

P I C A



How an Integrated Approach to Border Management eco system has improved Border Security and Travel Facilitation in Jamaica

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Our Values : Professionalism, Integrity, Customer-Service Oriented, Accountability



PASSPORT, IMMIGRATION & CITIZENSHIP AGENCY

- Formed in 2007
- An agency of the Ministry of National Security
- Has over 600 employees
- 14 Business units
- Responsible for
 - Immigration
 - Citizenship
 - Passports
 - Investigations for the island of Jamaica



SITUATION IN JAMAICA

Approximately 4.5 million passengers arrive in the island through the 3 International airports

Approximately 1.5 million cruise ship passengers through 6 cruise ship ports

Tourism revenue makes up approximately 30% of the country's budget

Airport facilities too small for the volume of flights

High volumes during peak that exceed capacity {2500 -6000 passengers in a 3- 4 hour window

Legacy behavior and attitude of the Border security officers

Intransigence of airlines and tour operators

Pressure on the Immigration arm of the agency to fix the issue



STRATEGIC OBJECTIVES OF THE AGENCY

Priority #1: Governance & Administrative Excellence

Strategic Objective #1:
Maintain 90% Compliance rate with GoJ guidelines, international quality standards and best practices over the next four (4) years

Strategic Objective #2:
Maintain a 80% compliance with competency framework over a four (4) year period

Strategic Objective #3:
Improvement of 4% in revenue generation (activities) over a four (4) year period

Priority #2: Improve Identity Management and Facilitation

Strategic Objective #4:
Maintain 85% delivery of PICA's products and services within performance standards (include turnaround time, quality etc.) over a four (4) year period

Priority #3: Strengthen the Border Security Framework

Strategic Objective #5:
Improved automated travel facilitation resulting in a 10% increase in Passenger throughput per year over the next four (4) years

Strategic Objective #6:
80% Success rate resulting from investigations conducted over the next four (4) years

Priority #4: Diaspora Engagement

Strategic Objective #7:
Maintain 80% customer experience satisfaction over a four (4) year period



CHALLENGES PRIOR TO INTEGRATED SYSTEMS

- ✓ Old border security management system
- ✓ Ad hoc approach to integration
- ✓ Reactive rather than proactive approach
- ✓ Legacy approach to problems
- ✓ Culture of the organization
- ✓ Intransigence of the airlines to assist with the changes required
- ✓ Lack of development of the in bound side of the operations
- ✓ Low passenger throughput
- ✓ Focus on documentation rather than risk
- ✓ Immigration processes not aligned to technology

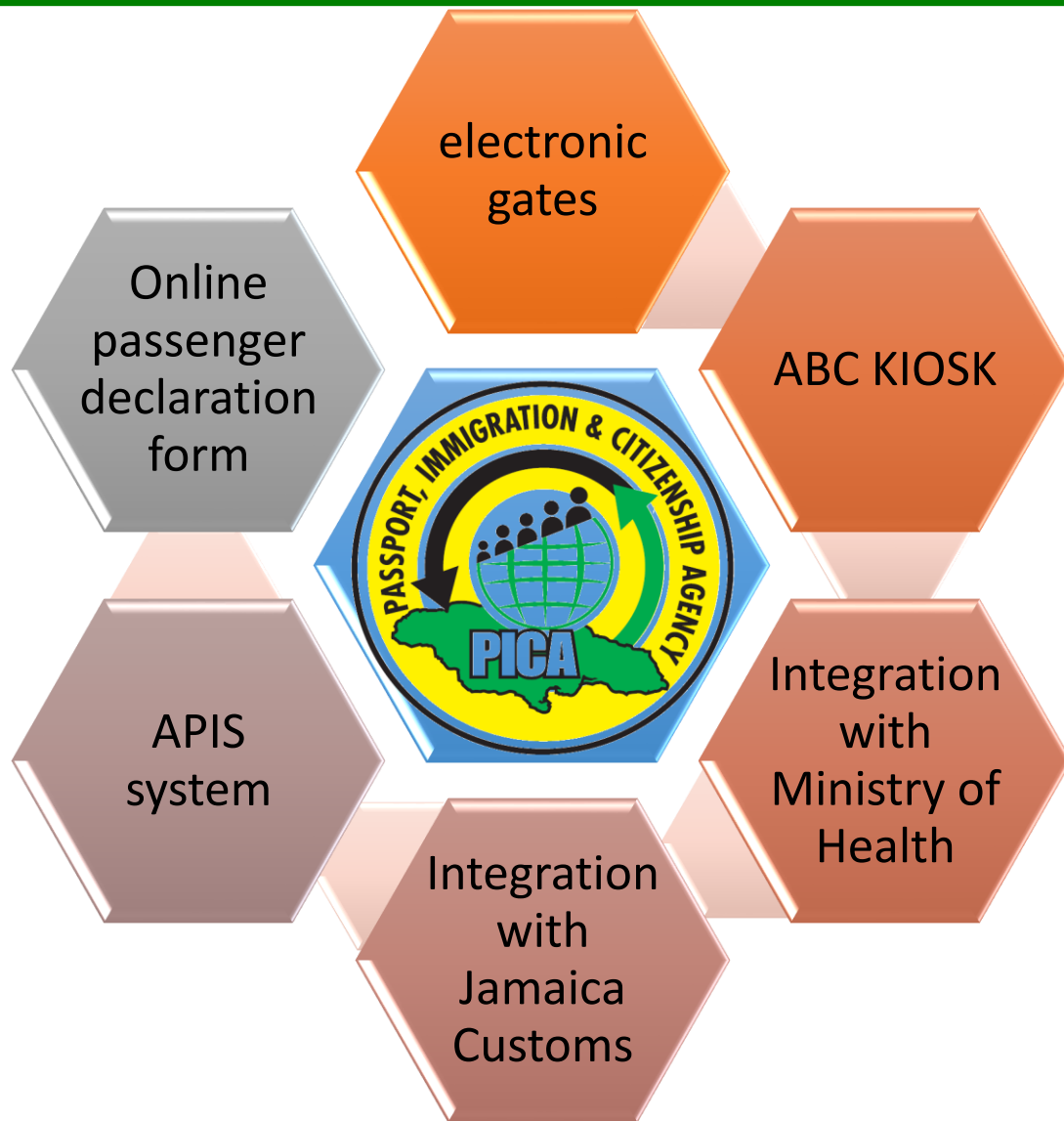


New way of thinking





INTEGRATED SYSTEM





BENEFITS OF AN INTEGRATED SYSTEM

- ✓ Enhance facilitation of passengers
- ✓ Improve passenger throughput at ports of entry
- ✓ Improved border security as passengers are interviewed by exception
- ✓ Reduced congestion in the Immigration halls
- ✓ Reduction in complaints from the stakeholders
- ✓ Reduction in complaints from the passengers
- ✓ Reduction in stress on the staff
- ✓ Better use of the limited space at the airports
- ✓ Reduction in operational cost e.g. overtime
- ✓ More streamlined approached to passenger process



OPERATIONAL IMPROVEMENTS

{Where the rubber hits the road}

Before Integration

- SIA Use of KIOSK = 438,403
- NMIA Use of KIOSK = 27,205
- SIA 36 Manned positions
- NMIA 18 Manned Positions
- Paper declaration

After Integration

- ✓ SIA use of KIOSK & Gate = 542,207 or a 19.3% improvement
- ✓ NMIA Use of Kiosk and Gates = 67,574
- ✓ SIA 116 processing points (80 ABC Kiosk and 6 gates & 32 manned positioned
- ✓
- ✓ NMIA 34 processing points(20 Kiosk 14 manned points
- ✓ Approximate time to process a flight 3-8 minutes
- ✓ Online declaration



ELECTRONIC GATES AT MBJ AIRPORT





ABC KIOSKS AT MBJ AIRPORT





LESSONS LEARNED WITH INTEGRATION

Change management program

Knowing which technology is required

Believing in what you are doing

Communication plan

Understanding the requirements of the key stakeholder

Review of the business process

Buy-in of Key stakeholders

Budget realities



THE WAY FORWARD

- Procurement of an new border management system
- ISO 9001:2015 certification of the Immigration airport operations
- Business review of the immigration processes
- Digitization of the all immigration business processes
- Updating and upgrading of the Immigration legislation
- Unlearning and relearning for officers (Adoption of new ways of working)
- Further integration of Immigration systems
- Upgrading of the In bound airport facilities to enhance passenger facilitation



TAKEAWAYS

- There must be a clear focus in the strategic direction and intent of the border security agencies especially when developing a border management system.
- The first thing to understand is that we must resist the temptation to preserve the status quo, by modernizing and digitizing existing systems and business processes.
- We should use the opportunity to review, revise and redesign the process to ensure that they are new and more streamlined business processes that are supported by the appropriate technology.
- The outcome from this approach is reduction in issues, improved operations, reduced operating cost that will lead to improved border security, and enhanced travel facilitation for the passengers.



Resistance is futile, either we get on board or get out of the way

The end