Lesson at a Glance

Aim
Enhance the knowledge of HOPCs and SPAs on the concept of developing the skills and knowledge of UNPOL officers to coop with the mission challenges towards mandate implementation.

Relevance
As an UNPOL senior manager, you are responsible for developing/having in place an effective skills development plan to ensure enhancing the skills and knowledge of the UNPOL officers for a better mandate implementation.

Learning Outcomes
Learners will:
- Understand the UNPOL Learning and Development Concept;
- Be aware on the role of the learning and development unit to ensure promoting professionalism, effectiveness and system-wide coherence in the policing related work of UN.
Starting the Lesson

Introduce the following (using the Introductory Slides):

- Lesson Topic
- Aim
- Learning Outcomes
• This Model follows the overarching ITS model which is divided into three stages:
  
  o **Pre-deployment Training**: this training is based on CPTMs and STMs under the full responsibility of PCC before the deployment of the police personnel. ITS may assist PPC if required.
  o **Induction Training**: this training is a mission responsibility and all the topics are mission specific.
  o **In-service Training**: although PCC have the full responsibility in providing career development and substantive specialized training to their expert on missions before being deployed, UNPOL components may provide short in-service training as well as substantive specialized training to UNPOL officers in mission area if required to ensure successful mandate implementation.
The Police Learning and Development Unit is structured as follows:

- In missions with a sizeable police presence, the Police Induction Unit is physically integrated within an IMTC, in this case the head of the L&D Unit has a dual reporting line to the Chief of the IMTC and the HOPC.
- In missions with a smaller police presence, the HOPC may appoint an IPO to act as focal point vis-à-vis the IMTC to carry out the foregoing functions in addition to his or her normal duties.

**Induction Training**

- The Police L&D Unit delivers induction training sessions related to the police component’s work as part of the mission integrated induction organized by the Integrated Mission Training Centre (IMTC) for all UNPOL officers;
- The content of the Induction Training should be updated regularly to reflect the mission mandate and relevant UN guidance. Close coordination with other pillars
of the police component and the mission is required to ensure that training content is in line with the needs of mandate implementation;

- Police L&D Unit is responsible for ensuring that, all incoming police personnel undertake in-mission induction training so that all police personnel understand:
  - the mission and its mandate,
  - the history, culture, social norms,
  - gender roles,
  - legal system of the mission area,
  - the functioning of a field mission and mandatory UN policies relating to, inter alia, human rights roles and responsibilities, the UN Human Rights Due Diligence Policy,
  - Standards of conduct, sexual exploitation and abuse,
  - environmental awareness,
  - Health, safety and security-related issues of the mission area.

- The Police L&D Unit must ensure that during induction all officers are trained in, receive copies of key UN policy documents in English or French, and acknowledge receipt and understanding by a signed written form, which shall be stored in the Front Office of the HOPC.

- During mission start-up where an IMTC may not yet be operational, the Police Induction Unit is responsible for developing and organizing induction training for incoming police personnel. This includes developing mission-specific Induction Information Packages for distribution to incoming officers. Alternatively, a field mission may request the Integrated Training Service of DPET for a mobile training team to come to the mission to support peacekeeping training for personnel, especially where uniformed personnel are required to be re-hatted from a non-UN mission.

**In-Service Training**

- The L&D Unit develops the component’s skills development plan, in consultation with pillar chiefs, the FPU Coordinator and the Planning Unit, who are responsible for identifying the specialized training needs of personnel within their respective chains of command;

- The L&D Unit is tasked with ensuring that the police component’s learning needs, as detailed in the skills development plan, are reflected in the Mission Training Plan and are properly budgeted for;

- The L&D Unit is responsible for delivering and/or organizing the delivery of the additional training for IPOs, in collaboration with the IMTC through periodic workshops such as training focused on the methodology of delivering training (train-the-trainer courses), as well as topics concerning monitoring, advising and mentoring, capacity-building and community-oriented policing, etc.

- The FPU Coordinator is responsible for organizing FPU-training on FPU-specific topics such as protection of civilians issues, firearms training, police tactics and
techniques, public order management, command staff training, inter-operations harmonization exercise between various FPUs, etc.

- When possible, key UNPOL officers may be selected to participate in trainings that take place outside the mission area. All officers attending training outside the mission area must have a minimum of six months left to serve in the mission.

### Selection Assessment and Assistance Teams (SAAT)

- The L&D Unit is responsible for conducting Assessment for Mission Service (AMS) in the mission area where IPOs were not AMS-cleared prior to deployment – either because they were exceptionally granted permission, or were already in the mission area and are being re-hatted.
- The Chief/L&D Unit, under the guidance of the Police COS, should ensure sufficient personnel within his/her unit are AMS instructors certified by PD;
- IPOs must be assessed within one week of arriving in the mission area or of re-hatting to a UN mission;
- The rules and procedures governing the conduct of the AMS in Member States apply equally to the in-mission AMS, unless stated otherwise;
- Only a certified AMS instructor will conduct an in-mission AMS, in coordination with contingent commanders and as per procedures outlined in DPKO-DFS SOP on Assessment of Individual Police Officers for Service in United Nations Peacekeeping Operations and Special Political Missions;
- IPOs who do not pass the in-mission AMS will be repatriated at the cost of their contributing country.
- For FPUs, the FPU Coordinator is responsible for liaising with PD in relation to administering the Assessment of Operational Capability (AOC) for FPU members in the mission area, as outlined in the SOP on Assessment of Operational Capability of FPUs for Service in United Nations Peacekeeping Operations.
- FPUs or their members who do not pass the AOC are repatriated at the cost of their contributing country.

### Planning

Based on the training architect of the Police Division and ITS, L&D Unit is responsible about developing an annual skills development Plan for the UNPOL component in its respective peace operation. This plan should identify the training courses/programs required to develop the skills and Knowledge of the IPOs to allow them doing their mandated tasks in a highly and professional manner.
Summary

1. UNPOL Learning and Development Concept
   - **Phase One:** Pre-deployment Training;
   - **Phase two:** Induction Training;
   - **Phase Three:** in-Service Training;

2. Assessment for Mission Service (AMS)
   - The L&D Unit is responsible for conducting AMS in the mission area;
   - The AMS rules and procedures in Member States apply equally to the in-mission AMS;
   - ONLY certified AMS instructor conduct an in-mission AMS;
   - IPOs who do not pass the in-mission AMS will be repatriated at the cost of their contributing country;

3. Induction Training
   - All in-coming UNPOL officers should undergo induction training;
   - During mission start-up, if no IMTC in place, either the Police L&D Unit is responsible for induction training or requesting for ITS mobile training team.

4. In-service Training:
   - Develops the UNPOL’s skills development plan;
   - Ensuring, UNPOL’s learning needs, are reflected in the Mission Training Plan and are properly budgeted for;
   - Deliver and/or organize in-service/substantive training for IPOs;

Reference Materials

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

- Strategic Guidelines Framework – Police Administration in United Nations Peacekeeping Operations and Special Political Missions - Department of Field Support Ref. 2016.26

Additional Resources

UN Information

UN Documents

(Search by document symbol, e.g. A/63/100)

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.