

New York/DSOS/TDS

TRAINING DEVELOPMENT SECTION (TDS) “ROAD MAP”

FOR THE FULL IMPLEMENTATION OF THE SECURITY LEARNING AND DEVELOPMENT STRATEGY AND OPERATIONAL EXCELLENCE

Introduction

Building on the UNDSS Learning and Development strategy of 2019 and the UNDSS Strategic Plan 2020-2022, this plan outlines the strategic direction for the Training Development Section (TDS) in its goal to provide training development support to UNDSS and the UNSMS.

The UNDSS Strategic Plan 2020-2022 focuses building upon the foundations of what UNDSS has already achieved with a refreshed intention of support to the security workforce. It is focused on “identifying needs and planning and designing fit for purpose training to address the UNDSS and UNSMS’ needs”.¹

Background

Given the dynamic security landscape worldwide, there remains a constant demand for new approaches in managing the risk confronting all actors in the UNSMS. The evolutionary and often significant demand for security training requires a training section that can not only react but also anticipate the needs of the UNSMS to ensure the right training can be delivered at the right time to the right people.

In setting the course for TDS, it is necessary to ensure it remains founded on the fundamentals of training. The training cycle, as seen in Figure 1.0, outlines the steps necessary to ensuring training outcomes meet the needs of its stakeholders which includes UNSMS staff, DOs, responsible managers and all UNSMS personnel who require general and/or specific security training to safely fulfill their responsibilities.

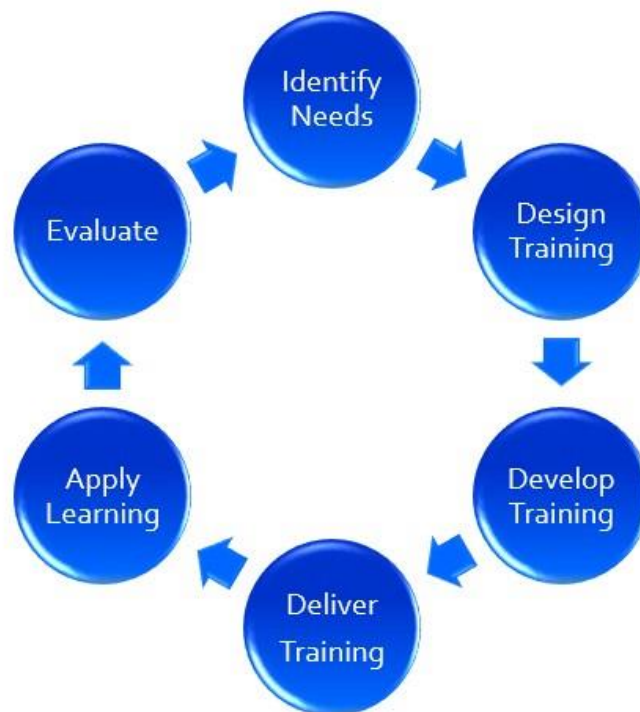
Experience has shown that where most training organizations struggle is balancing the requirement to deliver training (outputs) with the need to fulfill the other 5 critical components of the training cycle (inputs). Often the need to get students through courses results in sacrifices to post-training evaluations which will inform future needs. Often the expediency of requirements lends themselves to compromises in the design and development components in order to get to the training delivery component. TDS is not immune to some of these challenges. It is only through investment in the inputs that a training

¹ UNDSS Strategic Plan 2020-2022 p.17

organization will yield successful outputs. In addition, the client survey results, as well as the Engagement Survey results from DSS and the Integrated Security Workforce have illustrated that UNDSS is struggling to ensure that the right training is reaching the entire intended target audience in a timely manner.

This road map seeks to reaffirm a comprehensive approach to the training cycle, dedicating the right people with the right skillsets to each component of the cycle. It recognizes that a great instructor does not equate into an excellent training developer. It recognizes that end-course reviews and engagement with stakeholders in the field are key to ensuring the training delivered meets the needs of those who must apply the learning in a real-world setting. The cycle must also be supported by an effective mechanism so that the training reaches the target audience at the point of need, and not based on the how the training or post of that target audience is funded.

The Training Cycle



Governance

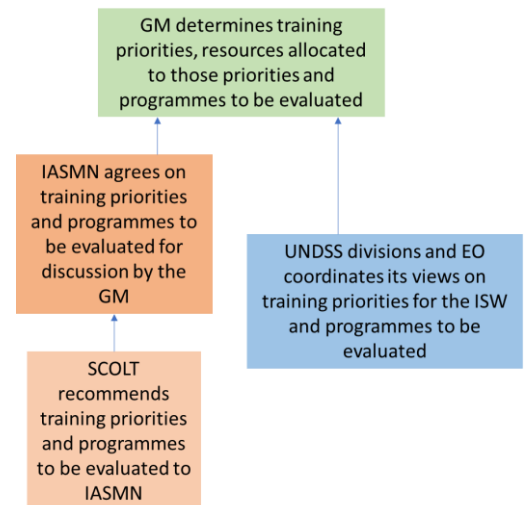
The foundation for the proper functioning of the training cycle begins with strong governance. Historically, one of the biggest challenges TDS has faced has been meeting the myriad of demands of its stakeholders, juggling the delivery of training worldwide against the competing demands to develop or deliver new courses for UNSMS actors. The difficult task of prioritizing these demands and dedicating the resources to meet them has put TDS in the difficult position of deciding which priorities would be resourced. Or in some cases training has been delivered by entities outside TDS to alleviate the resource challenges, in some cases with little or no oversight or coordination of these various training efforts across UNDSS. Accordingly, it has been recognized that prioritization decision should be made at the strategic level and that an appropriate body should be informing those decisions.

In response to this requirement, and in line with recommendations from the recent OIOS Audit on Security Training, the USG UNDSS has established a Security Training Prioritization and Governance Mechanism (henceforth, Governance Mechanism or GM), which includes representation from the Inter-Agency Security Management Network, who will review the operational and strategic gaps identified by UNSMS entities and UNDSS and provide direction on priorities for design and delivery of training and ensure alignment with available human and financial resources. In this way, the Governance Mechanism (GM) will also give direction in terms of where TDS will focus its efforts and identify the role of other UNDSS divisions and UNSMS entities in the provision of training to the system in accordance with available human and financial resources. This body will be further responsible for confirming the training calendar for a rolling 24-month period and will set timelines for the development or revision of new training programmes. Finally, it will oversee the evaluation of training programmes for relevance, impact and effectiveness.

The mechanism will act as an advisory body to the USG UNDSS through a consistent process that facilitates informed, transparent and inclusive decision-making. In this process, it is important to ensure that the Standing Committee on Learning and Training (SCOLT, which is being proposed to replace the STWG) has an opportunity to put forward priorities, relating to non-ISW personnel, for discussion by the IASMN Steering Group and IASMN so that the GM has a full understanding of those needs, priorities and concerns.

For the GM to examine and prioritize the demands of all UNSMS entities (ISW and non-ISW personnel), and pursuant to the OIOS recommendations, UNDSS will establish an internal mechanism to coordinate its three substantive divisions as well as the EO and the OUSG to identify and prioritize training needs of UNDSS and the Integrated Security Workforce, to ensure accountability, and to track and align expenditures with needs. These needs can then be considered by the GM in conjunction with the needs of other UNSMS stakeholders.²

Finally, the STGPM will also define a security training evaluation framework which sets out performance measures to evaluation the impact of training, procedures for collecting and analyzing data and regularly identify training programmes to be evaluated to determine their operational impact on the UNSMS as a whole. These impact evaluations should go beyond determining whether the learner is satisfied with a course in order to determine whether the training has met its operational objective for the UNSMS.



To ensure this systemic approach for the full UNSMS, OIOS has also recommended that the Governance Mechanism, in consultation with the IASMN (through representation on the GM) will develop and adopt:

a. a United Nations security management system (UNSMS) training guideline to:

(1) operationalize the principles of UNSMS security training; and

² OIOS Audit of Training Recommendation #3

(2) harmonize DSS' roles and responsibilities on security training with those of different UNSMS organizations.

- b. a global UNSMS learning and development strategy to direct the work on UNSMS training for system-wide coherence and complementarity.³

To support the institutionalization of this ongoing impact evaluation process, UNDSS will improve its capacity for data-driven analytics of training and budget expenditures (see relevant sections below). This data will be analyzed and reported annually to the GM in TDS' annual comprehensive report on safety and security training which will be shared with the IASMN to enhance transparency, visibility and stakeholders' participation in managing training for the UNSMS.⁴

In addition, OIOS has recommended and the IASMN has already begun a process to review the terms of reference of the Security Training Working Group to define its membership and working methods and specify more tangible and time-bound deliverables⁵, ensuring harmonization with the mandate and processes of the GM.

Identifying Strategic and Operational Gaps

The requirement to identify strategic and operational training needs of the UNSMS is paramount to ensuring effective prioritization, resource allocation and evaluation of training for the UNSMS. This is an ongoing process that recognizes training needs are never static and evolve with the changing environment. TDS will work with its partners within UNDSS and UNSMS to implement “a training approach that provides a common baseline for the integrated security workforce and reflects the skills and knowledge required to help the UN deliver”.⁶ Once identified, these training needs will be considered as part of the prioritization process within the GM.

In 2016/2017, TDS conducted a Training Needs Analysis (TNA) in order to identify the fundamental training needs of the UNSMS. With the establishment of a Strategic Action Plan on Operational Excellence, there exists an opportunity for that team to build on the current TNA and add those areas that will provide a fulsome and updated analysis of all UNSMS training needs. This activity will be led by the Operational Excellence team, with participation from TDS to ensure alignment with the current training development projects, i.e. Orientation and refocused SCP.



³ OIOS Audit of Training Recommendation #1

⁴ OIOS Audit of Training Recommendation #10

⁵ OIOS Audit of Training Recommendation #2

⁶ UNDSS Strategic Plan p.15

Design & Development of training

In order to revitalize our approach to training, there is a recognition that TDS requires certain skills sets and expertise to transition from a primarily delivery-focused organization to one that focuses on training development and oversight.

In order to enable this pivot, TDS will recruit additional subject matter experts in the field of training development. The emphasis for these staff will be design and development of training courses rather than the delivery of training courses. There remains clear recognition that TDS requires a balanced approach which allows for experienced security professionals with a training background as well as experienced training professionals who can bring their expertise to bear in the development of security training. A combination of both experience bases will remain in TDS to ensure an informed approach to security training moving forward.

Training Delivery

With a renewed focus on training development and oversight comes opportunity for collaboration in the delivery of training. While it is clear the expectation from stakeholders is that TDS will continue delivering security training, the time is now to discuss the next iteration of training delivery. Through the increased use of technology, collaboration with UNSMS entities and leveraging partnerships, TDS will ensure delivery of consistent/harmonized training across the UNSMS.

TDS' strategy is a recognition of the training expertise that exists outside of TDS. Leveraging instructors from across the UNSMS will augment the capacity that exists within TDS while at the same time benefitting from those organizations who have both the resources and willingness to support training for other entities across the UNSMS. TDS will monitor the delivery of training to ensure a consistent approach is taken by all instructors.

Training Evaluation and Lessons Learned

A key tenet to the delivery of effective training is evaluating its effectiveness and making necessary adjustments to enhance training programs. TDS will develop a security training evaluation framework for adoption by the Governance Mechanism with clear requirements for data needs and procedures to collect and analyze data and information and performance measures to evaluate the impact of the United Nations security management system training activities which should be factored into UNDSS Evaluation plan.⁷

⁷ OIOS Audit of Training Recommendation #11

Course evaluations and feedback begin immediately upon completion of the training programme. Course after-action reports and student feedback will form one component of the evaluation, but this must be enhanced with in-field evaluations of the effectiveness of training through interviews with former students, supervisors and members of the UNSMS who are best positioned to advise whether the programmes are meeting the aim. TDS will lead a process of setting up systems to collect and standardize these



evaluative processes for security training, and the Governance Mechanism will determine where and when higher level impact evaluations need to be organized with external experts. Here again, the IASMN provides input through representation on the GM in identifying which training programmes should be evaluated and in addressing the outcomes of evaluations.

In support of standardizing the training function, TDS will consolidate good practices in developing training standards in order to replicate them across all security training programmes.⁸

Training Funding

One area of emerging concern on the part of stakeholders and TDS is the annual cost of training. Currently, there exists no comprehensive view of exactly what training costs or how much has been spent on training. While we can quantify certain costs, the current approach to funding does not provide an accurate depiction of exactly what each training course costs the Organization or what the comprehensive expenditures have been on security training from all budget sources. This makes budget-based planning difficult.

To that end, TDS, in conjunction with the UNDSS EO will develop tools to monitor security training expenditures against the resources authorized for implementing its prioritized security training programme, covering all sources of funding. Data derived from this exercise can then be used to inform future budget submissions. To this end, a WBSE code will be established in Umoja to capture all training expenditures across UNDSS.⁹

⁸ OIOS Audit of Training Recommendation #8

⁹ OIOS Audit of Training Recommendation #4&9



In addition, with regard to the ISW, UNDSS shall work with DPO, DPPA and DOS to provide guidance on security training standards and budget requirements and review budget submissions to ensure that all peacekeeping and special political missions are effectively able to budget for all security training. The provision of a rolling 24-month calendar approved by the GM will also further assist missions in effective planning and budgeting of

security training.¹⁰

Finally, UNDSS will pursue a means to ensure security training that is deemed mandatory for mission personnel be included in missions' security budgets rather than training budgets.

Human Resources

People are at the core of UNDSS' success and must be at the core of any training strategy. Historically TDS' vacancy rate has impacted its ability to fully carry out its mandate. Additionally, as TDS evolves into a training development and oversight body, with less focus on training delivery, there must be an evolution of the skillsets of TDS staff. Current vacancies within TDS present an opportunity to bolster the organization with subject matter experts in training development and design.

TDS is committed to conduct a comprehensive recruiting drive to reduce vacancies, increase specific skillsets and ensure it is appropriately staffed to fulfill its mandate. They will do so with a commitment towards gender and geographical diversity and inclusion of various language skills/cultures. In addition, a classification review will be completed to ensure all posts are classified at the appropriate level for the tasks assigned.¹¹

The short-term (3-6 months) will see TDS leverage temporary job openings to bring in the required skillsets with a longer-term recruitment process to ensure the right mixture of personnel into 2021 and beyond. TDS will manage a vacancy of under 5%.

Data-Driven Analytics

Performance measurement is critical to determining programme effectiveness. While qualitative data can inform results, it is most effective when combined with quantitative data analytics. TDS is committed to providing data-driven training solutions to the UNSMS through the introduction of a new Learning Management System (LMS) and analytical processes that can provide accurate quantitative data.

¹⁰ OIOS Audit of Training Recommendation #5

¹¹ OIOS Audit of Training Recommendation #6

While the process to acquire a new LMS is nearing completion and its implementation across UNDSS is critical to ensuring effectiveness. TDS will adopt the PRINCE2 project management approach and follow the ICT Project Management Framework in its implementation of a new LMS working in collaboration with all parts of DSS to ensure it meets their needs.

Using comprehensive training data from the LMS and other sources, including systematic feedback from participants in courses, client and staff engagement surveys, TDS will adapt its approaches to serve the needs of the UNSMS. Management of this data and the results of the evaluations requested by the GM will greatly enhance the decision-making ability of the GM and UNDSS senior management on training. As UNDSS's ability to capture and track training expenditures improves along with its management of training data, it will be able to more effectively link planning and reporting on training with training expenditures and workforce planning. To effectively manage this, UNDSS will implement a consolidated safety and security training database management system and explore the feasibility of integrating training information from United Nations security management system organizations.¹²

Leveraging Technology

In a connected world, never has technology been more relied upon than today. During the current global pandemic, the ability to conduct face-to-face training has been practically eliminated and the need to shift to new means of delivering critical training has never been greater. TDS will undertake a continual review and refinement of training delivery modalities with a focus on leveraging technology to minimize face-to-face training. Cognizant the current approaches to training have been

Finally, TDS will leverage iSeek and its public website to further support UNSMS personnel with access to non-confidential safety and security information and knowledge, such as the security learning catalogue, BSAFE and Residential Security Measures Guidelines.

Conclusion

As outlined in the UNDSS Strategic Plan, training and investment in our personnel is critical to the continued provision of a safe and secure environment for all UNSMS personnel. This Roadmap has outlined the plan for UNDSS and TDS in providing timely and effective training to the myriad of actors in the UNSMS.

With a focus on training development and oversight, TDS will become the nerve center for security training. Through enhanced skill sets, increased collaboration and transparency, it will ensure that TDS is a trusted partner for security training, well recognized in the UNSMS and security industry.

¹²OIOS Audit of Training Recommendation #7