

Front Line Risk Management Training for Jordan National Customs

Final Report

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Abbreviations and Acronyms

AMIR	Achievement of Market-Friendly Initiatives and Results Program
DG	Director General
HS	Health & Safety
JCD	Jordan Custom Department
MTF	Mobile Task Force
OH&S	Occupational Health & Safety
SAT	System Approach to Training
SME	Subject Matter Expert
SMEAC	Situation, Missions, Execution, Administration and logistics, Command & Communication
SOW	Scope of Work

Abstract

This report presents an overview of front line officer training that was provided to a small group of Jordanian Customs officials. The officers were to initiate some of the formalities towards the strategic approach to training methodology. The Jordan Customs Department will need to seriously consider alternative measures, in addition to the initiative of this consultancy to set in motion a culture of continuous improvement. High quality training, professionally equipped officers, and a capability of mobilizing competent operatives at short notice to ensure the integrity of Jordan's borders are fundamental elements for fulfilling the customs mandate.

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Executive Summary

The training of front-line Jordanian Customs officers has been, in effect, an “on the job training” regime without structure or accountability. The implementation of the newly-adopted “Systems Approach to Training”(SAT), or any training system in an organization, requires a significant commitment at all levels from the organization’s chief executive to front-line officers so that organizational and personal benefits can be realized.

This objective of this assignment was to conduct a workshop for a small group of selected Jordanian Customs officers in “Front Line Risk Management Training” and training methodologies. The officers were to utilize some of the formalities of SAT, but primarily initiate a formal training regime within the Jordan Customs Department (JCD). The proposed strategy to achieve a feasible outcome was to conduct a three-day workshop on the “Fundamentals of Train-the-Trainer and Search Operations” for selected officers. It was soon realized that such goal was over-reaching and that a change in approach was necessary to achieve a lesser outcome that would focus on an introduction. Furthermore, it was discovered that commercial aircraft search currently is not a responsibility of the JCD under the shared responsibilities of the various border agencies.

The prior planning and action for this assignment by AMIR Program staff on behalf of JCD officials appeared to be in accord with the consultant’s expectations. However, upon closer scrutiny, such preparatory work appeared to have little impact because the event was burdened with a selection of “trainee trainers” who:

- had not read any of the advanced written material promulgated by the AMIR Program;
- were not selected against the AMIR Program’s “Training Event Candidate Profile”;
- had no knowledge of their expected role, as a result of this assignment; and,
- had cultural expectations and necessities that denied a full day’s work effort to less than three hours a day.

The disseminated AMIR materials were prepared in the English language only, since it was assumed that the officers read and conversed in English. Regrettably this was not the case and the volume of material was too great to have translated for immediate usage during the event. The consultant, an Arabic speaker, discovered during the consultancy that he did not have the vocabulary or dialect to freely converse in Jordanian-Arabic.

Time was one of the most crucial yet unmanageable factors to deal with for the front-line Jordanian customs officers. The lack of organizational and individual prior preparation contributed to the many delays and failings. This included officers having to attend work commitments, meetings, answer telephones, and attend to other interruptions before and during training activities. Further, some officers had difficulty and lacked commitment in preparing for the role after work hours. The selected training officers and their respective trainees had no official access to email, while some had personal access via “hotmail”, which was not utilized. Therefore, communication was restricted.

Despite these impediments, it is pleasing to advise that the general demeanor and experience of the JCD officers are of equal status to those of other customs authorities, particularly in terms of inspection skills at this stage of initial training. However, regard for matters of intelligence collection and health and safety (HS) were of a far lesser standard. Issues relating to roles and responsibilities to information intelligence and crime scene management were not addressed in any detail, as they were not an integral component of the training program. However, it was apparent that knowledge of forensic evidence and crime scene management was lacking and should be considered for future training. The basic fundamentals of officer HS, a goal of this assignment, appeared to have totally captured the five attending trainees. These officers, some being supervisors, had not been availed of any training or equipment that would protect them from harm, nor encourage them to venture further than a cursory examination with some inspections. The consultant could not conclusively verify that neither a legislative provision nor JCD policy existed for officer on-the-job HS responsibilities.

Officers were observed conducting inspections in a variety of dress uniform styles at three different operational posts. The adopted dress code may contribute to a short and long-term danger to officer HS issues. The AMIR Program permanently issued each participating officer with personal protective equipment and inspection tools for operational usage.

The responsive behavior of the public towards customs officers is not in accord with that afforded to other disciplined organizations (Police and Defense), and customs officers in other countries. Due to the public's expectation of authority, inner and outer behaviors may cloud the rationality of customs officers in the identification of potential suspects. Inspection skills were relatively basic, as were aspects of leadership/management concepts for such activities. Attention focused on space appreciation and systematic search, with greater regard for the management of HS and to a lesser extent, crime scene management. The standard attained was less than desirable. While none of the six selected officers met the recommended candidate profile, two gave a sterling commitment towards their personal presentations to trainees. However, only one trainee met the criteria with additional preparation. The targeting of cargo, vehicles and persons was not addressed in any detail due to time constraints. Relevant formal training data in the form of a power point presentation on persons and vehicles were made available on compact disc for future access and usage. Three to five days need be allocated the training, coaching and assessment of officers in each area of interest.

Time became a crucial daily issue. Practical search scenarios were far less frequent than desirable, hence no provision for personal development. Feasible assessment process of officer performance could not be undertaken. Meetings were had with the individual directors at each station prior to or during the training event. While each offered support in whatever capacity they could, the operations of the facility took precedence. Female officers were not seen in any operational inspection or administrative role. This is an operational deficiency from a targeting and inspection perspective. In event of an accident, knowledge of first aid/trauma management appeared lacking. Basic equipment was not seen at any station. Aircraft search was a non-event from the outset. Regard for the roles of other agencies appeared sufficient. Regrettably, no answers were offered as to the search of known suspect locations on aircraft. The Director Passenger Processing saw value with such training, but could not make any commitment at that juncture.

A meeting with the Director of Customs Training revealed that they had no knowledge of this consultancy, was not asked to provide any assistance whatsoever; and, had little knowledge of the adopted SAT. The Director assured that whatever training assistance the facility could offer, will be made available. A supported full-time inspection training team together with a competent unit defined as a “Mobile Task Force” is significant characteristics for goal setting and implementing organizational change sooner. A full-time training capability in inspection responsibilities and skills would ensure that training and assessment standards are consistent across the nation, and become a central point for expert advice and information.

For any future related training assignment, it is recommended that:

- The consultant be on the ground to review all related stakeholders, including trainees, months before such an event.
- The proposed plan of action for any training event be endorsed by the relevant Executive, Directors Managers and Supervisors to minimize interference.
- Initial training be conducted away from all operational theatres and potential interruptions.
- The SAT and methods of instruction be managed and delivered by the JCD Training Centre to selected officers required to perform the role of the subject matter expert (SME).
- A representative from AMIR or the nominated consultant take part in the selection process of future proposed SMEs.
- Train and evaluate SMEs over a three month period, in two distinct phases: (i) conduct a 17 x 10 hour-day live-in program on all aspects of front line activities, including trauma management (excluding ship search); and, (ii) not less than four weeks after phase 1, assess trainee SME technical field instruction and coaching on at least two x 3 - 5 day training program.
- Training and front-line officers must be adequately equipped to perform and seen to be performing the inspection role in a professional manner. An appropriate official directive may be necessary to ensure uniformity in dress code and demeanor.
- Research be undertaken to verify whether or not a legislative provision exists for officer HS. If not, then in the interim an appropriate directive may be necessary for all levels to exercise a responsible level of “duty of care” to front line officers.
- Women are encouraged to part-take in front line inspection responsibilities.
- Front-line officers and training staff be availed access to the organizational email system to formalize and expedite communications; and enhance networking both nationally and internationally with other customs authorities and designated consultants.
- Research be undertaken to determine whether or not aircraft are searched and by whom. Further, make modifications to current commercial aircraft search authority so that the JCD is afforded access to meet its legislative responsibility.
- Establish a full-time national inspection training capability.
- Establish a mobile task force capable of performing all inspection responsibilities throughout the jurisdiction of the JCD.

1. Introduction

The key objective of this assignment was to conduct a workshop for a select group of Jordanian Customs officers in front line risk management techniques and training methodologies, who in turn would conduct the risk management training techniques to their respective peer group. Further, this group would become the nucleus of a training regime of such skills developing into Subject Matter Experts (SME) and fulfilling in whatever capacity possible, the adopted Systems Approach to Training (SAT).

The likelihood of success of such assignment from the consultant's perspective was achievable, subject to a range of criteria being met before commencement. Sadly, the criteria could not be met in most aspects and as a consequence, very little was achieved towards this goal. Throughout the event, the consultant conversed with many officials and front line officers, and made several observations at the nominated operational ports – Jabir; Amman International Airport Cargo and Passenger; and Amman Customs House.

This report principally focuses on the events as they occurred, together with observations and experiences to produced recommendations that will contribute towards achievable and beneficial outcomes for the Jordanian Customs Department (JCD). The recommendations included herein support the initiative of this consultancy to generate a team of SME training officers; and, give strong regard to the development of a mobile task force whose capabilities will be endless under the jurisdiction of the Director General (DG).

Upon arrival and reviewing the ground for such activities, including the meeting of Directors and some of the nominated trainee SMEs it was noticeable that the event was to be difficult:

- (a) Aircraft search training was not possible, due to the restriction imposed by the “Royal Jordanian”; and,
- (b) The trainee SMEs did not speak English whatsoever and the consultant's Arabic dialect and vocabulary was visibly inadequate.

The Directors gave whatever encouragement and support they could towards the event.

2. Occurrences and Outcomes

At this stage, a change in approach was necessary to at least attempt to achieve a feasible outcome, without having regard for the unexpected. See Annex A. Hence, two phases of training were scheduled:

- Coach the “Train the Trainer”; and,
- Assess the “Trainer conduct Training”

It was easy to plan, but found most difficult to pursue.

At the commencement and during Phase 1, the event clearly highlighted a considerable break-down of communication and a lack organizational and personal discipline at various levels of the JCD. Further, the likelihood of achieving the expected outcomes diminished as the day progressed for the following reasons:

- a. Five of the six officers selected SME attended. The sixth officer appeared to be too busy.
- b. None of the trainees assigned by the JCD had selected against the “Training Event Candidate Profile” as prescribed by AMIR.
- c. The trainees had not been afforded any of the advance written material by AMIR.
- d. None of the trainees appeared to have ready access to the organizational email and computer systems for direct communications and research;
- e. Neither had any knowledge of the existence of the or a “Systems Approach to Training”, let alone aware of any AMIR initiative toward developing a training regime for the JCD;
- f. Neither officer had prior knowledge of their expected role;
- g. Only one officer had any prior knowledge and experience in training; and,
- h. Time was one of the most crucial yet unmanageable factors to deal within the JCD regime during this event.

Cultural demands and necessities contributed towards a significant loss of time each day in all or some of the following:

- Travel to and from during work hours (including pick up of return of participants);
- Security check points (officers continually challenged);
- Waiting for participants to arrive;
- Waiting to speak, meet, gain approval, and/or show respect to the director of the selected location and be subject to several interruption during such process;
- Last minute determination of suitable training venue;

- Selected training venues were unsuitable in most instance – poor ventilation, noise and white boards were unusable;
- Classes were regularly interruption by impromptu visitation by friends and officials; SME and trainees had to attend work or meetings during scheduled classes;
- SME and trainees were called out to answer telephone or their own mobile phones; and,
- Religious necessities and lunch would take in excess of an hour each day.

The scheduled 18 hour training/workshop for an expected select group of competent training officers was reduced to approximately seven hours. This was subsequently supplemented by a further 3.5 hours on another day in an attempt to generate some added value from the event, particularly the SME training.

3. Technical

3.1 Occupational Health and Safety - Duty of Care

The basic fundamentals of officer occupational health and safety (OHS) in the operational environment were a training goal of this consultancy. An identified concern from the outset of the consultancy is the existence of legislation or JCD policy to exercise some degree of duty of care for staff and the workplace. On arrival in Amman, it was obvious by observing the various community activities on building sites and the streets that if legislation existed, it is not enforced. Upon entering the JCD operational sites, it was no different from the rest of Jordan and is an issue of concern. It appeared that neither by legislative provision nor policy within the JCD are matters relating OHS in the workplace covered.

During presentations at both SME and trainee level, OHS was not a regularly discussed subject, nor supported in terms of providing personal protective equipment or search tools. In essence, work performed by the JCD officers is a case of “do what you can with what you have and at your own peril”. During the consultancy presentations the officers did demonstrate a higher than normal level of interest in this topic and application that the subject of their personal safety was part of the training.

Officers were observed conducting inspection tasks in a variety of dress uniform¹ styles at the three different operational posts. The current adopted dress code is both a short and long term danger to officer health and safety. Open neck clothing with short sleeve provides greater exposure to the elements – increased rate of dehydration, pores of skin opened to absorb atmospheric particles in every search environment, as well as offering no protection to skin tissue during each task. Gloves and other body tissue protective wear are not employed. Footwear became another factor of concern – every combination from slippers, sandals, dress shoes and the rare boot. Little protection is afforded in event of a slippage or fall of heavy item on the toes, and no ankle support.

An issue relating to both uniform and risk assessment became apparent during the training sessions. Any uniform in any organization contributes towards many psychological and physical benefits. A correctly worn uniform can offer protection from the elements and simultaneously demonstrate authority. Any person in such position is afforded respect from the onset without a word being exchanged (subject to demeanor). This is an ideal opportunity for the uniformed person to assess the body language of the potential suspect. While not thoroughly researched during this assignment, summed observations concluded that the JCD uniform is not worn to any code of dress. The officers are seen to be on the defensive at most times when challenged.² The question is worthy of pursuit. Is the responsive behavior of the public, “normal” toward JCD front line officers given their appearance and what impact does this have on the assessment of potential suspects who may be tainted by abnormal behavior? Another vital dimension to the image and safety factors is the wearing of uniforms with a

¹Issued uniforms include short-sleeve shirt and trouser. Short sleeves were only seen worn during activities. Footwear – personal choice, included sandals.

² There may be other factors not known to the consultant causing this defensive posturing.

prominent signage “CUSTOMS” and when outside, particularly amongst the busy and dangerous traffic area, a high visibility vest.

Officers who undertook training as a trainer and trainee, during this event were personally issued with some minimal personal protective equipment and inspection tools, procured by USAID through the AMIR Program. List of items supplied appear at Annex B. When issued with such, they initially laughed but found themselves protected from the environmental elements and could conduct a search activity without fear or concern. A strong sense of pride was enjoyed by all and envy by those looking on. (See Images at Annex C) The quality of locally procured equipment was sub-standard, and excessively expensive.

Experience tells that if an officer feels unsafe about something, he/she is less likely to pursue matters to a degree of finality; less likely to express such view to colleagues; and would not wish to be seen delaying or being incompetent about a task. Conversely, younger officers are likely to take greater risks because of not knowing better. Older officers would be more inclined to make a judgment based on past experience than inspect at some risk of injury. A supported safe working environment provides avenues for a thorough assessment and inspection at all levels.

3.2 Training

3.2.1 Subject Matter Experts

In hindsight, this event required coordinated support and firm commitment from all elements of the JCD. The SME were selected from three different stations, each reporting to their respective directors. Their appeared to be neither co-ordination in the selection process between directors nor any strategy to ensure their role would be supported before during and after this consultancy. Given that the SME nominees had very little prior knowledge of their expected role and ill prepared, the officers could only be afforded an introductory level of instruction in some facets of the subject matter, and methods of instruction. All related material communicated to the SME nominees, their directors and data generated by AMIR for the event was in English only. Consequently the consultant formed the view that all communicated in English. This was a poor assumption.

The selected SME were primarily supervisors with commitments and responsibilities at their respective areas. The exact circumstances are not known to the consultant, but it appeared that these officers had to be consulted on several issues throughout the day. This caused delays and interruptions throughout the consultancy. Whether or not these officers are the best choice for such a vital step in organizational change is not being challenged by the consultant. However, whoever may be tasked with such in the future, appropriate managerial contingencies must be engaged and complied with.

3.2.2. Training Materials

Adequate training materials were ready to conduct training sessions for this consultancy Training data in the form of a power point presentation on persons, vehicles and commercial vehicles were made available on compact disc. Further, text handouts on search of aircraft,

persons, boats, commercial vehicles and luggage were also made available. Despite all of what was available, whilst none were created specifically for the JCD, very little of the material on hand was utilized to the desired extent by the consultant, principally due to having to address the basics and the lack of time available per day. Some training material on “inspection” related subjects was shown to demonstrate the plethora of data available, what can and needs to be generated to depict various factors, and the time required to formally present and train personnel in such subject matter.

The creation of training material specifically for the JCD required more time than this consultancy could achieve. However, it is considered that the configuration of manuals is best designed by the respective agencies to meet training and on-the-job usage needs. Further, if using another agencies material, then an authority³ to use such should be first obtained. Hence the importance that the selected SME nominees for this consultancy had a sound grasp of training roles and responsibilities, as well as their operational environment so as they could initiate the process and re-design some of existing data with a focus on their respective environment. The selected SME officers could not progress to such stage as they were absorbing the fundamentals of inspection responsibilities, and not focused towards training roles and responsibilities. All the supplied training material requires translation. All electronic versions of used and provided training material is on compact disc, supplied to the AMIR Customs Specialist prior to consultant departure.

3.2.3 Operational Command

Operational command element were briefly introduced as it was observed that officers had no consistent approach to conduct reconnaissance, plan an operation, give orders or conduct a debriefing session. To keep all as simple as possible, they were introduced to the catchword ‘SMEAC’ (SMEAC - Situation, Mission, Execution, Administration & Logistics, Command & Communications) with emphasis on planning issues and giving operational orders in a systematic manner. This catchword is used in many law enforcement and defense organizations world-wide. No doubt the officers demonstrated the ease of use and benefit accordingly. The English version “SMEAC” was translated into Arabic. See Annex K.

3.2.4 Training Lesson Plans and Assessment Guidelines

SMEs were provided several texts relating to methods of instruction, adult learning concepts and training assessment pro-forma. The original intention of text relating to methods of instruction and adult leaning was to be the basis of a workshop. This could not eventuate due, as all was very new. Lesson Plan format and Assessment Training Small Group guidelines were simple to understand once translated into Arabic. See Annex E and F. Regrettably very few officers availed themselves the use of such for feedback.

3.2.5 SME Conduct Training

The conduct of training by the selected SME trainees was disappointing. Six officers were originally selected to participate yet five attended the training in preparation to conduct training sessions. During these sessions, it was observed that the caliber of some of the

³ Authority in this context means to have regards for the intellectual property right of the owner/agency.

officers attending the presentation would have been a better choice for the SME role.

The results of such are as follows:

- a. Two made a significant attempt to achieve whatever they could. They generated lesson plans, as best they could and gave reasonable presentations;
- b. One gave a presentation assisting another, with no plan, but working “off-the-cuff”; and,
- c. Two failed to attend on the day of their presentations without prior warning.

Appropriate Certificate was endorsed for each participant (see Annex G).

3.2.6 Training Time and Continuity

Time loss due to travel during working hours and meeting cultural needs contributed towards a significant loss in productivity. The average adult should be able to accommodate up to 4 hours of lectures and 6 hours of activity per day in a training situation. There are times when such windows of training are necessary to provide continuity of instruction, coaching, reinforcement and practice. If there is a JCD policy that indicates that travel must be undertaken during work hours, then regard must be given to conduct residential training courses. The longer the working/training day, the shorter the minimum number of days away from the workplace, and officers will be better trained.

3.2.7 JCD Training Centre

An unscheduled meeting was had with the Director of Customs Training, to identify what role did or could the training facility provide in preparing officers; and, what strategy they had to incorporate the adopted SAT. Regrettably, it was reported that the Training Center had no prior knowledge of this consultancy and were not asked to provide any assistance whatsoever by the Planning Directorate. While the director appeared disturbed, he gave a strong assurance that he would provide whatever training assistance the facility could offer, particularly in terms of preparing officers to perform the function of “train the trainer” as well as the administrative responsibilities to uphold the adopted training systems for the JCD. The training facility appears to have more suitable training venues that do not attract so many distractions, and are well away from the workplace. This should be considered for future events, particularly early phases of theory syndicate type task and training.

3.3 Inspection and Search

The interpretation of “inspection” in the JCD means the assessment and search by an Inspector of Customs. Assessments include the documentary and physical assessment of people, goods, vehicles etc. subject to customs control to determine whether or not a search is warranted. Regard for matters of health and safety were not an obvious factor taken into consideration based on observations during this consultancy.

Search training took two dimensions “Space Appreciation”– the ability to account for all visible physical characteristics and cavities within the external skin of any object or structure subject to customs control; and “Systematic Search” – a comprehensive inspection and search (if necessary) of everything, every surface and cavity, within a defined area, in a

logical and disciplined manner to discern the abnormality for questioning. This approach to teaching “search” equips officers with the fundamental principles of search that are applicable to ships, cargo, motor vehicles aircraft etc. The only factors in need of attention become the environment and complexity of the subject to be searched.

As training focused on space appreciation and systematic search, the trainees gained a greater regard for OHS, and to a lesser extent crime scene management. Due to time constraints, the level of competency for search techniques demonstrated by each participant varied. Collectively, the trainees met a basic standard⁴; while very few were of the desired standard. More time was required to conduct practical operational search and assessments. This is due to the requirements to be covered for goods, containers and vehicle and persons searches in situ.

Additional topics that will need to be covered in a more complete course of instruction include:

- Issues relating to roles and responsibilities to information intelligence and crime scene management were not addressed in any detail.
- The reading⁵ of the environment to determine whether any further action would be necessary.
- The examination of papers, text etc as an indicator or potential intelligence or evidence.
- The overall regard to crime scene management including forensics, reconstruction and laws of evidence (criminal standard).

3.3.1 Female Presence

Female JCD officers were not seen nor referred to in any operational inspection or administrative role during this consultancy. In comparison to other customs authorities not only this appear odd, but most importantly of all, the role and place of female officers in front line operations has been proven to be of great value towards organizational goals apart from a legislative requirement to search another female particularly in targeting and inspection. Women see and assess people and things in a far different light than a male. Further, when talking and questioning⁶ people, they can elicit more information from both male and female. Front line assessments can be enhanced significantly if both women and men, with appropriate training, were deployed in all operational environments. Women can also educate men when placed in such environment. Male officers working alongside their women counterpart present opportunities for male officers to hear and see various feminine techniques be employed, and be part of a debrief process when such occurs to better understand.

⁴ In comparison to other agencies the consultant had served, the standard was normal for the level of training and application, however insufficient to be deemed competent. More practice, coaching and feedback is required to meet minimum training requirements before assessment.

⁵ Reading the physical characteristics that may denote intervention, introduction or change to norm.

⁶ Questioning in this regard is the utilization of tactical direct and indirect questions and subtle statements, as the circumstance warrant.

Aircraft search was a non-event from the outset for this consultancy as protocol for search and respect is afforded to other agencies in the airport environment, both cargo and passenger. However, upon demonstrating to representatives of other agencies the degree of search this consultancy was to offer, a high level of interest was shown to access such training, but no answers were offered in respect of whether such areas on board an aircraft are inspected. During a subsequent meeting and demonstration with the director of passenger processing at the International terminal, he stated that he saw great value for such training. The director did however concede that his staff does require training in a range of skills relating to search, body language interpretation and general targeting in a passenger environment. Because under the current practices of the JCD is not permitted to conduct aircraft searches, this results in a risk for internal conspiracies and increases the risk of violations.

3.4 Question SME Training Team and/Or Mobile Task Force

The general standard of search of the JCD frontline officers was seen to be on par with most countries where officers have not been availed formal training. The current JCD search training model, as described by JCD officers and observed during this consultancy, is a localized unstructured and undocumented learning process that includes observations and personal coaching that has no formalized benchmark to gauge performances, and therefore cannot be compared with a formal structured approach to training. An outcome of this consultancy was that the selected SME were to have the responsibility of inspection training of front line officers. Undoubtedly more input is required before this can become a viable proposition. Further, regard should be had for the difficulties in generating a cultural shift of continuous change and improvement, which normally take years to achieve. It is recommended that consideration be given towards a developing a training team and a mobile task force.

A committed and supported training regime is a significant mechanism for goal setting organizational change. Part-time training regimes invariably have difficulty in producing and maintaining professional product, as they compete for time and are swayed by local rules and peer pressure. A permanent, full time training capability (training team) can ensure training delivery and assessment standards are consistent across the nation. Further, the team becomes a centre of expertise in many disciplines that any post may call upon for advice and assistance to operational teams.

One of the strategies to maintain a training team is to provide an avenue for succession planning for instructional staff across the JCD. A key benefit of a sound succession of training staff is that over the years, more highly skilled officers could be at the front line in various roles of inspector, supervisors, managers and directors. This in turn should generate a culture of continuous improvement as each level that can provide practical feedback in the validation phases of training. The establishment and development of a competent Mobile Task Force (MTF) will provide immediate attention to a much needed cultural shift towards enhancing border protection responsibilities.

Training takes time to “spread the word” e.g. a training team of four officers will take 3 months to be trained and completely establish themselves to conduct 4 x 1 week courses

(ship, cargo, border and possibly aircraft). The conduct of such courses nationally for the remaining 9 months may produce 50 competent officers across such disciplines. Further, the training will be progressive and some regions will not be of the same standing for some time, hence a potential weak link at the border. Therefore, the principal characteristics of a MTF will be that it has the freedom to be deployed anywhere within Jordan at short notice; will be multi-skilled in every facet of frontline operations including basic investigation; and, attend any high risk task or supplement any regional operation.

The authority to deploy such team should be exercised at executive level. The MTF team leader should be granted the director general's authority that equates to that of a director, in the field. This authority will have appropriate guidelines so as not to openly undermine the authority of a field director, but in instances of national sensitivity the provision can be invoked, i.e. no obstruction to engage; no question to be asked or pursued at any time of any MTF member who engages in any activity in a field director's jurisdiction.

The MTF may be directed by the DG via director intelligence. The MTF must have access to the intelligence network for information input, research and target development. Sultaneously, they should not become part of a routine regional workforce. Te team may also engage in other JCD target development tasks for the Intelligence Unit.

A profile of the MTF appears at Annex H. Included therein is a list of courses required to develop the officer and team, and a brief outline of the prerequisites of the officer for such training. An estimate of 15 weeks will be required to conduct all training as per the annexure. This is subject to further research and agreement on an acceptable number of available training hours per day. The 15 weeks is based on an 8 hour training day.

4. Summary and Recommendations

The JCD officers were found to be of sound reasoning and appeared capable of taking up whatever challenge necessary, with adequate training and coaching. Undoubtedly, the physical and possibly medical characteristics of some officers would preclude them from some search roles, if compliant to westernized OH&S legislation. The most disappointing aspect of the JCD is the ease of disruption, extremely short working-day, and the poor level of co-ordination and communication at various level of management and supervision, or commitment. Despite all communication offered by AMIR, verification and commitment appeared to be taken for granted. Should a further attempt be made towards this SOW, the following is recommended:

- The proposed plan of action for the event is endorsed by the relevant executive, director managers and supervisors, detailing commitment and restrictions toward such event. Trainees engaged in such training activities must be totally removed from all operational theatres and routines. AMIR coordinator verifies and has an endorsed commitment by all stakeholders of pre-course administration and logistics before commencement.
- Utilize the existing resources of the JCD Training Centre to prepare selected officers for the adult educational training role and responsibilities to be in accord with JCD adaptation of the SAT. This will allow more time for the consultant to focus on the subject matter in need of enhancement and skills knowledge and development.
- The selection of officers as SME nominee in training and development role is done in conjunction with a senior representative of the JCD Training Centre and a representative from AMIR.
- JCD Training Centre to provide the preferred adopted format for the design of training courses, lesson plans, assessment pro-forma, training précis, and training manuals. The consultant is advised accordingly.
- The selection of documents to be part of pre-course reading is agreed to with the consultant. Pre-course exam on such data be included as an integral component for course eligibility. Pre-course study is a poorly adhered to by officers in the work place in many countries and therefore an essential issue for management to make appropriate provisions, which may include a penalty for being ill-prepared.
- All generated data is communicated in both Arabic and English.
- Train and evaluate SMEs over a three month period, in two distinct phases: 1 – Conduct a 15 x 10 hour-day live-in program on all aspects of front line activities excluding ship search; and, 2 – Not less than 4 weeks after phase 1, assess trainee SME technical field instruction and coaching on at least 2 x 3 - 5 day training programs.
- Approval be sought for the intellectual property rights, imposed or implied, on suitable training material of other agencies and authorities for the re-design and usage within the JCD.

- If the JCD has no legislative base for matters of Health and Safety, then a policy be generated so as some degree of “duty of care” can be exercised in the workplace. A guideline as to its potential coverage is shown in an extract from an Australian “Industry Commission, Work, Health and Safety, Report No. 47, Sept 1995” at Annex: R11
- The JCD uniform dress code to be reviewed to provide a more professional image to the public and other agencies. A director general’s directive may be necessary to ensure uniformity in dress code and demeanor.
- Front line officers responsible for inspection and search tasks are professionally equipped with: personal protective equipment, individual and team search tools and instruments and first aid kit. A recommended list appears at Annex: I.
- Approval be sought to have the word “CUSTOMS” appear prominently on their uniform overalls and high visibility vest.
- Front line officers and training staff are availed access to the organizational email system to formalize and expedite communications.
- Women are encouraged to part-take in all front line “inspection” responsibilities.
- Research be undertaken to determine whether or not aircraft are searched and by whom.
- Create a permanent JCD Training Team for frontline inspection operations and a JCD Mobile Task Force capable to undertaking any Customs front line charter. MTF Profile Annex H.

Annex A: Interviewed Conducted

Mr. Akram Madadheh	Director Airport Cargo
Mr. Ahmed AlFao`ri	Director Amman Customs Centre
Mr. Hazim Al Gharaibeh	Director Jaber Center
Mr. Mahmoud AlIta`wi	Director Airport Passengers
Mr. Marwan Gharaibeh	Director Planning and Organization
Mr. Jamal Olaimat	Jordanian Customs Specialist (AMIR)
Dr. Mounir El Kayed	Director Customs Training Centre
M/s Lina Arafat,	Customs Projects Liaison, PSPI/AMIR Program
Mr. Walter Hekala,	CRM Manager, PSPI/AMIR Program
M/s Greta Boye	PSPI Team Leader/AMIR Program

Annex B: Training Materials and Documents Supplied

- Extract: Corporate Planning and Human Resources Development extract on “Systems Approach to Training” G Turgeon March 2004
- Training Small Group Practical Session – Observation Sheet
- Extract: “The Principles of Adult Learning” *Malcolm Knowles*
- Extract: “Principles of Adult Learning” *John Goodlad*
- Extract: “Developing a Curriculum” *Dr. Kathleen M. Kowalski-Trakofler, & Dr. Charles Vaught*
- Extract: “Basic Instructor Training” (*TLC Seminars 1040 West Encinas Street; Gilbert, AZ*)
- Search of Luggage *Walt Hekala*
- Search of Commercial Vehicles *Walt Hekala*
- Search of the Auto *Walt Hekala*
- Commercial Aircraft Search *Walt Hekala*
- Blood Borne Pathogens *Walt Hekala*
- Search of Persons *Walt Hekala*
- PowerPoint Presentations on CD:
 - Selecting Vehicles
 - People Business
 - Commercial Vehicle
 - Introductory Behavioral Analysis
 - Sedan Location Checkpoint
 - Standard Vehicle Compartments & Concealments
 - Search Tools and technology

Annex C: Scope of Work

Short Term Consultancy Agreement Scope of Work

Activity:	555.01 Customs Institutional Development
SOW Title:	Front Line Risk Management Training
Modification:	Original
SOW Date:	27 April 2004
SOW:	Draft
Task and Consultant:	LOE/F Front Line Risk Management Training CON

I. Specific Challenges Addressed by this Consultancy

Jordan has made significant strides in customs modernization over the past few years. Despite this progress, there is still considerable work ahead for the Jordan Customs Department to transform itself into a modern organization based on international best practices. Experienced front line officers may or may not recognize risky shipments. The training of officers to recognize shipments, vehicles, and people that present a risk to Jordan is a basic requirement for their job. The risks that can be evaluated on the front line may include the introduction of dangerous commodities into Jordan, the movement of terrorists or other dangerous persons, and the revenue risks to the government. In modern customs practice, qualified trainers are able to pass the knowledge gained by decades of personal experience and the international experience of other customs administrations on to new officers.

The risks that also must be considered by front line customs officers are the personal risks they may encounter in the routine performance of their jobs. Examples may be from potentially dangerous cargo such as hazardous chemicals or dangerous people. Not all these personal risks are apparent. Officers doing a “routine” examination may be exposed to unknown dangers, such as a cut or needle prick exposing them to blood borne pathogens such as HIV or hepatitis.

At the present time Jordan customs officers do not have some of the latest advancements in the recognition of job related agency and personal risks. This can be overcome by introduction of training of recognition of risk and avoidance of personal safety hazards.

II. Objective

The objective of this scope of work is to assist the Customs Department to develop, as part of its overall training program, front line offer training to recognize agency and personal risks.

III. Specific Tasks of the Consultant(s)

Under this scope of work, the consultant shall perform, but not be limited to, the tasks specified under the following categories.

A. Background Reading Related to Understanding the Work and Its Context

The consultant shall read, but is not limited to, relevant sections of the following materials to understanding fully the work specified under this consultancy.

- 1- Jordan Customs Law
- 2- Customs Department Strategic Plan 2004-2006.
- 3- ‘Corporate Planning and HR Development,’ prepared by Gaétan Turgeon for the AMIR Program, March 2004.
- 4- –‘Jordan Customs – Strategy for Risk Systems Weighting and for Training Systems Management,’ prepared by, Andrew Ford for the AMIR Program, March 2004.

B. Background Interviews Related to Understanding the Work and Its Context

The consultant shall contact personally, by e-mail, or by telephone the following individuals in order to fully understand the work specified under this consultancy.

- Greta Boye, PSPI Team Leader/AMIR Program
- Walter Hekala, CRM Manager, PSPI/AMIR Program
- Jamal Olaimat, Customs Specialist, PSPI/AMIR Program
- Lina Arafat, Customs Projects Liaison, PSPI/AMIR Program
- All relevant Customs Directors including:
 - Director Planning & Organization
 - Director Human Resources
 - Director Training

C. Tasks Related to Achieving the Consultancy's Objectives

The consultant shall use his education, considerable experience, and additional understanding gleaned from the tasks specified in A. and B. above to achieve the following.

- The consultant will design and prepare a one-day interactive course for Jordan customs officers that will cover risk recognition for persons, cars, commercial trucks, luggage and aircraft. The course will provide basic information on recognition of potentially hazardous materials and cargos, recognition of dangerous situations in the customs work environment including exposure to blood born pathogens, and steps for officers to take to actively perform their responsibilities while avoiding personal risk. The consultant will design an instructor’s guide, course materials for participants, and course and instructor evaluation forms. The consultant may draw upon materials from other customs administrations or from other organizations such as the World Customs Organization in the preparation of the training materials.
- The consultant will prepare a candidate profile for a Jordan Customs subject matter expert

(SME) intended to help select potential trainers for this subject.

- The consultant will work with a minimum of three and no more than six officers selected by Jordan National Customs as SMEs in the finalization of the course content, methodology for delivery, and training materials.
- The consultant will provide a short course of not more than one day to the selected SME candidates in training and coaching techniques.
- The consultant will work with the selected SMEs on the delivery of the Frontline Risk Management course to a minimum of three customs centers. Each course offering should include at least 15 officers as trainees. At the conclusion of each training session, the trainees will be asked to evaluate the training for both content and delivery. They will also be asked to rate the training skills of each of the selected SMEs.
- The consultant will conduct a post-training delivery analysis with the selected SMEs of the training to identify course modifications. The finalized version of the training materials and instructor guidelines will be submitted to the AMIR Program for duplication and distribution as part of the consultant's final report.

The substance of findings and recommendations with respect to the aforementioned tasks shall be delivered by the consultant in a written report in the format described in sections IV, V, and VI of **Annex A** – Standard Short Term Consultancy Agreement Information.

IV. Time Frame for the Consultancy

Unless otherwise specified in writing, the time frame for this consultancy is specified by the expenditure start and end dates shown in **Annex C**.

V. LOE for the Consultancy

The days of level of effort are allocated by location in **Annex C**.

VI. Consultancy Qualifications

The consultant shall have the following minimum qualifications to be considered for this consultancy.

Educational Qualifications

- Formal training in instructional techniques and proper qualifications in an appropriate discipline relevant to the customs issues proposed in the SOW.

Work Experience Qualifications

- Minimum of ten years of experience in customs administration in both developed and developing economies, including extensive work in the design and delivery of training.

VII. Notes

For all training events scheduled during the consultancy the consultant will prepare and submit at least 15 days in advance of the event a training candidate profile, in-country training event checklist, and master copies of training materials for duplication. Any training materials recommended for translation will be provided at the earliest opportunity to determine feasibility of translation.

The body of the final report required at the end of this consultancy should not exceed ten pages. Additional material may be included as annexes.

The draft final report must be submitted for review with at least 15 percent of the LOE remaining. The deadline for the final report is ten days from the end of the assignment.

The consultant should provide a weekly report on his progress to the responsible person at the AMIR Program, including accomplishments and amount of LOE expended.

Grammar and syntax should be consistent with standard English, as set out in *The Chicago Manual of Style* (<http://www.press.uchicago.edu/Misc/Chicago/cmosfaq/>) or *The AP Stylebook*. Style should be consistent with principles set out in such leading style guides as *The Elements of Style*.

Annex D: AMIR Program Debrief, 22 July 2004

This paper briefly presents a summary of issues relating to the assignment of “Front Line Risk Management Training” 5- 21, July 2004.

A general outline of this assignment can be simply put as conduct a workshop for Jordanian Customs officers in “Front Line Risk Management Training” and methods of instruction and writing training material.

1. The task to conduct a “train the trainer” and inspection and assessment workshop was an achievable program for the designated duration of this assignment, under normal circumstances. Some reservations were had prior to my arrival as to the possibility of achieving the scope of works as prescribed, given the lack of a personal reconnaissance of all facets of the immediate environment. I did not expect to encounter such a language barrier.
2. The planning and action prior to my arrival appeared to be in accord with my expectation and that of the charter and responsibility of those within the AMIR program. However, upon arrival, walking the ground and meeting some of the “train the trainers”, it became apparent that situation was not normal. Hence, this required an immediate change of plan to capitalize with the existing situation. A more than expected language barrier was experienced. *Note: at this stage it was made clear that access to aircraft on the tarmac or from within the Customs hall was impossible and not allowed.*
3. Two phases of training were scheduled – 1. Coach the “Train the Trainer”; and, 2. Assess the Trainer conduct relevant sessions. It was easy to plan, but most difficult to achieve for the following reasons:
 - a. Five of the six officers attended the 1st phase. Each unsure what they were doing and what were the expectations, days after the introduction;
 - b. Neither had they been afforded any of the advance written material promulgated by AMIR;
 - c. Neither had these been selected against the candidate profile, as prescribed by AMIR;
 - d. Only one officer had prior training experience;
 - e. Neither had the trainees any knowledge of the existence of a or any “Systems Approach to Training”, let alone AMIR initiative toward developing a training regime JCS;
 - f. The scheduled training day was to be from 0830 to 1500 with a 30 minute lunch break. This was unachievable as attendances were dictated by cultural practices and demands by those about. Several hours were lost in meeting and greetings and interruption throughout sessions. Further, the scheduled hours had to facilitate officers’ travel to and from, which culminated in an average day of 3 hours for training/work.
4. The general demeanor and experience of the Jordanian Customs officers compared with those of other countries that I have served with and trained, were of equal status particularly in terms of inspection skills. However, they were deficient in other areas of

intelligence collection - I am advised that it's not normal for these functions to be performed by Customs; and, regard for health and safety were non-existent. Hence, the introduction of health and safety matters to the trainers and trainees became a significant issue. The attached photographs simply depict the body language of those with a new and beneficial "toy".

5. Officers were issued overalls, reflective vests, torches and mirrors. They initially laughed, but found themselves protected from some of the environmental elements and could conduct search exercise without fear or concern. Further, they had a tool to illuminate and look with ease (mirror). A sense of pride appeared evident by all attending and envoy by those looking on.

6. The five designated "Train-The Trainer" participants were most definitely not prepared for the task from the outset. However,

- a. Two made a significant attempt to achieve whatever they could;
- b. Two just did not attend, with no prior advice; and,
- c. One attended, working "off-the-cuff".

7. During the "Train-the-Trainers" sessions of trainees, I was satisfied that amongst those Jordan Customs officer trainees, more appropriate officers could have been selected.

Key Interim Recommendations

8. All future training of this nature to be conducted well away from a Customs environment, with the exception of operational exercises;

9. The selection process for all trainer positions should include a representative from the AMIR program.

10. Consideration is given to formally allow officers to wear protective dress with "CUSTOMS" inscribed on such items for public and other agencies to easily identify.

11. Negotiations are instituted for Customs officers to access and search commercial aircraft.

12. Regard is given to forming a mobile strike force to be trained in all facets of front line interdiction that work on intelligence based targets and set a benchmark for other JCS officers.

13. AMIR consultants are afforded an AMIR Identification Card for purposes of formal identification particularly for secure areas; and to legally differentiate one self from Customs official in the eyes of the public and other agencies.

Annex E: Press Release

The AMIR Program is required by USAID to implement a public awareness campaign. The work of AMIR short-term consultants such as yourself constitutes much of our assistance to Jordan, and therefore should be a meaningful part of the public awareness campaign. Please provide the information below for use in campaign materials (press releases, handouts, newsletters) to the Communications Department c/o AMIR Program, 1st Floor, within one day of your commencement of work in Jordan. If necessary, please use the reverse side of this sheet.

Your Name: Frank Malkoun

Component: PSPI

1. Briefly describe the nature of the assistance you will provide in Jordan:

My intentions relate to providing training and coaching in aspects of front line search operations. This will focus on but not restricted to:

- 1 "Duty of Care" in an operational environment. This will entail demonstrating that values of better personal protective equipment; management of personnel to minimize risk of injury, and yet be more effective and efficient in work performance.
- 2 Demonstrate and highlight factors of space accountability and concealment methods, and methods of search.
- 3 Introduce methods of instruction, adult learning principles, systems approach to training; and,
- 4 Demonstrate through situational analysis, targeting concepts.

2. If you will participate in a seminar, conference, work shop or other event while in Jordan, please describe your specific contribution (e.g. what you will speak about):

Happy to participate in whatever front line Customs scenario required, subject to time availability.

Annex F: Training Event Candidate Profile

Training Event Title and Counterpart Group:

Recognition and Management of Agency & Personal Risks

Proposed Dates and Location:

Phase 1	11 – 13 July 2004
Phase 2	TBA

Training Objective:

Phase 1 Develop Selected Jordan Training Customs Officer as Trainers in Basic Search⁷ Disciplines

Phase 2 Oversee Jordanian Customs Officer Conduct Basic Search Training in at least two (2) disciplines.

Candidate Profile:

1. Position in Organization, Business Focus:

Team Leaders/ Training Officers/Supervisors responsible to “Front Line Border Patrol and Search

2. Prior education or training requirements and operational experience:

The minimum desired level of education should be commensurate with that required of a Jordanian Customs officer, trained and deemed most suitable to work in Border related tasks. See paragraph 4 for personal attributes. However, the officer must:

(a) Fully conversant with the Jordan Customs Act, Regulations, Articles and any related Policy and Guideline for Border and Search related responsibilities.

(b) Engaged in operational search and post seizure tasks in at least 3 different operational environments.

(c) Prepared and conducted training/coaching sessions to adults regularly over a 3 months period or 30 hours teaching - coaching within a six months period.

3. Future role in Organization or Business based on the newly acquired knowledge and skills:

⁷ “Search” includes the risk assessment and management of identifiable threats; regard for information, intelligence and forensics; 100% verification of space accountability; and, post seizure responsibilities.

The successful nominee, subject to meeting the competencies of the proposed training in search; and, demonstrated abilities to impart such knowledge, will become the subject matter expert over the ensuing 6 - 15 months.

The period of 6-15 months will be dependant upon the range and depth of skill required by the officer.

4. Personal qualities:

(a) A strong desire and ability to conduct *research* into whatever is required to broaden ones knowledge of the *operational environment*⁸ and respond to questions when in doubt;

(b) Want to teach and coach adults (happy to accept constructive criticism and change if warranted). This entails demonstrating all aspects to the required standard;

(c) Medically and physically fit to perform such duties (guide only attached);

(d) A high level of integrity;

(e) Well organized, exceptionally flexibly with a high degree of resourcefulness; and,

(f) Work extended hours, over and above regular hours (probably without remuneration) to ensure prior preparation and planning is adequate to provide a professional outcome.

(Trainers are requested to return this form to the below referenced person by (date) :

Name:

Email: _____

Telephone: _____ Fax: _____

E-mail: _____

Selected Training participant:

Name: _____

Position: _____

Contact Information:

Tel: _____ Fax: _____ Mobile: _____

E-mail: _____

⁸ *Research. Operational environment* includes all means of transport (subject to Customs Control), their stakeholders and relevant working environment - all aspects of OH&S, manufacturers and industry experts, information and intelligence reports (nationally and international); liaison with external agencies; and, improved adult learning concepts for such environments.

Language Requirements: _____

The above referenced candidate is approved and scheduled and has been notified of the above referenced scheduled training. The Candidate may be contacted directly if required for the purpose of providing the candidate with pre-training background materials.

(Signature of approving official or supervisor)

(Date)

Approving Officials or Supervisors are requested to return this form to the below referenced person by (date):

Name: Lina Arafat
Email: larafat@amir-jordan.org
Telephone: 5503050 ext. 131 Fax: 5503069

Annex G: Medical Certificate

The AMIR Program Customs Training program wishes to advise you of the following and respectfully ask that you complete the below questions.

As you may have undertaken the prescribed medical and physical examination for entry into Jordan Customs Service, details of such are not provided to the training body, and understandably would not necessarily reflect your current status. So as training staff have some facts of your current health and fitness level, to provide you the best duty of care possible, please assist. No training officer is a medical practitioner, but whatever information you provide will assist us in managing you throughout your training program.

Note: Your participation is voluntary (print)

Surname:

What to Expect

Over thedays of this course, you will be subjected to a range of physically and mentally demanding activities to execute a search tasking. You may be expected to:

- (a) Carry and move a range of goods, some may exceed 30 kilograms, or as part of a team carry an injured officer;
- (b) Conduct rescues, including the application of first aid, wherever;
- (c) Wear personal protective equipment and other safety equipment as required;
- (d) Perform a range of work-tasks at height, beneath vehicles, on and in containers, or within tight spaces in aircraft, ships and cargo;
- (e) Your working environment may be: Noisy, Dirty, Greasy, Dusty, Contaminated Air; Sharp objects and Protrusions, Confined spaces, on water, high levels of heat, Exposed to heights and a potential threats of personal violence

Your body, particularly your joints and muscles will be subjected to range physically demanding forces. You will be tired and sore, particularly if your body does not regularly undertake these activities. We make no apologies for sending you home tired and exhausted.

Note: - we do not wish to send you home with an injury that may impact on your ability to conduct your normal duties and enjoy your free time.

The drinking of alcohol, use of drugs or any mind altering substance must cease.

If you are on any medication, please tick () and provide the Training Manager such details before 12.00p.m. today.

Have you:

<i>Condition</i>	<i>Yes or No</i>	<i>Last Occurrence/Current Status</i>
Suffered from epilepsy		
Sought medical attention for a heart condition		
Do you suffer from blood pressure (high or low)		
Suffer from migraine,		

headaches etc		
Poor Eyesight		
Full color vision (Yes/No)		
Hearing aid or impairment		
Condition	Yes or No	Last Occurrence/Current Status
Broken bones in the past 8 weeks.		
Any joint injury (ankle, feet, knee, hip, neck, shoulder, elbow, wrist, hand)		
Any back injury		
Had any operation in the past 12 months		
Any recent muscular bruising		
Pregnant (Female)		
Any recent head injury		
Any medical or physical condition that is likely to effect your performance and attendance;		

Current Physical Condition	Can you:	Yes or No (may need to test yourself now)
Stand on L and R leg for 10 seconds, unsupported		
Squat unsupported		
Chin-up - how many?		
Sit-up - how many?		
Bring knees to hip parallel to ground		
Bring knees to chest		
Your height	Your weight	

--	--

Do you know your “Blood Pressure” reading and “Pulse Rate”?

No

Yes

I..... believe the above to be true and correct responses to my
medical and physical condition: Signature.....date / / 2004

Monitored blood pressure/ heart rate:

The Manager an obligation to ensure this document is held in safe custody; used solely for its intended purpose; and, is shredded at 60 days after the completion of your training activity. Whilst Confidentiality will be maintained, other training staff may need to be advised to ensure duty of care can be exercised. In event of an accident, this document may be made available to a medical expert to assist the diagnosis.



Annex H: DAILY SYLLABUS

JORDAN CUSTOMS SERVICE
Fundamentals of “Train The Trainer” & “Search Operations”

Sunday Day 1

	Time	Event	Session Leader	Loc'n	Remarks (Instructors notes)
1	0830 – 0850	Course Opening Administration	JO FM	LR	Welcome & Introduction Personal Data sheet - NOK - Med/Phys history - Blood Pressure Reading - Safety Brief Collect? Set parameters for the day
2	0852 0930	Introduction: Who Are You? What Do You Want? What are your limits? Who is the most important person in the world? Why Have you conducted a training session in the last 12 months? Where does this course take you and are you prepared to take on the challenge?	FM	LR	Introduce Frank M & His intention Identify a focal point of perceptions of participants and provide an avenue as to where your intentions are, and how it may be achieved. Where does the Corporate commitment lie? Is there a clear understanding that these officers are the chosen few to lead 100's? ELO Reference material: Customs' Strategic Plan 2004 - 2006 Corporate Planning & Human Resource Development March 2004
3	0930 – 0950	Described Your Work Area. Include: Topography, Work Tasks, threats, risks, dangers to health & safety What Technology, Equipment & Tools are used			Group (2 x 3) Exercise Electronic White Board/Butchers Paper.
4	0952 – 1015	Analysis of an accident? “Duty of care” define			(Jamal – is there any legislative /policy provision? What factors contribute towards an accident – slip, trip, fall, cut, crushed, inhalation, induced, asphyxiated, personal violence,

Front Line Risk Management Training for Jordan National Customs

5	1015 – 1035	Morning tea			During Morning Tea - How can we contribute toward the prevention of accidents?
6	1035 – 1100	Profile of a fully competent “Frontline” Customs Officer			Frontline – physical interaction with people, animals, goods, vehicles, vessels, and aircraft. Appraised of Environment – Acts, Regulations, Policy, MOU, Role & Responsibilities of other Agencies and Stakeholders; Information & Intelligence Management; & Mental Assessment, Questioning/Listening, Mental & Physical Risk Assessment, Search, Assess and Report - Communicate & Command & Control
	11.00 - 1230	Introduction to Training Development and Methods of instruction.			Systems Approach to Training Fundamentals of Adult Learning Concepts; Methods of instruction; Lesson Plan Format: Exercise:
7	1230 – 1300	Lunch			
8	1300 – 1315 1316- 1325	Search Exercise? Search debrief			Ex control – FM Jamal & Rami to identify and hide goods: Room. Vehicle..... Cargo 6 students 1 T/L
9	1330 1400	Operational Command & Control			SMEAC define Practice Make Permanent? Perfect Practice Make you Perfect?
10	1405 – 1435	Introduction to search techniques & Equipment:			
11	1435 – 1500	Lesson plan allocation Daily Debrief (1)			Each participant to prepare a brief lesson plan on one of the following – to be allocated: <ul style="list-style-type: none"> ▪ Change batteries in a torch. ▪ Use a mirror & Torch ▪ What is space? ▪ Analyze an Accident ▪ The Benefits of the 5 Ps. ▪ Place a CD in a computer (7 Minutes per session.)

Monday Day 2 (Location TBA.....)

	Time	Event	Session Leader	Loc'n	Remarks (Instructors notes)
12	0800 – 0830	Lesson assessment	FM	LR	Introduce “Practical Session Observation Sheet”
13	0833 0930	Participant to Conduct Session Colleagues to assess Debrief	FM	LR	Debrief at the conclusion of all sessions;
14	0930 – 10.15	Smuggling – what is it? Introduce Principles of Concealment.			Group (2 x 3) Exercise Electronic White Board/Butchers Paper.
15		Morning tea			During Morning Tea – reflect on Methods of Concealment – personal Experiences. FM & JO to ask
16	1015 – 1035	Search Exercise debrief			2 x team hide good, swap area and search 3 minutes to hide 5 to search
17	1035 – 1230	Methods of meeting “Space Accountability”			Plans/Drawing, Measurement Plans Drilling. Expert Advice Does it work? – Characteristics? Power point presentation of finds in Customs environments Discuss and debate examples shown
18	1230 – 1300	Lunch			Set up climbing/abseiling exercise
19					
20	1300 – 1340	OH&S – exercise “duty of care” and management from a trainer/supervisor perspective			Groups assessment of AO
21	1345 1430	Exercise – in pairs. 10 minutes to prepare Make presentation: Group Assess			Prepare and Conduct a short talk /orders (3 minutes) on briefing your team on a H&S assessment you made and what management regime you intend to apply. Subject/environment to be determined.
22	1435 1500	Climb / Abseil exercise Debrief			Homework

Tuesday Day 3 (Location TBA.....)

	Time	Event	Session Leader	Loc'n	Remarks (Instructors notes)
23	0800 – 0830	AO assessment - H&S	all	LR	
24	0833 – 1230	Determine Course Content for each area of operation focus “SEARCH”	FM	LR	Write Objectives to include: H& S assessment & management Search methodologies Command and Control Information reporting Feedback assessment Prepare lesson Plans
25	1230 – 1300	Lunch			
26	1300 – 1400	Area Search Exercise Report & Debrief			Thorough exercise, Scenario will change as all is subject to information flow.
27	1400 – 1500	Review direction of trainee instructional staff Debrief			Plan to be with officer between end of this phase and the conduct of course Need to brief expectation of course
28					
29					
30					
31					
32					
33					

Annex I: Issued Items of Personal Protective Equipment & Search Tools

The AMIR Program procured and permanently issued each officer who attended as a trainer or trainee, with the following items for operational usage:

- Pair of long sleeve cotton overalls, blue
- High Visibility Reflective Vest (Yellow). No “Customs” signage.
- Leather gloves – linesman quality
- Latex gloves
- Ear plugs
- Dust Masks
- Mirror
- Torch (Aluminum body, Quartz Halogen bulb 2x AA batteries)

Annex K: Arabic Translation of SMEAC

- | | |
|---------------------------------|---------------------|
| 1. SITUATION, | الوضع أو الحالة |
| 2. MISSION, | المهمة |
| 3. EXECUTION, | التنفيذ |
| 4. ADMINISTRATION and LOGISTICS | الإدارة و اللوجستيه |
| 5. COMMAND and SIGNALS | الأمر و الأشارة |

Annex L: Lesson Plan Format

LESSON PLAN FORMAT

العنوان:

أهداف:

التاريخ المقترح:

الوقت:

المرحلة الأولى

عدد المشاركين:
الموقع:
الوضع الصحي، الأمني، الراحة وعوامل عدم الانتباه: الاتصال في حاله طارئة:
طرق التوجيه المقترحة
الموارد المتطلبية:
اعلام مسبق للمشاركين: نعم ___ لا ___ كيف:
الرابطه مع هذه الجلسة او اخرى

المقدمة

السيطرة وتقديم النفس
مقدمة لجلب الانتباه:

الهدف:
النتائج:
تقييم المنهج:

Annex M: Workplace Lesson Assessment

(Pro forma condensed formatted version)

الجلسة العملية - ورقة الملاحظة

الجلسة :
المقدم :
اليوم :
الوقت :
المصحح :
الكفاءة : سلم التدريب:

العنصر	معايير الأداء
2- التدريب	<p>1-2 يُجرى التدريب في بيئة ممكن الوصول إليها و آمنة</p> <p>2-2 يتم التدريب بناء على ما هو مناسباً لحاجات المشاركين و توفر المدرب, المكان و الموارد</p> <p>3-2 الاستراتيجيه و التكنيه تستخدم لتسهيل عملية التعلم</p> <p>4-2 اهداف التدريب, التسلسل أو الأنشطة و عمليات التقييم تُناقش مع مشاركي التدريب</p> <p>5-2 طريقة منظمة تعتمد في التدريب و تراجع وتعديل لمقابلة الحاجات المعينة لمشاركي التدريب</p>

المرشح :
جلسة التدريب هذه: _____

لوحظ : _____

اتم بنجاح : _____

إمضاء المصحح : _____

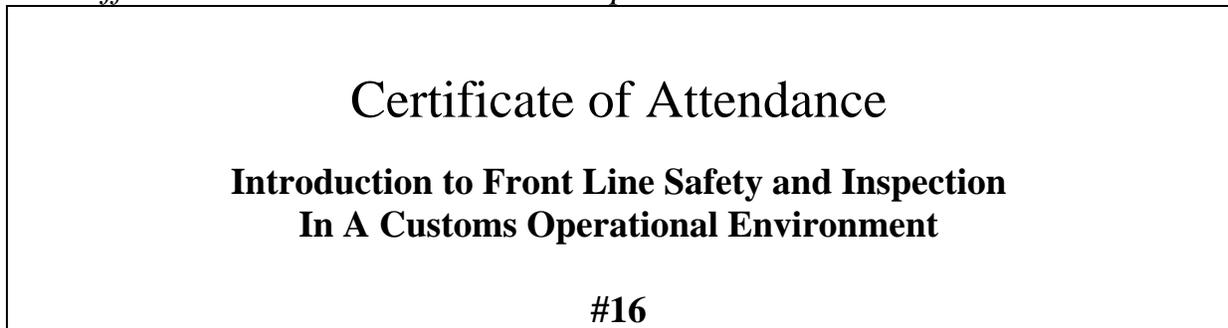
اليوم:
المقدم:
المقيم :

الملاحظات	المقدمة
	الاهتمام - كيف تم خلق الاهتمام؟
	الحاجة - هل تم شرح الحاجة للمعرفة؟
	الموضوع - هل هذا مشروح ؟
	المدى - هل شرح ماذا سيُعطى؟
	النتائج - ماذا سيُحقق ؟
	التقييم - هل هذا مشروح ؟
	المضمون

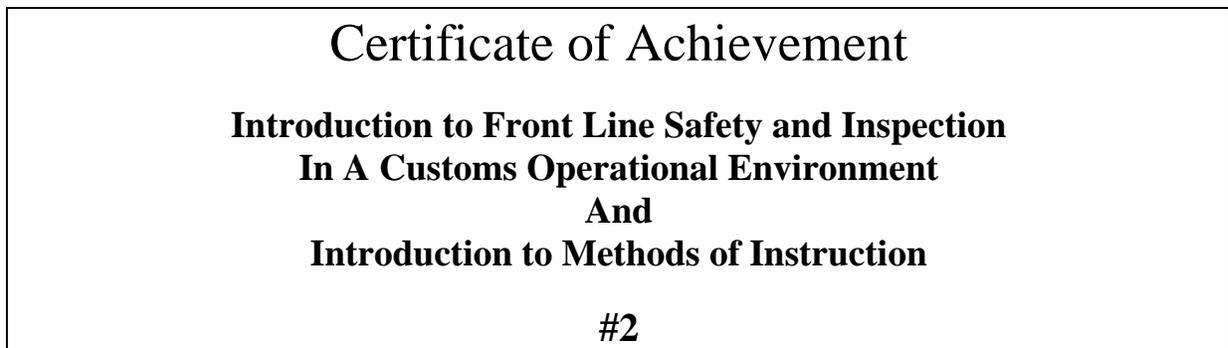
	المعلومات فُدمتْ أو بُيئتْ بطريقة منطقية
	الطرق المختارة هي الاستراتيجيات و التكنيكات المناسبة لتسهل التدريب
	تكنية الأسئلة
	الحركة، القامة، الاثصال بالعين، الوضع
	الصوت
	عرض الأدوات
	النقاط الرئيسية ملخصة
	النتيجة
	النتائج: هل تم مراجعتها؟ كيف تحدد ذلك؟
	الملاحظات – الأخذ بأن التدريب قد تم للوضوح . للتأكيد و التشجيع
	المستقبل –هل كان هذا متّصل بالجلسات المستقبلية و / أو إلى عمل المشارك ؟
	مهارات التقديم الكليّة
	اقتراحات لتحسين الأداء

Annex N: Certificate Titles

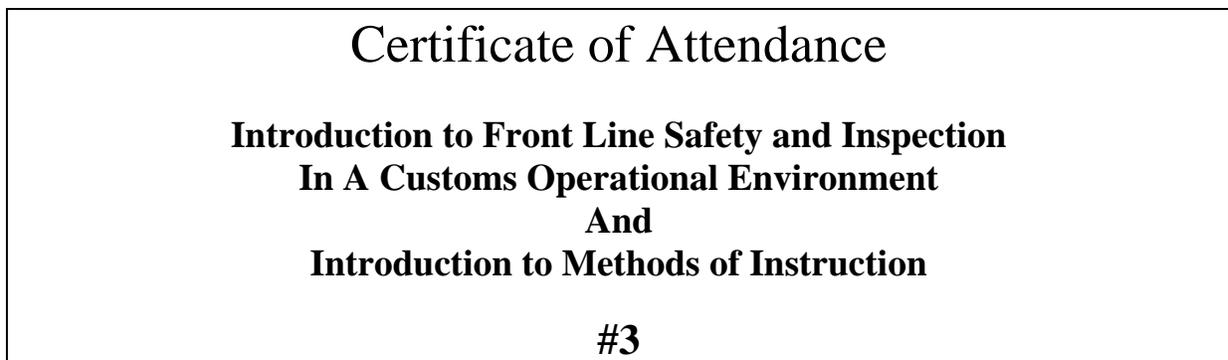
For officers who attended the trainees' presentation:



For officers who attended the “train-the trainer” workshop and who did and/or attempted to make a presentation:



For officers who attended the “train-the trainer” workshop but did not prepare and make a presentation:



Annex O: JCD Mobile Task Force

A team of highly competent officers who, as individuals or part of a team can and will objectively uphold the provisions of Article 5⁹ of the Jordan Customs Law. The officers, both male and females, can operate as a small teams of 7 or 5 officers, subject to agreed strategy for role and deployment. The odd number allows for 1 officer to be a team leader and all other roles conducted in pairs.

The charter of a small team or a combined force (maximum of 21 officers) can be endless, deployable in any customs frontline role. This can extend from, the basic fundamental of assessments and search of cargo, ships, vehicles people and aircraft; to engage in activities beyond the customs controlled areas to obtain information about potential suspects, and/or environments.

The team may be required to work alongside other agencies or team of the JCD. Therefore the integrity and capability of each officer must be of the highest order. Should approval be granted to establish an MTF, other agencies will need to be notified accordingly. Relevant Training courses for MTF Members

- Basic Criminal Investigations
- Information and Intelligence Collection and Assessment
- Principles of Risk Management
- Urban Covert Surveillance
- Search
- Commercial Vessel (including confined spaces)
- Aircraft
- Cargo/Containerized cargo
- Commercial & Passenger vehicles
- Code of conduct & Conflict Resolution
- Close quarter combat (self-defense & firearms usage/safety)
- Recognition of Explosive Ordnance and Improvised Explosive Devices
- Introduction to Driving Commercial Vehicles – buses, semi trailers tankers & four wheel
- Trauma Management /Remote First Aid

Prior education or training requirements and operational experience:

- a. The minimum desired level of education should be commensurate with that required of a Jordanian Customs officer, formally trained and deemed knowledgeable in:
- b. The Jordan Customs Law, Regulations, Articles and any related Policy and Guideline for the importation and exportation of goods, movement of person,

⁹ Article 5: The Department shall carry out its work within the customs premise and the customs territory and may exercise its authorities over the Kingdom's lands and its territorial waters, subject to terms stipulated in this Law.

vehicles vessels and aircraft across Jordan's borders; related documentary procedures; and,

- c. Effectively employed for at least 12 months in any three of the following areas: - sea cargo operations, air cargo operations, passenger processing (air), road freight cargo at borders; and, personal vehicle and effects at borders.

5. Personal qualities:

- a. A strong desire and ability to conduct *research*¹⁰ into whatever is required to - broaden ones knowledge of the *operational environment*, and respond to questions when in doubt;
- b. Work extended hours, over and above regular hours (probably without remuneration) to ensure prior preparation and planning is adequate to provide a professional outcome
- c. Be of strong character, being alone or part of a team to:-
- intervene in local regional work;
 - over-rule local management;
 - attend to executive instructions objectively and in accord with secrecy provisions;
 - be prepared to accept criticism, abuse, threats and face possible violent situation from colleague and suspects;
 - Report completely and objectively without fear or favor.
 - Well organized, exceptionally flexibly with a high degree of resourcefulness;
 - A higher level of medical, physical and psychological fitness to perform such duties; and,
 - Prepared to be absent away for prolonged periods from home for periods of up to 15 days, a regular basis for a period of not less than two years.

¹⁰ *Research / Operational environment* includes all means of transport (subject to Customs Control), their stakeholders and relevant working environment - all aspects of OH&S, manufacturers and industry experts, information and intelligence reports (nationally and international); and, liaison with external agencies.

Annex P: Equipment Requirements

Protective Items:

Overalls – Cotton long sleeve, jump-suit type with complete sealable pockets, with fire-retardant characteristics; “CUSTOMS” on front/rear in both Arabic & English

Under T-Shirt – cotton short sleeve “CUSTOMS” on front/rear in both Arabic & English

Safety Boots – steel capped with high ankle support with instep air-vent;

Gloves – (i) Linesmen leather; (ii) Hynit® impregnated (iii) Gauntlet Chemical Resistant

Safety Goggles/glasses;

Ear muff or disposable ear plugs;

Reflective Vest “CUSTOMS” on front/rear in both Arabic & English with provision for ID Card;

Head Protection - (i) Helmet - high impact (ii) Baseball cap with inner hard liner for low impact;

Respirator – heavy duty dust mask;

Whistle;

Water carrier (Camelback type)

Screw-gate Karabiner aluminum large “D” > 2250 kgs

Personal First Aid kit (Saline solution, 6 x band-aids, 1 x field dressing, 2 x antiseptic swabs, gloves & resuscitation face shield)

Inspection Equipment:

Utility belt – heavy duty with locking buckle to withholds 200 kg force;

Heavy duty equipment pouch – approx 1 liter capacity;

Intrinsic safe torch - 2 hour minimum illumination without changing batteries (3x C size cell);

Small Torch - back-up waterproof 2 x AAA cell;

Mirrors - (i) extension with flat & convex surface 50mm (ii) Flat 50 x 75mm;

Screwdriver – ratchet and multi-bit maximum length 220mm;

Pocket knife – sturdy multi tool type;

Team Kit:

Tyvex® suit – per person one off use

Knee pads

Tool kit

- battery powered drill
- drill bits (3mm, 6mm & 12mm)
- heavy duty screw-driver kit Philips # 2 & #3 & flat head 8mm & 12mm
- tang thru blade screw driver 250mm
- bolt cutter 300mm
- Hammers- engineers & Claw
- Cold chisel engineer flat 12mm & 16mm
- Can opener
- Wood probe – 300mm x 12mm & 600mm x 12mm
- Steel pointed probed with handle 450mm x 6mm
- 3 Shifter - 1x 150mm, 1 x 250mm, & 1 x 300mm
- Voltage stick
- Electrical tape
- All weather internal /external illumination flood light
- Extension cord (20 meter)
- valise to carry above items

Team Trauma kit (see attached Annex: Q)

Magnifying glass (50 – 60mm diameter)

Customs Tags & Seals

Pad-locks

Height Management Equipment;

- Fall arrest/ multifunction harness (3) with complete equipment
- Snap hooks
- Rope (11mm & 9mm static rescue + prussic cordage)
- Karabiners (steel & aluminum) 20
- Flat nylon slings various sizes
- Pulleys
- Haulage kit (6:1 with simple provision to use as 4:1)

- Descender
- Rope ascender
- Hand ascender
- Rigging plate
- Rope bag
- Back-pack to carry above

Binocular x 2 pair 10 x 40mm & 10 x 50

Antiseptic wash/soap water and paper-towel

Spares of disposable items – ear plugs, dust respirators, gloves, etc

“Buster” (Densitometer)

Jabir

- Large slight convex mirror (250mm diameter) on roller and 2 meter extension bar
- Endoscope 6mm with CRT screen
- 2.5 ton hydraulic car jack
- Wheel chocks
- Skyhook suspension point & rope
- Portable/mobile x-ray

Amman Customs House

- Large slight convex mirror (250mm diameter) on roller and 2 meter extension bar
- Endoscope 6mm with CRT screen
- 2.5 ton Hydraulic car jack
- Wheel chocks
- Skyhook suspension point & rope
- Portable/mobile x-ray

Amman International Airport (Cargo)

- Large slight convex mirror (250mm diameter) on roller and 2 meter extension bar
- Endoscope 6mm with CRT screen
- Portable/mobile x-ray

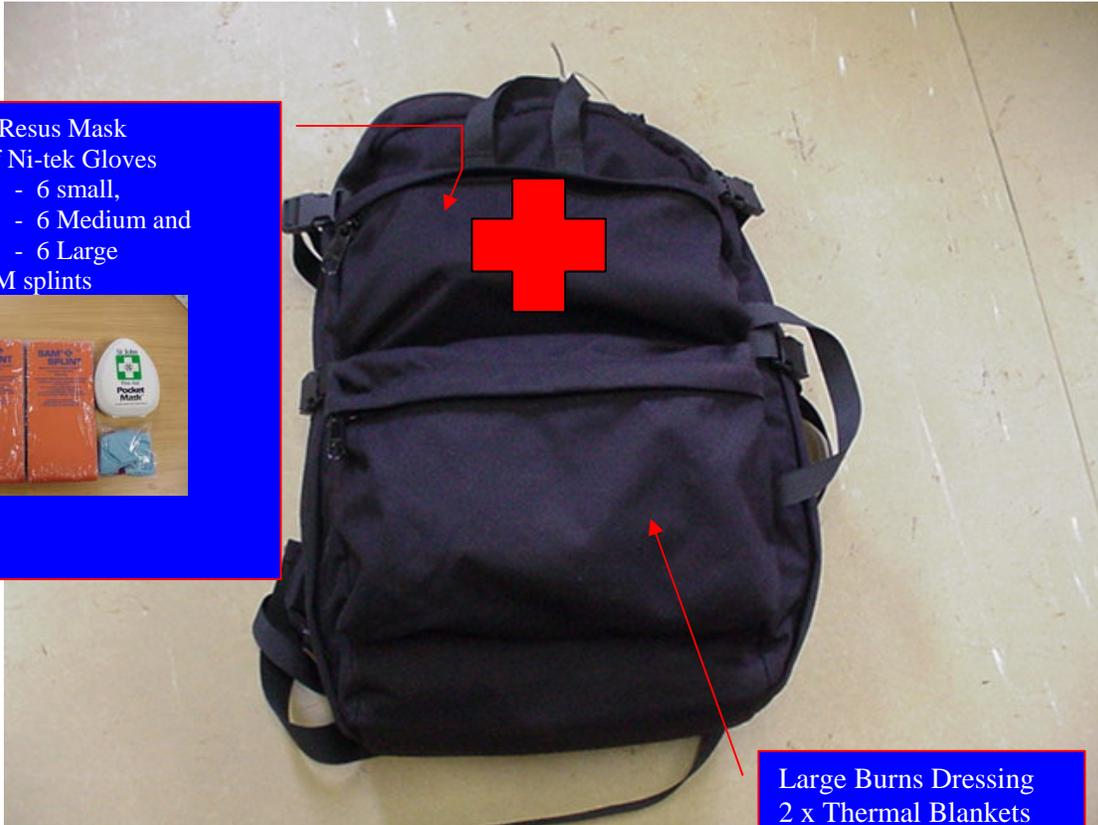
Annex Q: Team Trauma Kit

TEAM TRAUMA AND RESUSCITATION PACK

Pocket Resus Mask
Pairs of Ni-tek Gloves
- 6 small,
- 6 Medium and
- 6 Large
2 x SAM splints



This inset image shows two orange SAM splints and a white pocket resus mask with a green cross logo.



Large Burns Dressing
2 x Thermal Blankets
500ml Normal Saline



This inset image shows a large white burns dressing, two thermal blankets, and a 500ml normal saline bottle.

Front Line Risk Management Training for Jordan

2 x Universal dressings
6 x Combine dressings 20cm x 20cm
4 x large wound dressings
6 x 10cm elastic roller bandages

"Blood Stopper Pack"



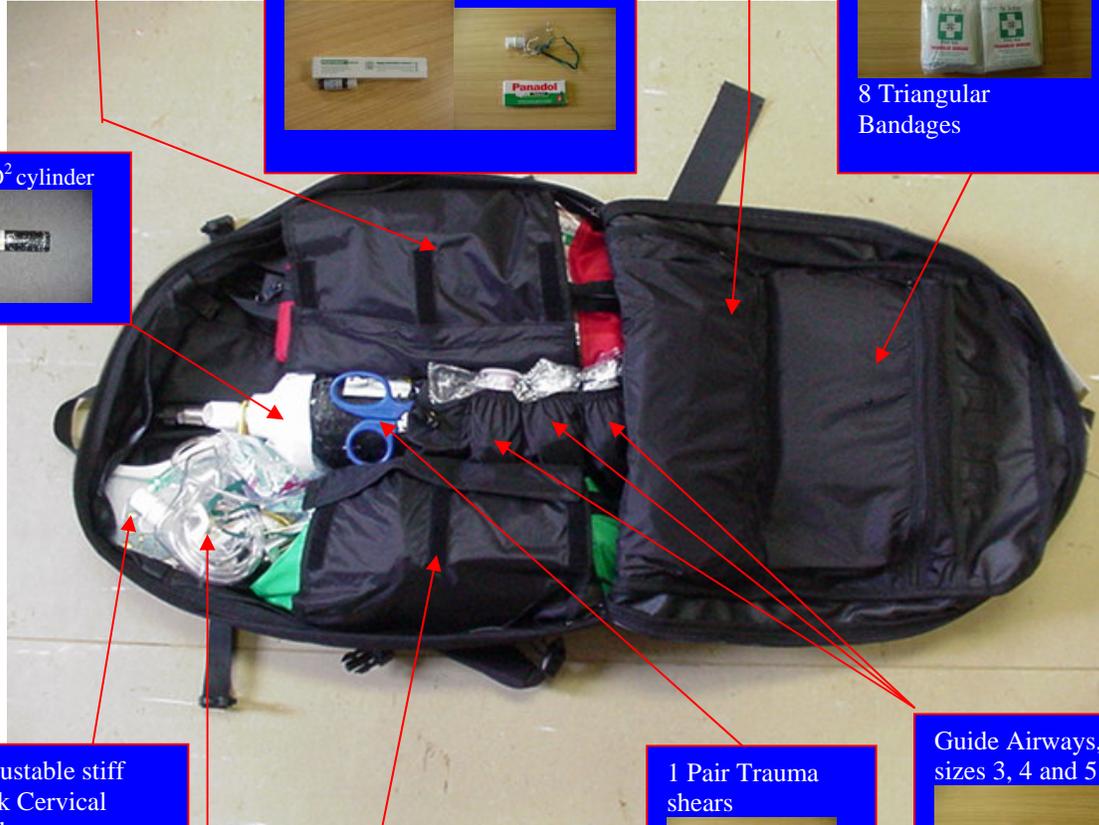
O² Nasal Mask
Paracetamol tables x 12
2 x 3ml Penthrane analgesic
and inhaler



8 Triangular Bandages



C size O² cylinder



Adjustable stiff neck Cervical Collar



1 Pair Trauma shears



Guide Airways, sizes 3, 4 and 5



Resus Pack



Combined Multi Flow O² regulator and content gauge, Adult O² therapy mask and portlex tubing (connected), and O² Spanner



Disposable portable suction unit (Laerdal), Disposable soft bag resuscitator (Laerdal) with adult mask and connector.



SPECIAL OPERATIONS PACK





SKED Stretcher



Roll of electrical tape????
Horizontal Lift Slings x 2
Extra webbing handles x 4



Annex R: Occupational Health and Safety – Duty of Care

“Duty of care requires everything ‘reasonably practicable’ to be done to protect the health and safety of others at the workplace. This duty is placed on:

- all employers;
- their employees; and
- Any others who have an influence on the hazards in a workplace.

The latter includes contractors and those who design, manufacture, import, supply or install plant, equipment or materials used in the workplace.

‘Reasonably practicable’ means that the requirements of the law vary with the degree of risk in a particular activity or environment which must be balanced against the time, trouble and cost of taking measures to control the risk. It allows the duty holder to choose the most efficient means for controlling a particular risk from the range of feasible possibilities preferably in accordance with the ‘hierarchy of control’.

This qualification allows those responsible to meet their duty of care at the lowest cost. It also requires changes in technology and knowledge to be incorporated but only as and when it is efficient to do so. The duty holder must show that it was not reasonably practicable to do more than what was done or that they have taken ‘reasonable precautions and exercised due diligence’.

Specific rights and duties logically flow from the duty of care. These include:

- provision and maintenance of safe plant and systems of work;
- safe systems of work in connection with plant and substances;
- a safe working environment and adequate welfare facilities;
- information and instruction on workplace hazards and supervision of employees in safe work;
- monitoring the health of their employees and related records keeping;
- employment of qualified persons to provide health and safety advice;
- nomination of a senior employer representative; and
- Monitoring conditions at any workplace under their control and management.

These are representative of the employer’s specific duties in all Australian States and Territories.

The 'hierarchy of control' refers to the range of feasible options for managing the risk to health and safety. The hierarchy normally ranges over the following controls: elimination of the hazard; its substitution with a less harmful version; its redesign; engineering controls; isolation of the hazard from people at the workplace; safe work practices; redesigning work systems; and the use of personal protective equipment by people at the workplace.