<table>
<thead>
<tr>
<th>Aim</th>
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<tr>
<td>To provide Police Commanders with an overview of key human resources and personnel matters in the UN peacekeeping context.</td>
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<tr>
<th>Relevance</th>
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<tr>
<td>Effective human resources management is important for ensuring effective results through the organization and assignment of all police personnel deployed to the mission to appropriate roles.</td>
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| Effective administration is crucial to managing the high number of police personnel deployed in missions worldwide. |

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<th>Learning Outcomes</th>
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<tr>
<td>Learners will:</td>
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<tr>
<td>- Be familiar with key human resources matters relevant to police personnel, both individual police officers and members of formed police units</td>
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<td>- Explain their importance</td>
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<table>
<thead>
<tr>
<th>Lesson Overview</th>
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<td>- Personnel management, including selection and onboarding, in-mission deployments, performance management and extensions</td>
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Introductory Message: Human resources management encompasses all internal processes related to the deployment of police personnel to and in the mission area. Understanding these processes is critical to ensuring prompt handling of personnel matters both within mission and vis-à-vis headquarters in NY.

It is critical to ensure that deployed personnel are utilized to their fullest potential while in mission to further mandate activities.

Ask participants to explain the various aspects that may comprise human resources management? Brainstorm examples. Answers will give openings to cover lesson content.

Human resources management

Comprises all aspects, from selection until end of mission or repatriation of police personnel.

*Does not cover pre-selection processes such as assessments for mission service ('AMS' for IPOs) or assessments of operational capability ('AOC' for FPUs).

Key areas comprise:

- Selection for service and onboarding
- Check-in within mission
- Internal selection for component posts: deployments and redeployment (IPOs only)
- Rotations, tour of duty, extensions
- Repatriation
- Performance management and appraisals (IPOs and FPU commanders only)
- Welfare matters
All procedures are generally outlined in the mission-specific SOP for UN Police Assigned to that Mission, as well as in mission-specific documents, including information circulars issued by the Mission Human Resources or DMS office.

Clarify the difference between human resources management and administrative personnel matters (which will be covered later – e.g., entitlements comprising, leave, MSA, medical coverage etc.)

Processes can differ in several regards when dealing with IPOs and FPUs; and that not all processes apply to all police personnel
- For example, in-mission deployments are only relevant to assigning IPOs to specific tasks.

In missions where FPUs are deployed, the volume of FPU personnel will outweigh the number of IPOs.

Coordination of personnel matters is thus organized through the FPU Coordinator, who in turn liaises with each FPU’s commander in relation to personnel matters concerning their respective unit.

**Selection and on-boarding (IPOs and Professional posts)**

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### 1. Selection & Onboarding

- **Shared responsibility** – field and HQ;
- **IPOs and Specialized Police Teams**: Work closely with PD/SRS;
  - Skillsets and desired profiles;
  - Job descriptions and vacancy announcements;
- **FPUs**: PD/SRS FPU Coordination Unit selects FPUs “as a group”
**Key Message:** The UN’s greatest strength is its people. Critical to ensure that appropriate individual police officers (IPOs and those for P-posts) are selected to join the mission’s police component.

Quality personnel are key to the component's success.

It is thus important for the Police Human Resources Unit to communicate openly with PD/Selection and Recruitment Section (SRS) in relation to selection matters, particularly:

- **needed key skillsets and desired professional profiles**, having regard to mission-specific needs, and
- **in finalizing job descriptions and vacancy announcements** for PD/SRS to circulate to Member States.

**Clear Vacancy Announcements** set standards for PCCs and nominated personnel to know what is expected of them. This ensures that PCCs can nominate appropriate officers for consideration, and Police Division will have a large pool of suitable candidates, from which to select officers with the best-suited skillsets.

- **Which particular skill sets and profiles** a police component wants depends on the tasks assigned to the mission in its mandate, e.g.:
  - Operational-oriented profiles: arrest and investigations, criminal analysis etc; and
  - Development-type profiles for missions with capacity-building mandates: trainers, reform specialists, management-oriented profiles.

Police Components may also identify and request very particular skills, e.g. experience in border management, mines, sexual violence, etc. if warranted due to country-specific problems. PD/SRS endeavors to find these skillsets among PCCs, but cannot always guarantee finding suitable candidates.

- **PD/SRS** then handles all matters relating to circulating the announcements to PCCs, receives, compiles and shortlists received nominations, for a Police Component’s consideration.

If requested, PD may also work to identify and deploy a **Specialized Police Team** comprising one or more individuals, whether IPOs or civilian police experts. SPTs usually have a **targeted focus**, e.g. Investigations of sexual violence; building forensic expertise.
A Police Component needs skilled police personnel to be able to deliver its mandate.

FPUs

- FPU members do not undergo the foregoing process.

- After passing an in-country assessment of operational capability (AOCs), an FPU is selected to serve in a mission “as a group”.

- Matters related to the selection, deployment or assessment of FPUs are the responsibility of the Police Component’s FPU Coordinator in collaboration with Police Division’s FPU Coordination Unit at Headquarters.

In-mission deployment (of IPOs)

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<table>
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<th>2. In-mission deployments (IPOs)</th>
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<td><strong>WHAT?</strong> Assigning IPOs to roles</td>
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<tr>
<td>• Within UNPOL &amp; other components: JOC, JMAC, IMTC, COE, SSR(?)</td>
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<tr>
<td><strong>HOW?</strong></td>
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<tr>
<td>• In-mission advertisement of openings;</td>
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<td>• Selection panel: Desk review &amp; interview;</td>
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<td><strong>WHEN?</strong></td>
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<td>• New IPOs arrive;</td>
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<td>• Other IPOs return home or are redeployed;</td>
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Key Message: Critical for Police Component Management to ensure IPOs are assigned to suitable roles/tasks within the component (and across the mission area) and in other mission components

All newly arrived IPOs must be assigned to appropriate positions within the component, and to serve with other mission sections where close liaison is necessary including:

- Joint Logistics Operations Center (JLOC)
Joint Operations Center (JOC)
Joint Mission Analysis Center (JMAC)
Integrated Mission Training Centre (IMTC)
Contingent Owned Equipment (COE) Unit
Security Sector Reform Unit (SSR), if in the mandate

Ask participants to discuss the utility of assigning UNPOL officers to the aforementioned mission sections, and the potential added-value.

HOW?
- An UNPOL selection/deployment panel comprising representatives from all pillars is formed
- Panel conducts a desk review of officers’ professional profiles, followed by interviews of selected candidates – assignments ultimately approved by the HOPC
- Pay attention to ensuring nationality and gender balance in the composition of such panels.

WHEN?
- Every time new IPOs arrive in the mission area – and complete induction training and check-in procedures
- When IPOs finish their tours of duty (ToDs) or are redeployed to another post

KEY CONSIDERATIONS IN ASSIGNING IPOs:

- In selection matters, always treat men and women equally – do not assume female IPOs should be assigned to administrative roles
- Ensure efficient use of IPOs - do not overstaff UNPOL Headquarters with IPOs geared to internal support functions – maximise the number of deployed personnel with substantive mandate-oriented functions
- UNPOL headquarters should employ no more than 10 percent of the overall authorized strength of IPOs – preferably lower
- Assigning incoming IPOs throughout the mission area should be based on the UNPOL deployment plan, and fit in the larger context of mission priorities
- IPOs should only be assigned to regional areas when a mission field office has been established and key infrastructure – e.g. appropriate accommodation - is available. This presupposes a minimum level of area security has been established and that the field office satisfies Minimum Operating Security Standards.

REDEPLOYMENTS:

- Generally, an IPO cannot request redeployment within 90 days of his or her initial deployment into the mission.
• Candidates who want to be redeployed to a new post within the mission area, must go through the advertisement and selection for other internal posts.

• It is important to ensure that officers deployed to difficult locations in the mission area have an opportunity to seek to be redeployed and to rotate to other offices.

Performance management, appraisals and talent pool

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3. Performance Appraisals & Talent Pool

• Continuous obligation
• Two types:
  o Ongoing informal feedback;
  o Formal feedback: mid-term & final;
• Accurate final appraisal ratings;
• Avoid overusing “exceeds expectations”
• Monthly review panel;
• Talent Pool – top 5%;

Key Message: As senior Police Commanders, performance management is among one of your most critical responsibilities. Each of you has an obligation to supervise all the subordinates for whom you are responsible, for ensuring they understand their tasks and role, and for enabling their improvement where they fall short.

Ask participants to discuss the importance of performance management in their prior supervisory roles. Draw on experienced participants who have served in peacekeeping missions to explain how the performance management system was implemented in their prior missions. Focus on identifying key challenges and good practices.

• At the beginning of every officer’s first deployment within a component, all supervisors must brief and ensure their subordinates understand what is expected of them professionally in their role.
• The appraisal process is a **continuous obligation** that runs for the duration of an officer’s ToD:
  o Supervisors must give subordinates ongoing **informal feedback** throughout their ToD – positive and negative
  o **Mid-term appraisal**: provide subordinates with feedback on their performance during the preceding six months and in particular on any weaknesses that require further improvement.
  o In cases of underperformance, supervisors and their subordinates must develop an improvement plan with agreed goals against which an officer will be assessed at the end of his or her ToD

• Senior police personnel should assess their subordinates’ performance against the UN’s core values, core competencies and, where applicable, managerial and job-specific competencies.
  1. Communication
  2. Teamwork
  3. Planning and Organization
  4. Accountability
  5. Client Orientation
  6. Creativity
  7. Technological Awareness
  8. Commitment to Continuous Learning

• Supervisors should complete the appraisal process for subordinates prior to completion of the latter’s ToD, at which time supervisors rate the overall performance of their subordinates throughout their ToD.

• **Performance management training**: HOPCs have a duty to ensure that senior staff know how to manage performance of subordinates, and understand that they have to provide feedback, reviews and appraisals. If available, superiors can receive in-mission training in this regard.

**FINAL APPRAISAL:**

• Superiors should **avoid overusing “exceeds expectations”**.

• Such ratings should only be awarded to officers who have consistently performed above what would normally be expected of them in the routine performance of their duties.

• Superiors wishing to award “exceeds expectations” rating to an officer must provide clear and concrete examples of an officer’s achievements or contributions to furthering the mission mandate.

• Equally, superiors assigning subordinates with overall ratings of “partly satisfactory” or “unsatisfactory” must support their rating with examples.
• Police personnel who receive ratings of “partly satisfactory” or “unsatisfactory” may seek to rebut the rating through an internal review process.

REVIEW PANEL:

• UNPOL Superiors are responsible for ensuring that appraisal ratings are accurate and properly documented.
• A Monthly panel chaired by the HOPC or his/her delegate, the Police COS and one other member of the same level as the first-line supervisor, shall be organized to review and consider whether appraisals rating officers as “exceeds expectations” are warranted. The panel will also consider rebuttals.

DEVELOPMENT OF A POLICE TALENT POOL:

• PD is currently developing a Talent Pool, which seeks to retain the names and profiles of those officers who have been identified by HOPCs as strong performers for future deployment in other missions worldwide.
• The idea is that HOPCs may recommend officers who are within the top 5% of their respective functional categories to PD for consideration for inclusion in the PD Talent Pool (once established), with the officers’ consent and with particular attention paid to female officers.
• Hence the importance that Police Commanders should accurately rate their subordinates’ performance, to properly feed the Talent Pool.

Rotations, Tour of duty, extensions

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4. Rotations, tour of duty, extensions

• Work with PD/SRS
• Advance planning to minimise staffing gaps
• IPOs: 1-yr ToD; possibly up to 2 yrs.
  • Exceptionally, a 3rd year

• FPU members: 1-yr ToD; possibly to 1.5 yrs.
• Requires PCC agreement
  • ‘NO extension’ cases: unsatisfactory performance; disciplinary matters
**Key Message:** Police Components must liaise closely with PD/SRS in relation to managing rotations and extension matters. PD/SRS acts as the interface between the UN and PCCs in handling all such matters and obtaining necessary permissions.

**ROTATIONS:**

- To avoid gaps in IPO staffing upon rotations, PD maintains an extension/rotation plan concerning **all IPOs and FPUs** through an online database, “FSS”.
- PD reaches out to concerned Member States well in advance to ensure that they can identify and nominate suitable replacements for officers completing their assignments.
- Police Components must liaise with PD/SRS in relation to upcoming rotations and incoming replacements of both IPOs and FPUs.

It is critical to **avoid (lengthy) staffing gaps**, although outgoing and incoming batches of IPOs will not always align neatly.

**EXTENSIONS OF TOURS OF DUTY (IPOs):**

- ToD for IPOs is **one year**.
- A ToD may be extended for up to an additional year provided that certain criteria are satisfied, i.e.:
  - disciplinary and medical clearance,
  - performance appraisal with a minimum rating of “fully satisfactory”, and
  - PCC agreement
- Factors relevant to considering extension requests include the exigencies of continued service and overall performance evaluation.
- Extension requests must be initiated by supervisors through the chain of command at least four months prior to completion of an IPO’s ToD.
- PCCs are obliged to respond no more than one month prior to an IPOs TOD.
- **Exceptional extension requests** for service beyond two years should be reviewed carefully and approved by the Police Adviser at UNHQ.
- Officers with “unsatisfactory” performance ratings cannot be extended.

**Key Message:** Police personnel can be repatriated before the end of their ToD for a number of reasons.

**Possible reasons:**

- Failure to meet minimum requirements pursuant to the in-mission Assessment for Mission Service (AMS) or the driving test (unless HOPC approves assignment of the IPO to an alternative post not requiring such skills);
- Disciplinary grounds (*recall CDT and SEA matters*);
- Compassionate grounds, as requested by an officer, e.g., critical illness or injury to a close family member, or to attend funeral);
• Medical grounds;
• Death or injury in service;
• Upon an officer’s formal request citing personal reasons; and
• Upon a Member State’s request raised through the contingent commander or PD.

The UNPOL Chief of Staff handles all matters relating to repatriation of an IPO. Where repatriation of an FPU member is concerned, the Chief of Operations and/or FPU Coordinator are also involved.

Where repatriation is necessary, the Police Component prepares a formal written request in-mission and submits it to PD/SRS at Headquarters for their consideration and onwards notification to the PCC.
Summary

Selection and Onboarding?

1. Vacancy Announcement;
2. The role of the UNPol component’s HR office and PD/SRS;

In mission Deployment

- Deployment Panel
- Key Considerations: Gender balance, balance of Nationality and HQ shouldn’t exceed 10% of the overall strength;

Performance Management, Appraisal, Talent Pool

- Initial Brief / Continual Feedback;
- Final Appraisal;
- Panel Review;
- Talent Pool: The idea is that HOPCs may recommend officers who are within the top 5% of their respective functional categories to PD for future deployments.

Rotations, Tour of Duty, Extensions

- It is critical to avoid (lengthy) staffing gaps;
- ToD for IPOs is one year. A ToD may be extended for up to an additional year.
- Exceptional extension requests for service beyond two years should be reviewed carefully and approved by the Police Adviser at UNHQ.
- Officers with “unsatisfactory” performance ratings cannot be extended.

Reference Materials

Below are materials, which are: a) referenced in this lesson, and b) required reading for instructor preparations:

- SGF Administration;

Additional Resources

UN Information
http://www.unpbf.org/
UN Documents

- General Assembly Resolution A/RES/60/180 (December 2005);
- General Assembly Resolution A/RES/60/266 (Section-VIII), June 2006;

DPKO and DFS Guidance

The repository for all official DPKO and DFS guidance is the Policy and Practice Database: ppdb.un.org (only accessible from the UN network). Official peacekeeping guidance documents are also accessible through the Peacekeeping Resource Hub: http://research.un.org/en/peacekeeping-community

Instructors are encouraged to check for the latest guidance.

Additional Training Resources

UN.SkillPort is the UN Office of Human Resource Management’s (OHRM) on-line learning solution. More than 3,000 courses and 15,000 books are available on line. UN personnel are encouraged to self-register at https://un.skillport.com/skillportfe/register.action