

D3.1 Human factors and motivational issues in border guards' work: in the front of Smart Borders – Summary

D3.1 presents a state of the art of human factors in border guards' (BGs') work. The emphasis is on human factors that are likely to be influenced by the new technology and automation and the introduction of the Smart Borders. Smart Borders will rely on new, effective technologies and databases and therefore accelerate the implementation of intelligent, biometrics based identification technologies such as Automated Border Control (ABC) gates, self-service kiosks, handheld devices and mobile equipment. In particular, this deliverable focuses on the process of "smarter borders" i.e. the border-related technologies and how they influence the border guards' work and their operational environment from the perspective of human factors. The deliverable looks at the legislative proposals of the European Commission aiming to improve external border management and contribute to the fight against irregular migration as well as the regulation amending the Schengen Borders Code to incorporate the functioning of the systems.

Over the last ten years, the implementation of ABC at airports has bloomed worldwide and, in many EU countries, border organisations already have experiences from both border guards as well as travellers side. The motivation of border guards is one human factor having an impact on the immediate task performance at the e-gates. The successful operation of the ABC system unquestionably requires border guards' acceptance of the system. According to Frontex (2012),¹ pro-active change management to engage staff and address their concerns has proven successful in reducing resistance to the introduction of the ABC implementation. In addition, initial and follow-up training will be required so that officers can operate the system successfully and contribute to its enhancements. The deliverable concentrates on first line checks. The second line is only very generally handled.

The deliverable also has its main focus on the border guard work and the organisational aspects to be taken into account when developing the work and introducing new technologies, processes and procedures at border crossing points. The present report analyses the existing management of border guard and border police organisations. Indicators of the human factors of border organisations in the whole of Europe have been looked at. It was found that very few human factors indicators concerning border guard/police are publicly available. One reason for this was that the border control duties are under different organisational schemes, whether border guard or police, according to the country. In BODEGA, all border types, air, sea, land and rail borders, are taken into consideration in the discussion of the human factors.

Authors:

Sirra Toivonen, Marketta Niemelä, Benjamin Taylor, Mari Ylikauppila, Nadezhda Gotcheva (VTT)

Maisa Anttila (RAJA)

Panagiotis Mertis (KEMEA)

Christine Megard, Sonia Huguenin (CEA)

Virginie Papillault, Grigore Havarneanu (UIC)

Fabio Ruini (Z&P)

Pierre Goetz (CEIS)

Blagovesta Nikolova (UNamur)

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¹ Frontex. 2012. Best Practice Operational Guidelines for Automated Border Control (ABC) Systems.

