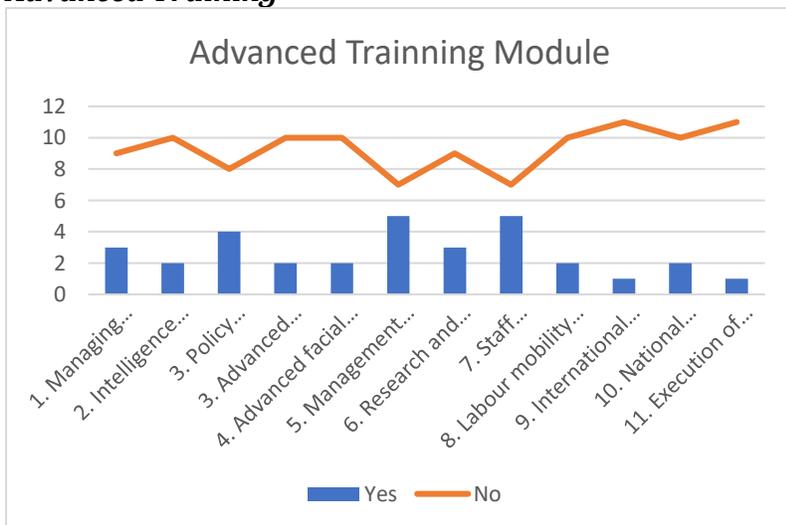
KEY

1. Secondary questioning/investigative interviewing
2. Fraudulent documents and imposters
3. Search and seizure
4. Ethics in law enforcement
5. Refusals and removals
6. Arrest, detention, temporary admittance
7. People at risk
8. Note-taking, file creating and report writing

Graph Two

11. A significant majority of Members reported having no access to intermediate level immigration training modules (refer to Graph Two for list of intermediate training subject matters). The most common reported intermediate training area that members lacked expertise or national structures to deliver and support was “search and seizure” modules. This could be attributed to members prioritising document examination as the key immigration foundation knowledge with ‘search and seizure’ lacking the same level of prominence in the PIDC training schedules.

Advanced Training



KEY

1. Managing complex investigations
2. Intelligence gathering
3. Policy development
4. Advanced document examination
5. Advanced facial image comparison
6. Research and statistical capacity
7. Staff management and leadership
8. Labour mobility and labour markets
9. International trade in service and agreements
10. National economic policies
11. Execution of search warrants and vessel search

Graph Three

12. The majority of Members reported that they did not have the capacity to provide training for advanced immigration skills (refer to Graph Three for list of advanced training subject matters) with approximately 76 – 84% of members reporting the absence of specific advanced training modules across 10 areas. The graph clearly illustrates member’s capacity and institutional limitation across the entire PIDC membership on advanced training modules. The advanced subject matters ‘international trade in-services agreements’ and ‘execution of search warrants’ was identified as the most common training modules not available to Members (84%).

Ranking of Training Priorities

13. Members were asked to rank in order of priority skills that they required support with according to their respective national training levels (*summary of response attached in Annex A*). The following table provides a summary of Member’s priority gaps and identifies key areas of training where Members require support. This information allows the Secretariat to prioritise interventions based on key gaps identified by Members.

Training Module Level	National priorities (According to most commonly cited)
Basic Training	<ol style="list-style-type: none"> 1. Legislative framework 2. Traveller categories and processing/primary questioning 3. Code of conduct, diversity and race relations, standards of professionalism
Intermediate Training	<ol style="list-style-type: none"> 1. Secondary questioning/investigative interviewing and Fraudulent documents and imposters 2. Refusals/removals and arrest, detention and temporary admittance 3. search and seizure and note taking, file creation and report writing
Advanced Training	<ol style="list-style-type: none"> 1. Intelligence gathering 2. Research and statistical capacity 3. Labour mobility and labour markets

Regional generic training manual for PIDC administrations to adapt

14. A significant majority of Members requested that the Secretariat develop a regional generic training manual for administrations to adapt for training purposes at all training levels (basic, intermediate and advanced).

Conclusion

15. At the 2016 PIDC Regular Annual Meeting, Members agreed that the collective approach to addressing Members’ training needs had to be coordinated through PIDC and that priority should be placed on the development of a basic immigration curriculum that PIDC members can model their national training programmes against in a ‘fit for purpose’ approach. This approach was again reflected by the majority of Members’ responses to the Secretariat’s TNA questionnaire.

16. The TNA survey identified that the majority of responding Members lacked the capacity and internal structures to support or develop national immigration training

programmes. While public sector induction training programmes were commonly available, there was currently limited support for specialist immigration training programmes.

17. A common theme for most responding Members was a significant reliance on PIDC training programmes as a means to resolve the limitations of national capacity building activities that were based mainly around on the job training approaches. Even where Members have undergone structural reforms, the feedback received highlight limited training programmes and a lack of systematic and sustainable long-term arrangements or structures to provide the necessary skills for immigration officers. This is also reflected in the limited train the trainer programmes that Members report they have had access to.

18. In terms of access to training modules for the various skills, attributes and knowledge required for immigration officers at the basic, intermediate and advanced levels, Members have identified that there is a need for the Secretariat to develop a regional generic training manual that can be adapted at the national level. Members have identified priority areas for the development of these manuals and while the Secretariat has developed training modules previously, these need to be revisited and completed to ensure they are aligned with regional and international standards and best practices.

Recommendations

19. In light of the issues and challenges highlighted by Members at the 2016 Regular Annual Meeting and through the TNA survey, the Secretariat has developed a number of recommendations that the PIDC Members can consider for possible implementation.

20. These recommendations seek to (a) build the long term capacity where appropriate of Members to provide their own basic and advanced training through the development and regional adaptation of a generic immigration training manual; (b) support Members receiving advanced immigration training through engagement with donors and partner organisations (DIBP, INZ, UNHCR, IOM, UNODC, Bali Process); and (c) developing the capacity of PIDC to support the training activities through the provision of resources, information and strategic direction.

21. Central to these recommendations is a need for PIDC Members to consider strengthening investment in their national training programmes. This requires empowerment of managers and leaders to recognise the strategic importance of investing in structured training programmes tied to advancement for the future of their respective organisations.

Short term

- Establish a model generic PIDC immigration curriculum that Members can easily access and adapt in a 'fit for purpose' approach at the national level;
- Develop a regional generic basic immigration training manual and provide support to Member administrations seeking to adapt the manual for national purposes;
- Support the continuation of INZ PRIIP and DIBP RSDP advanced document examination course, intelligence and intelligence training relevant to the region as

the courses supports immigration agencies that do not have any national training programmes;

- Develop border control checklists for PIDC members;
- Establish a directory of immigration trainers who deliver training in the region for reference to advise Members;
- Engage with Donors and partner organisations for delivery of short term training activities that align with Members priorities identified through the TNA;

Medium term

- Explore training options on the development of immigration policies and the provision of strategic immigration policy advice;
- Support specialist Capacity building and strengthening workshops and short-term trainings in relevant specific immigration areas;

Long term

- Explore options for developing intermediate and advanced training packages specifically for managers, supervisors and frontline compliance officers to develop their skills in these specific areas;
- Explore options of developing 'train the trainer' courses with the view of supporting Members establish sustainable national training structures;
- Develop standard operating procedures (SOPs) training products or generic model regional SOPs that can be adopted on a 'fit for purpose' approach by member agencies;

Annex A: Survey Questionnaire Response Summary:

Section One Response Summary:

PART ONE: Institutional Training Arrangements	TOTAL	
	Yes	No
1. Does agency have any Formal training programme with training programme with set curriculum and training modules	5	8
2. If no, how is training provided (on the job training, ad hoc training lectures etc)		OTJ
3. Do you have an immigration agency induction programme for new recruits	8	4
4. Do you have a national public-sector induction training programme for new recruits	10	3
5. Is Capacity Building and training clearly prioritised in corporate plan and agency budget	8	2
6. Name, if any, immigration officer tasked with providing/coordinating training	5	8
7. Have your trainers received "Train the Trainer" Training	5	8
8. Does your agency have current job descriptions outlining desired skills, knowledge and attributes for each position?	10	1
9. Would you support the PIDC Secretariat in developing a generic immigration training manual that can be adapted by Members at the national level.	13	0
10. Would you be able to access training material and videos if they are made available on the PIDC Website?	11	2
11. What type of assistance would you require most from the PIDC Secretariat and principal donors?		

KEY

OTJ - On the Job Training

Question 11: What type of assistance would you require from the PIDC Secretariat
<ol style="list-style-type: none"> 1. Development of checklists and rationales 2. More on capacity building on relevant trainings 3. Request PIDC and principal donors to facilitate frequent relevant Immigration trainings so that representatives from interested countries can participate. Also, it will be helpful to circulate details of the skilled consultants and trainers who will be available to deliver training in the specific country if any of the pacific countries are interested in their service either by funding themselves for the travel or with help of full/partial funding from donors 4. Training for officers 5. Capacity building and strengthening through training, workshops and support in most areas of immigration 6. 1. Developing SOPS, 2. Developing Policies 3. Strategic Policy advice 7. Funding for participants as well as training materials

Section II Response Summary

Basic Training	Yes	No
1. Orientation to the organisation and the immigration officer's role	4	8
2. Border operations orientation	6	6
3. Code of conduct, diversity and race relations, standard of professionalism	5	7
3. Traveller categories and processing	5	6
4. Status document and identification requirements	6	6
5. Primary questioning	5	7
6. Referral	5	7
7. Legislative framework	6	6
8. Dealing with others and personal safety	4	8
Intermediate Training	Yes	No
21. Secondary questioning/ investigative interviewing	3	8
22. Fraudulent documents and impostors	3	8
23. Search and seizure	1	10
24. Ethics in law enforcement	5	7
25. Refusals and removals	5	7
26. Arrest, detention, temporary admittance	3	9
27. People at risk	2	10
28. Note-taking, file creation and report-writing	3	9
Advanced Training	Yes	No
29. Managing complex investigations	3	9
30. Intelligence gathering	2	10
31. Policy development	4	8
32. Advanced document examination	2	10
33. Advanced facial image	2	10
34. Management and public-sector administration	5	7
35. Research and statistical capacity	3	9
36. Staff management and leadership	5	7
37. Labour mobility and labour markets	2	10
38. International trade in-services agreements	1	11
39. National economic policies	2	10
40. Execution of search warrants and vessel search	1	11

Section III: Summary of ranking levels

Basic Training	Rank 1	Rank 2	Rank 3
12. Orientation to the organisation and the immigration officer's role	4	5	1
13. Orientation - border operations, processes and systems	1	5	2
14. Code of conduct, diversity and race relations, standard of professionalism	5	1	3
15. Traveller categories and processing	1	7	0
16. Status document and identification requirements	3	4	0
17. Primary questioning	2	7	0
18. Referral	3	5	1
19. Legislative framework	7	1	0
20. Dealing with others and personal safety	4	5	0
Intermediate Training	Rank 1	Rank 2	Rank 3
21. Secondary questioning/ investigative interviewing	6	3	1
22. Fraudulent documents and impostors	6	3	1
23. Search and seizure	4	3	3
24. Ethics in law enforcement	5	4	0
25. Refusals and removals	3	7	0
26. Arrest, detention, temporary admittance	3	7	0
27. People at risk	3	5	1
28. Note-taking, file creation and report-writing	4	2	3
Advanced Training	Rank 1	Rank 2	Rank 3
29. Managing complex investigations	8	2	0
30. Intelligence gathering	9	2	0
31. Policy development	7	2	1
32. Advanced document examination	4	5	1
33. Advanced facial image	4	5	1
34. Management and public-sector administration	3	5	1
35. Research and statistical capacity	1	7	1
36. Staff management and leadership	4	4	2
37. Labour mobility and labour markets	2	4	5
38. International trade in-services agreements	4	2	4
39. National economic policies	3	5	2
40. Execution of search warrants and vessel search	3	6	1