



Agenda item 9: Training Needs Analysis

Recommendations

PIDC members are invited to:

- 1) **endorse** the findings of the Training Needs Analysis outlined in the attached report;
 - 2) **task** the Secretariat to review the Training Needs Analysis report recommendations with the view of establishing and implementing a targeted regional training programme;
 - 3) **endorse** the development of a generic model PIDC immigration curriculum with basic introductory training modules for Members to adapt as required;
 - 4) **strongly encourage** Members to adapt the generic model PIDC Immigration curriculum and draft training modules as a basis for developing national immigration training structures and processes;
 - 5) **encourage** partner organisations to support the provision of intermediate and advanced immigration and law enforcement training in the region;
 - 6) **welcome** existing training activities being provided through PRIIP and RSDP as well as by UNODC and UNHCR and support their continuation; and
 - 7) **endorse** the establishment of a Board Training Sub-Committee to coordinate and prioritise training activities to be undertaken by the Human Resource Sub-Committee.
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Purpose

1. To brief Members on the Training Needs Analysis (TNA) undertaken by the Secretariat and seek endorsement of the report's findings and recommendations.

Background

2. Since its establishment in 1996, PIDC has been facilitating the delivery of capacity building programmes for immigration agencies in the Pacific focusing on document examination, facial recognition, intelligence and more recently executive leadership and management. The delivery of these training programmes has normally originated out of members request during regular annual meeting discussions. PIDC has been unable to map out Members national training capacities in the past and this TNA provides an opportunity to understand national training capacities, structures and limitations in PIDC jurisdictions.

Findings

3. The TNA report (*attached as Annex A*) highlights the lack of national capacities and internal structures to support or develop national immigration training programmes amongst reporting members. A lot of government budgetary and institutional emphasis tend to be placed on public sector induction training programmes with little emphasis on immigration specialist training programmes.

4. What appears consistent in the survey responses was Members' reliance on PIDC capacity building programmes to support national training limitations for specific skills required for immigration officers. Most Members reported that they had been unable to fully develop their respective immigration training programmes or put in place structures to address their on-going training limitations and needs. The majority of PIDC members noted that the skill gaps faced by their officers could be directly linked to the lack of training structures and possibly a lack of priority placed on developing comprehensive training plans. Members on the whole advised that they relied heavily on trainings offered through PIDC by the Secretariat and donor and partner law enforcement agencies.

5. Members advised that while there had been national efforts to establish basic introductory training modules, the majority used "On the Job Training" skills training that was based on a 'trial and error' approach for many officers. Members noted that there was a need for intermediate and advanced training modules to boost a Member wide skills shortage at these levels. In addition, Members that did not have training structures noted the need for 'train the trainer' programmes to support their capacity building efforts.

Strategic Implications

6. The proposed recommendations support the implementation of training and capacity building objectives contained in the PIDC Constitution, the 2016 – 2018 Strategic Plan and the Results Management Suite.

Financial Implications

7. The Secretariat proposes as part of its work plan for 2017/ 2018 to coordinate a sub-regional meeting of training and capacity building specialists from PIDC Members to: (a) compile a model immigration training curriculum; (b) assist in developing basic introductory training modules; (c) map out key advanced skills required by immigration officers; (d) identify potential sources for these specialist trainings; and (e) review the potential for the development of a sustainable 'Train the Trainer' programme.

8. In addition, the Secretariat is looking to host two regional workshops linked to training and capacity building to develop PIDC Officers skills around: (a) the development of Excel databases to strengthen national and regional data collection efforts; and (b) profiling and targeting to enhance border protection and sharing of information.

Conclusion

9. The TNA highlighted the need for PIDC to support Members in developing national training modules that could be amended and improved at the national level by Members themselves. As such the Secretariat considered that the best way to support Members was to: (a) develop generic regional introductory training modules on basic skills needed by Immigration Staff for Members to adapt with Secretariat support; (b) develop 'train the trainer' programmes with a focus at establishing national training structures that could be sustained by members into the future; and (c) engaging with donors and partner law enforcement agencies for the delivery of training for more advanced immigration skills such as profiling, document examination and managing immigration related investigations.

10. In light of the issues and challenges highlighted by the TNA survey, the PIDC membership could consider the following options to address member's training needs:

Short term

- i. Establish a model generic PIDC immigration curriculum that Members can easily access and adapt in a 'fit for purpose' approach at the national level;*
- ii. Develop a regional generic basic immigration training manual with training modules and provide support to Member administrations seeking to adapt the manual for national purposes;*
- iii. 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;*
- iv. Develop border control checklists for PIDC members;*
- v. Establish a directory of immigration trainers who deliver training in the region for reference to advise Members;*
- vi. Engage with Donors and partner organisations for delivery of short term training activities that align with Members priorities identified through the TNA;*

Medium term

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

Long term

- i. 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;*
 - ii. Explore options of developing 'train the trainer' courses with the view of supporting Members establish sustainable national training structures;*
 - iii. 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.*
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