

ANNUAL REPORT ON Security Training 2021

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**United
Nations**

Department
of Safety
and Security

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Introduction

This is the second annual report on security training, published in response to the recommendation of Office of Internal Oversight Services (OIOS) in its 2020 audit of the Implementation of the Training Mechanism for the UN Security Management System (UNSMS). This report outlines the security training delivered and developed for the UNSMS, including the Integrated Security Workforce in 2021.

The report has been drafted by the Training and Development Section (TDS) of UNDSS based on inputs received from all divisions in UNDSS and further supplemented by data contained on the United Nations System Staff College’s (UNSSC) security training database (which is global data reflecting training delivered by and to all UNSMS entities and personnel), UNDSS learning management systems, as well as data from other Learning Management Systems hosting BSAFE in agencies, funds and programmes and Inspira. The report does not include information on safety and security training delivered internally by individual UNSMS organizations.

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Delivery of Training

TRAINING FOR UNSMS PERSONNEL

In 2021, the delivery of security-related training for UNSMS personnel continued to be heavily impacted by the pandemic. All parts of the UNSMS delivering training to UNSMS personnel have adapted their approach in 2021, demonstrating the resilience of trainers and delivery systems. At the same time, 2021 saw significant improvements implemented for the Safe and Secure Approaches to Field Environments (SSAFE) programme as well as the Emergency Trauma Bag (ETB) training for First Responders. These changes include substantive improvements to the materials as well as enhanced support mechanisms for trainers. These improvements, described below, will result in greater consistency in delivery and improved quality of the programmes as more countries and UNSMS entities resume in-person training in 2022.

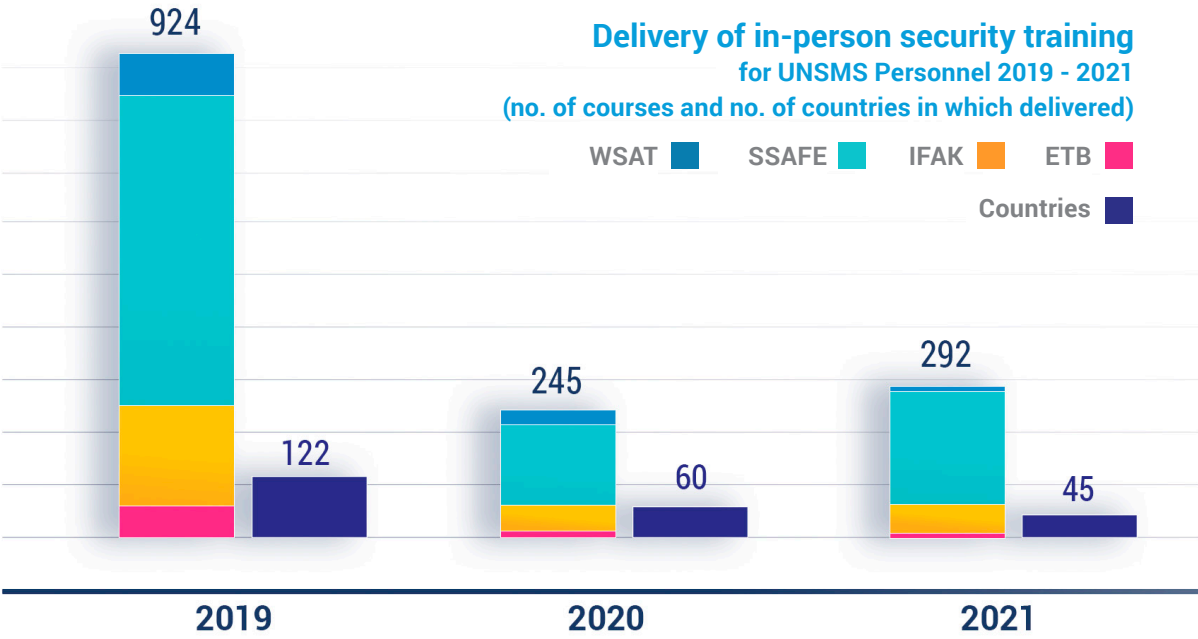
In 2021, demand for psychosocial support and resilience-building training remained high, and online security training continued to be the main sources of training for UNSMS personnel. The Critical Incident and Stress Management Unit (CISMU) and local stress counsellors conducted online and in-person training for 28,041 UNSMS

personnel (20 per cent of whom were women). This is comparable to the level of training delivered in 2020 and significantly higher than 2019.



An additional 112,975 UNSMS personnel and partners completed the online security awareness training BSAFE in 2021. This included the newly launched Portuguese version. For the most part this reflects general maintenance levels for the programme which is mandatory for all UNSMS personnel. The UN Secretariat, which had lagged behind in completion rates as compared to many agencies, had more than five times as many completions in 2021 as in 2020.

Only 40% of countries in which in-person security training programmes were run prior to the pandemic have resumed some in-person security training. This has been primarily for the Safe and Secure Approaches to Field Environments



(SSAFE) programme and the Individual First Aid Kit (IFAK) training. The fact that the overall number of courses delivered across the UNSMS is slightly higher than 2020, illustrates that duty stations who have resumed training are working to address the backlog of needs from the pandemic. But this should not overshadow the fact that 60% of countries have not yet resumed in-person training (see chart above)¹. TDS has played a supporting role in assisting with the implementation of COVID-19 safety protocols in accordance with the 2020 Guidance on Managing COVID-19 Risks in Security Training, and there have been no reports of serious outbreaks related to in-person training, where it has resumed.

IMPROVEMENTS TO THE SSAFE PROGRAMME

Updates to the SSAFE materials developed in 2019 and 2020 were rolled out in 2021. By December 2021, 21 local SSAFE programmes (15

countries and 6 Agencies, Funds and Programme Organizations (AFPOs)) had successfully implemented the changes. This involved revisions of their programmes and materials, which were reviewed and approved by TDS, in keeping with its quality control role as set out in the SSAFE guidelines². Ongoing updates are taking place in three additional countries and one AFPO, which should be approved in early 2022. To ensure consistency and adherence to the training standards, any UNSMS entity delivering SSAFE must receive approval of their programme by TDS as being in line with the revised core modules in order to receive SSAFE certificates for participants.

The programmatic changes to the core modules involve moving from eight to six core modules: United Nations Security Management System, Working in Field Environments, Communication & Technology, Vehicle & Movement, Captivity & Detention and Managing Injuries in Field Environments. Changes within those modules include a shift towards a more people-centred

¹ The data on in-person security training is based on data from certificates provided by TDS/UNSSC for ETB, IFAC and SSAFE courses. There is no centralized certification process or data collection mechanism for the Women's Security Awareness Training (WSAT). Therefore, the data only represents what was reported to TDS by a limited number of entities (UNSSC, UNDP, UNFPA, UNICEF, UN Women, WBG and WFP for 2021 and ADB, DSS, UNDP, and UNICEF for 2019-2020).

² Security Management Operations Manual, Chapter XIII

approach to personal security in the Working in Field Environments module; the inclusion of detention as well as hostage prevention in the Captivity and Detention module; and a stronger emphasis on practical exercises and drills throughout the programme.

During the development of the updates in 2019, field trainers requested more support from UNDSS headquarters to ensure they were delivering high quality training in accordance with the standards. In response, TDS created a series of four videos for field trainers to support them in implementing the new modules and to demonstrate participatory approaches:

- Introduction and Context;
- Threats;
- Personal Vulnerabilities, and
- Risk Reduction.

The videos are available on both the UNSSC SSAFE platform and on SharePoint to ensure accessibility for all SSAFE trainers and security personnel.

Additional support to field trainers was provided through an upgrade of the UNSSC platform for user-friendly access to updated materials, guidance and support tools (elounge.unssc.org). To allow SSAFE trainers to maintain their certification despite not having been able to deliver SSAFE during the pandemic, TDS and UNSSC launched an online course for SSAFE trainers on the UNSSC platform in September 2021. The online course guided existing trainers through the new materials and support tools, and upon successful completion of assessment exercises, eligible trainers had their trainer certification extended for one year. At the end of December 2021, when the course was closed, 98 SSAFE trainers had successfully completed the course.

The standard evaluation forms for participants set out in the SSAFE guidelines are slowing being more systematically used by the various SSAFE programmes conducted across the UNSMS. In 2021, 575 SSAFE participants completed the standard evaluation forms, which indicated a positive response to improvements

in the SSAFE programme. Over 86 per cent of respondents in 2021 felt the course met or definitely met the Learning Objectives, with 97.5 per cent feeling some degree of confidence in applying their learning. Almost all (99 per cent) of the respondents would recommend the SSAFE training to others. The increased practical nature of the training has helped engage learners more, with one participant indicating that:

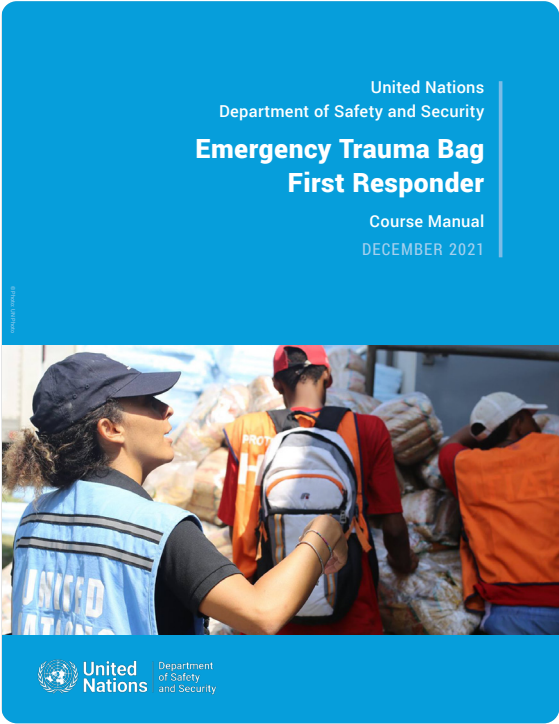
“It was a learning experience that brought me closer to reality and at the same time has increased my confidence levels in conducting field missions. The mix of theory and practical was perfect.”

IMPROVEMENTS TO THE ETB PROGRAMME

2021 also saw improvements to the Emergency Trauma Bag (ETB) training for First Responders, which will be implemented in 2022. Field trainers from UNAMA and Syria, with the support from the Swedish Civil Contingencies Agency (MSB) revised the ETB training materials and student manual. The changes were reviewed and approved by the Ad-hoc Technical Group on First Responder Training in accordance with the First Responder Guidelines³. The aim of the revision was to ensure the course was in line with the latest medical best practices for emergency settings and to make it more practical so that those completing the course have the confidence to apply their skills in actual emergency situations.

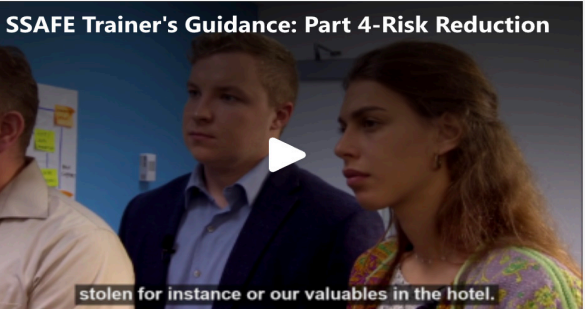
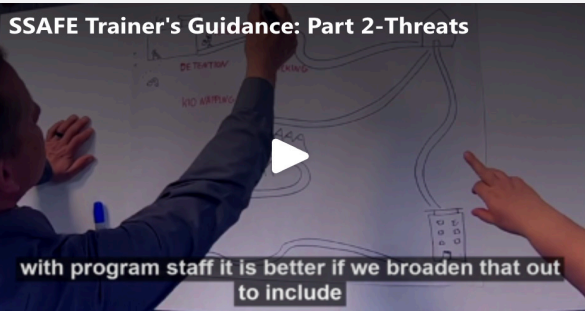
To achieve these aims, invasive techniques and other elements which could result in accidents have been removed. For example, the sessions on administering an IV for saline solution have been removed because participants did not feel comfortable with that, and more importantly

because the injection of saline solution that may have been improperly stored in ETB kits in vehicles or shipping containers in high heat can cause serious harm to the patient. Like the SSAFE, more practical exercises were included and the over-reliance on PowerPoints and lectures were reduced. To further improve participants confidence and the accessibility of the learning, the course materials and student handbook are being translated into Arabic, French and Spanish.



The updated pre-learning, knowledge and practical assessments are also being translated to ensure that substantive knowledge and skills are tested, and not language skills. The pre-learning and knowledge assessments will also be put online to help ensure consistency and integrity in their administration. Similarly, the UNSSC and TDS have created a new First Responder trainer platform to ensure trainers, both for the new ETB programme and the IFAK course, are using the latest training standards, guidance and forms, the UNSSC and TDS have developed a new First Responder trainer platform.

TDS developed a series of field training videos that demonstrate interactive and participatory training methods as applied to training in personal security.



³ Security Operations Management Manual (SMOM), Chapter III, Guidelines on First Responder Programme

MSB piloted the revised ETB programme, first with IOM's assistance in Gaziantep, Turkey (2 courses) and then with UNICEF's assistance in Dakar, Senegal (2 courses) in October and November 2021, respectively. The pilot involved implementation of the new programme (updated materials and assessment tools) as well as a pilot of the mentoring approach to re-certify existing UNSMS ETB trainers.

In the anonymous evaluation of the course, 70 per cent of respondents indicated that they felt 'very confident' and 30 per cent indicated that they felt 'confident' about applying their skills. More specifically, 80 per cent of respondents indicated that the course had 'definitely increased' their confidence levels in applying the skills learned.

“The practical sessions only applied key learning related to life-saving skills, enabling participants to be empowered to be first responders providing first aid and lifesaving care until the next level of medical care. Previous iterations of the course I have seen go beyond this to more technical medical trauma care i.e. IVs etc. which in real UN situations are rarely (if ever) used and often make the course and the equipment intimidating to non-medical personnel. All in all, these revised learning objectives, content and practical application is much more dynamic for learners, achieves the course objectives as well as practical and useful SRM measure for field operations.”

– Feedback from security staff observing the ETB pilot in Gaziantep

To improve those scores further, it is strongly recommended that participants complete basic first aid training before being enrolled in the ETB programme. To provide additional opportunities for First Responders to enhance their knowledge and skills in this regard, 34 UN First Responders⁴ are completing a five-hour online course on Disaster Response in Limited Resource Settings run by the Institute for International Medicine in the first quarter of 2022. This training opportunity has been facilitated through TDS's collaboration with the UN Medical Emergency Response Team (UNMERT), who also funded the programme.

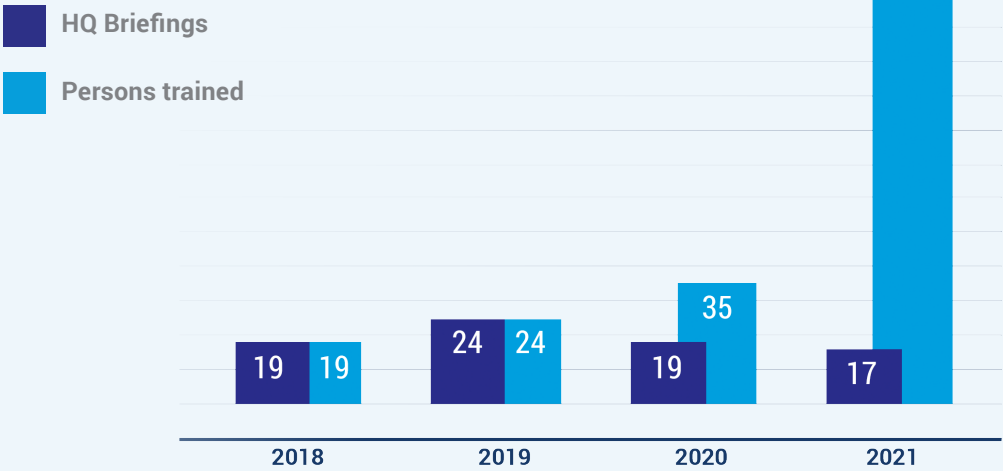
During the mentoring aspect of the pilots, it was observed that the more practical nature of the course presents an additional effort to manage the training in areas in which trainers found challenging, requiring a more intensive mentoring approach. The assessment worked well, particularly when translated into French in Dakar to encourage increased engagement by French-speaking participants. However, the automated assessment tool requires additional adjustments to ensure practical implementation during the course itself, including in low-bandwidth locations. These challenges will be addressed in 2022 during the rollout phase of the revised ETB programme.

TRAINING FOR SECURITY DECISIONMAKERS

The SMT online course and the DO HQ briefings continue to be the primary sources of formal training for Security Decisionmakers. In 2021, 870 Security Decisionmakers completed the SMT Online course, which had been updated in March 2021 to address technical problems arising from the use of outdated technology.

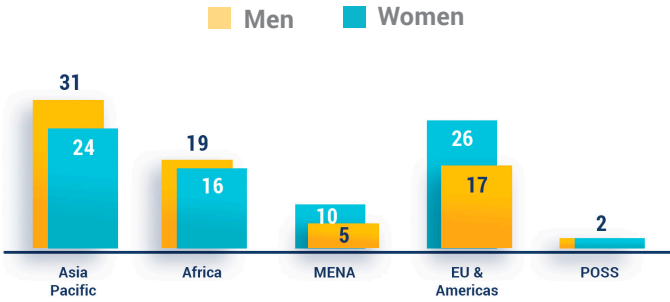
In 2021, 152 Security Decisionmakers completed the DO HQ briefing, eight more than the 144 initially planned for the year. This reflects the commitment of DRO desks to use the online format to include not just new Designated Officials (DOs), but also DOs a.i. and those who were previously deployed but unable to come to New York to attend the in-person DO HQ briefing. The chart below shows the evolution of the completions of DO HQ briefings from before the pandemic, when the DO HQ briefings were held only in person, to 2021

DO HQ Briefing completion
No. of DO HQ briefings and persons trained 2018 - 2021



This chart shows a detailed breakdown by region of the number of Security Decisionmakers who completed the DO HQ briefing in 2021, as well as the gender breakdown (overall 51 per cent women and 49 per cent men). The Asia-Pacific and EU & North America regions have been particularly strong in addressing the backlog of DO HQ briefing needs in 2021 with the support of the specialized units in DSOS including TDS, as well as the Saving Lives Together representatives.

DO HQ Briefing completion by Security Decisionmakers in 2021



⁴ UNMERT's funding source for this course required that participants in this course be Secretariat staff members.

In the area of crisis management training, as was agreed at the 2021 Security Training Governance and Prioritization meeting, DRO focused on securing extra-budgetary funding to allow for a resumption of the DO Crisis Management training in 2022. Given the security situation within Ethiopia, SSS Addis Ababa undertook to coordinate and conduct a table-top exercise on crisis management. The scenario focused on responding to mob attacks on the UN complex and participation included ECA staff, DHSSS staff as well as Host Country agencies. Similarly, the DSS team in Libya held a table-top crisis management exercise for its Crisis Management Team on 3 October 2021. The exercise was in response to one of the training recommendations of the BOI on the Benghazi attack, and in preparation for the elections. The exercise was aimed at preparing the CMT for possible crisis scenarios during the elections and to identify any gaps in existing contingency plans.

Crisis management exercise at United Nations Economic Commission for Africa (Photo: ECA)

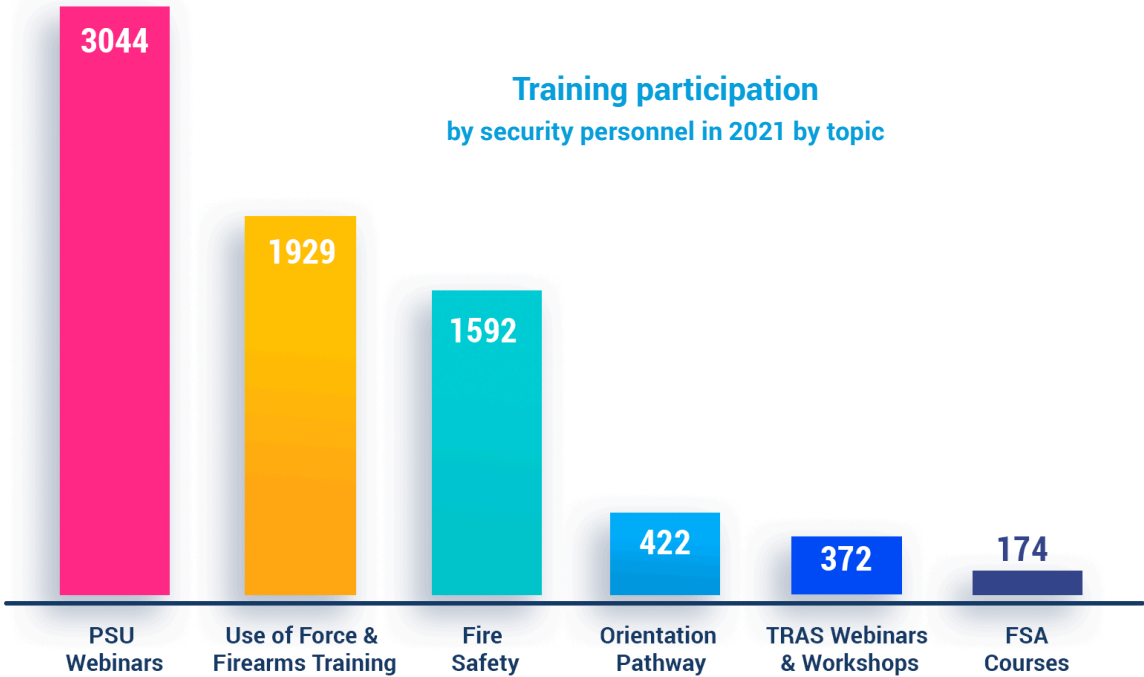


TRAINING FOR UNSMS SECURITY PERSONNEL

Training for security personnel in 2021 saw numerous innovations and adaptations in response to the pandemic and in keeping with the UNDSS’s Strategic Plan and Operational Excellence. TDS has taken on a greater role in providing support tools for those delivering training across the UNSMS to adapt and deliver training adapted to the reality of the pandemic while implementing new systems to manage the quality of training and related data. As outlined in the following paragraphs, this has resulted in an expansion of new training courses and offerings for security personnel as compared to the period prior to the pandemic. It has also allowed training to be more strategically used for workforce development of the Integrated Security Workforce, while continuing to support the operational and career development needs of UNSMS security personnel, who make up 18% of the overall UNSMS security workforce.

PHYSICAL SECURITY TRAINING

The Physical Security Unit (PSU) in UNDSS developed and hosted 11 webinars in 2021 for UNSMS security personnel focused on physical security topics, such as blast threat assessment, the security risk management process for premises, ballistic protection, windows protection, and CCTV among others. A total of 3,044 UNSMS security personnel attended the webinars, half of whom were from the Integrated Security Workforce (ISW). The PSU also developed and launched an online training to support the implementation of the Physical Security Assessment Tool. These online trainings were conducted for UNDP, WHO and the UNDSS teams in Bangladesh and the Democratic Republic of Congo (DRC). Physical security training continues to be one of the most highly attended training options for UN security personnel in 2021, as highlighted in the chart below. With the lifting of COVID-19 related travel restrictions, it is anticipated that the week-long in-person Physical Security Training Course will resume or further support to UNSMS security personnel.



TRAINING IN SECURITY ANALYSIS

The Threat and Risk Assessment Service (TRAS) of UNDSS has also expanded its delivery to on-line training, not only to mitigate the impact of the pandemic but also to provide more accessible analytical skill-building opportunities for security personnel who are not analysts. TRAS developed and rolled out 20 two-hour webinars on the essentials of the Security Threat Information (STI) process for non-analysts to further strengthen the analytical capabilities across the UNSMS security workforce. These were attended by a total 317 security personnel (21 per cent of whom were women, and 58 per cent of whom belonged to the ISW). Feedback on the webinars has been very positive and highlighted the practical nature of the issues covered. The key elements of the webinar are being fed into the update of the SCP programme through collaboration between TDS and TRAS.

Building on the webinar success, TRAS also developed and piloted several online workshops focused on the STI process. Four of these workshops (two-hour sessions for approximately eight consecutive days) were run between March and November 2021 for 55 security personnel (24 per cent of whom were women, and 82 per cent of whom were from the ISW). The feedback, which

was overwhelmingly positive and highlighted the good balance between theory instruction and practical exercises, is being used to enhance the workshops, which will continue to be run in 2022 as the “SAPP Basics Online Workshop”.

PSYCHO-SOCIAL SUPPORT

The Critical Incident and Stress Management Unit (CISMU) has similarly transitioned their in-person Peer Helper Workshop to a blended learning programme, which involves a series of online learning modules with an in-person session conducted at the regional level, as outlined by the diagram below. The new Peer Helper training was finalized at the end of 2021 and will be run during 2022.

TDS support to design and setup the course in the new LMS resulted in the inclusion of more systematic learning assessment through the course and has given CISMU the capacity to more easily facilitate learning while travel is restricted and resume in-person training coherently when the situation allows. CISMU’s leadership on the development and maintenance of the substantive content guarantees that the course is and remains in line with international best practice and UN policies and procedures.

LEARNING IN SUPPORT OF OPERATIONAL EXCELLENCE

As one of its contributions to the Operational Excellence objective of the UNDSS Strategic Plan, TDS also developed and launched a new Orientation Pathway for the Integrated Security Workforce on 15 July 2021. The Orientation Pathway (OP) is assigned for all staff newly recruited to the Integrated Security Workforce, as well as those within the ISW who move to a new position, function or level and they are expected to complete it within 30 days of being invited to join the course. It is available on the new LMS on Totara (at undsslearning.org) and consists of three self-paced online courses. Learners are assigned a programme consisting of one, two, or three courses, depending on their level of responsibility. They are currently being translated into French for launch in 2022.

All ISW personnel who are newly recruited or new in their position take OP course 1, which introduces UN values, the UNSMS and how to work productively and harmoniously with colleagues. There is also a specific learning module on Operational Safeguarding to familiarize the ISW with how they can prevent and address inappropriate behaviours that may lead to security incidents.

After having completed OP Course 1, those in a management role (generally those who are 1st reporting officers) take OP Course 2, which emphasizes the broad nature of mandates across the UN system, highlighting the need for security solutions that enable programme delivery. OP Course 2 covers how to manage a team in the UN and in support of the objectives of the UNDSS mission outlined in the Strategic Plan. Finally, those in a leadership role (2nd reporting officers) continue to OP Course 3, which introduces the UN Leadership Framework and practical challenges for leaders in the UN.

As of 15 December 2021, 422 learners (27% of whom were women) were enrolled in the Orientation Pathway but only 72 had completed all the courses assigned to them. Learner satisfaction among those who have completed their assigned OP courses is high. Feedback surveys from all three courses show that expectations are either “exceeded” or “fully met” for the vast majority of learners. In addition, the majority of learners rated the usefulness of the course material, including videos, graphics, and references as either “excellent” or “very good” (54 out of 77 respondents for OP Course 1 and the pilot; 24 out of 32 respondents for OP Course 2; three out of five respondents for OP Course 3). One learner commented that the course “gives a very good orientation to new staff”.

Training News

See all



Training Opportunities: OICT Unite Academy - Office365 - Benefits of “Deep Work”

In this week menu, we would like to tempt your learning...

27 January



Learning: UN Sabbatical programme - Academic Council of the UN System - UN Career support...

This week we would like to make you aware of a number o...

20 January



Learning Opportunities: Introduction to Change Management, Information Management and...

In this week offering, we would like to tempt you in...

17 January

ASYNCHRONOUS

PHASE 1

- Informational learning part delivered through the LMS as self-paced modules .
- Six online modules.
- Set up an online Community of Practice (COP) moderated by the local counsellor.
- Learning assessed through interactive forum activities and pre/post questions.

SYNCHRONOUS

PHASE 2

- Reflective learning part delivered through live online sessions using MS Teams.
- Live sessions for five topics.
- Learning assessed through activities in the sessions and assessment quiz.
- **Certification as Psychosocial Focalpoints.**

SKILLS-BUILDING

PHASE 3

- While travel restrictions: Supervised practical assignment, e.g. record peer help discussions with two colleagues, share with the local counsellor, and have a feedback session.
- Attend coordination meetings and provide activity reports.
- After travel restrictions lifted: Attend a 3-day workshop that will cover the skillbuilding sessions.
- **Certification as Trained Peer Helper.**

Outline of the Revised Peer Helper Training programme jointly developed by CISMU and TDS.

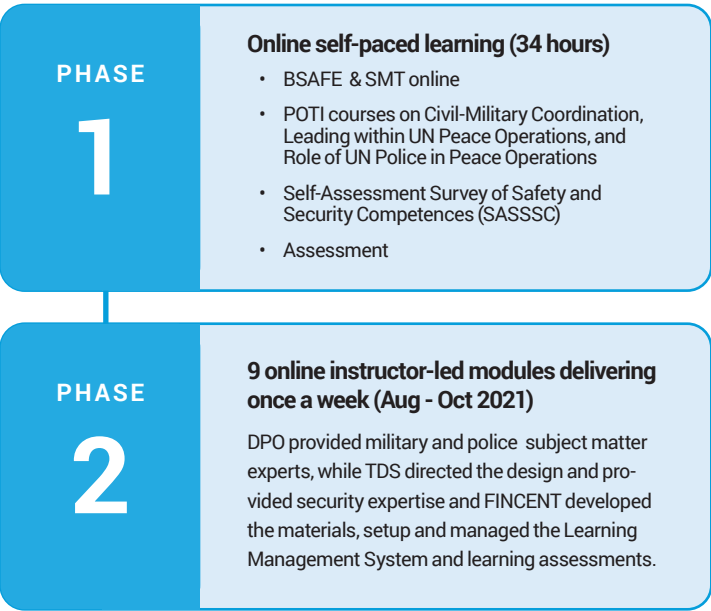
- 1. Cultivate UN Core Values and Competencies across the Integrated Strategic Workforce (ISW); and
- 2. Invest in an inclusive organizational culture and engaged workforce, supportive of career development and opportunities.

In 2021, the weekly learning updates highlighted approximately 80 different learning opportunities available to the ISW. In addition to being disseminated weekly by the UNDSS Comscen, the updates are also available on the **Training and Learning** page of UNDSS SharePoint. The curated learning offerings in 2021 focused mainly on:

- Leadership and management training offered primarily by the UNSSC through its Letter of Agreement with the UN Secretariat;
- Communication skills training available from a variety of UN and external providers;
- Training on humanitarian emergencies primarily from Disaster Ready and Kaya;
- Data analytics and information management from a variety of UN and external providers; and
- Career support tools and language learning available in the Secretariat.

In addition, TDS continued its collaboration with the Finnish Peacekeeping training centre (FINCENT) and the Department of Peace Operations (DPO) in running the second iteration of the Peace Operations Security Management Course (POSMC). The aim of the course is to

prepare military, police and UN civilian security personnel for security management related interaction and co-operation between different components of ongoing and future UN Peace Operations. The course also further reinforces the UN Values and Competencies specifically within this context. The concept of training military, police and civilian components together to build their skills for coordination and collaboration also applies a key lesson learned of the UNOCC’s Crisis Management training, which brings together participants from all parts of the UN System involved in crisis management. The 2021 POSMC iteration also built on the lessons learnt of the 2019 pilot and was delivered fully online, as outlined below.



Feedback from military, police and security personnel attending the course has been positive:

“I now engage with both the police and civilian security. The course has been of great help in providing more understanding and coordination.”

- Military participant

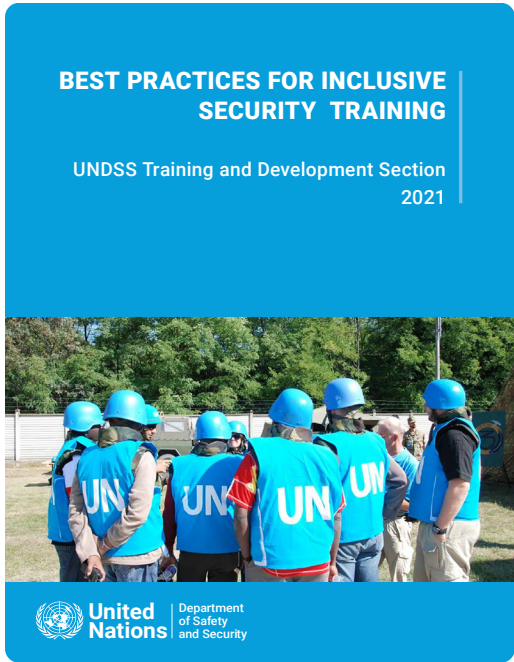
“I have been working with the UNSMS for the past 27 years. It is my first time working with a peacekeeping operation mission. Therefore, I learned so many things when working with integrated security forces and actors in the peacekeeping operation mission.”

- Security participant

DHSSS has also played an important role in reinforcing Operational Excellence in its workforce and implementing the United Nations Disability Inclusion Strategy (UNDIS). In 2021, DHSSS launched a training package on Disability Etiquette and Awareness which was presented by an expert consultant. Three hundred fourteen (314) security staff attended from 11 duty stations. This training will be further expanded to the whole SSS workforce of over 1,200 security officers and staff. To further reinforce the training, DHSSS participated in a series of online discussions and webinars conducted by entities such as ILO, WBG, EOSG, UNICEF, UNDP. The webinars consisted of discussions on the organization and its role to provide an environment with enabling accommodations for persons with disabilities. The webinar presenters, many of whom, were persons with disabilities, shared their experiences as staff members within the organization. The webinars highlighted the importance of all partners in the organization must contribute to effectuate the goal of inclusivity for all.

Finally, to operationalize an inclusive culture in security training, and to ensure that our clients have an inclusive training experience, TDS also compiled and issued a guide for trainers on “**Best Practices for Inclusive Security Training**”. The guide, which is available on SharePoint and the UNSSC lounge platform for trainers, provides practical tips and best practices for trainers on

how to plan and manage diverse learners for inclusion in a variety of learning settings. The guide also reinforces UN Values and the Code of Conduct for learners and trainers alike.



TDS, along with various UN agencies and NGOs, participated in the 2021 ‘Humanitarian Networks and Partnership Weeks’ (HPNW)⁵ to share experiences and best practices on inclusive security and Person-Centred Approaches to Security. The two webinars and set of resources presented by TDS were so well received that further assistance requested again for the 2022 event.

⁵ The Humanitarian Networks and Partnership Weeks (HPNW) is a forum for humanitarian networks and partnerships to meet and address key humanitarian issues which was set up in 2015 following a recommendation from Member States. Participants are from the UN, NGOs, Member States, the private sector, donors, the military, academia and beyond to discuss and solve common challenges in humanitarian affairs. The Leading-Edge Programme (LEP) is the year-round collaborative platform of HPNW, governed by a Strategic Group co-chaired by the Swiss Agency for Development and Cooperation (SDC) and OCHA. UNDSS assists the LEP.

MAIN AREAS OF IN-PERSON LEARNING FOR SECURITY PERSONNEL

As in previous years, DHSSS represents a significant portion of the in-person security training for security personnel due to a mandated 40-hour training program for all SSS Officers. Firearms and use of force training was the most attended training, with 1,929 personnel completing such training (approximately 18% of whom were women). Due to COVID-19, exceptional extensions of Firearms Training Officers (FTO) certifications were granted and exceptions were provided to allow a single Firearms Trainer Instructor (FTI) to conduct FTO recertification courses within their assigned duty station, until such time as regular FTO courses could be resumed.

Another key area of training provided by SSS is in fire safety (including prevention, firefighting, fire warden training), delivered both in-person and in some cases online in 2021, and which was completed by 1,592 personnel (44% of whom were women)⁶.

The LSA course, now renamed as the Field Security Associate (FSA) course in line with the re-classification of those posts in the ISW, is the primary source of in-person training for UNSMS security personnel outside SSS. Through the support of local UNDSS and AFPO hosts and Joint Venture Trainers (from both DSS and AFPs), 11 FSA courses were conducted between June and December 2021, with the appropriate COVID-19 precautions and protocols. This reflected one more course than had been planned and approved by the Governance Mechanism in January 2021 and allowed 174 learners to complete the FSA courses in 2021 (41% of whom belonged to the ISW).

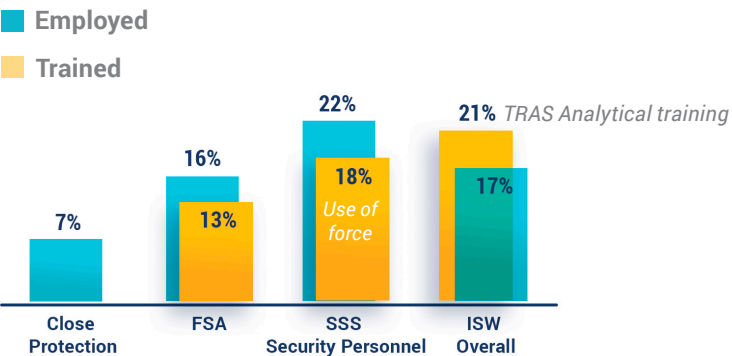
GENDER BALANCE IN TRAINING FOR SECURITY PERSONNEL

Only 13 per cent of FSA participants in 2021 were women. This is the lowest participation rate by women across any security training for which gender disaggregated data exists, except the Revised Close Protection Officer Course (RCPOC) which had no women nominated for, or complete, the course in 2021. The proportion of women who participated in FSA or RCPOC training in 2021 is lower than the proportion of women working in those fields, and this is in line with the pattern identified in the 2020 mapping of training, which showed that the proportion of women completing the SCP was lower than the proportion of women employed at that level in the ISW (except for P2s in SSS). Similarly, while 68 per cent of SSS new recruits are women, which is commendable to address gender balance in the workforce, only 50% of the participants in the SSS induction in 2021 were women.

It is clear that as the strategy to diversify the security workforce is implemented in recruitment, more needs to be done to ensure that our diverse workforce has equal access to training opportunities needed to perform their functions effectively.

Women employed vs. Women trained

Based on Umoja staffing data 2021



Despite the challenges outlined above, 2021 also saw an important success story. Sergeant Racha Kanj of SSS Beirut successfully completed the UNDSS Firearm Trainer Officer (FTO) certification on three weapon systems; Glock-19, MP5, and G36, making her the first female to become a FTO in the United Nations Security and Safety Services. Sergeant Kanj joined SSS Beirut as a Security Officer in 2015 and has undertaken training to improve her skills and currently possesses a Trainer Development Certification (TDC), United Nations Basic Defensive Tactics as well as the Revised Close Protection Officer Certification Course (RCPOC) certification. Sergeant Kanj's accomplishment serves to highlight the effectiveness of a progressive training program that is open to all.

Implementation of the TDS Roadmap and improvements to the management of security training

At the beginning of 2021, a Roadmap for TDS was approved by the USG and shared with UNDSS and the IASMN. The Roadmap initiated a transition of TDS's role from one focused on direct delivery of training to a more strategic role involving the coordination and oversight of security training across UNDSS and the UNSMS to ensure consistent implementation of training standards and to maximise training resources and opportunities. The Roadmap also integrated the recommendations of the OIOS audit of the training mechanism for the UNSMS. While this is a long-term change process, 2021 saw positive progress in the implementation of the Roadmap, particularly with respect to:

- 1. Improved planning and complementary use of resources;
- 2. Expansion of the infrastructure to capture and report on security training data.

IMPROVED PLANNING AND COMPLEMENTARY USE OF RESOURCES

For the first time in 2021, the new Security Training and Governance Mechanism approved an annual training calendar and a set of training development priorities to be undertaken by TDS, based on requests presented by the IASMN as well as UNDSS internal training requirements. The calendar is the first comprehensive list of all headquarters-led security courses planned for the year with approximate timeframes and locations with the aim to assist those who need to access the training and planning their attendance. The calendar also indicated which IASMN entity or UNDSS entity would lead the organization and hosting of that course, the number of spots available, and its allocation. This allowed a transparent pooling of human resources for the organization and for the delivery of training, as well as greater transparency in allocation of spots and where travel for training would be provided. TDS with support from UNSSC also conducted a **Webinar on Planning & Managing Security Training** in May 2021 to assist field personnel in being able to plan and manage their own local resources and engage effectively with the HQ planning process.

A comparative analysis of the planned 2021 calendar versus actual delivery at the end of the year, illustrates that greater clarity in roles and responsibilities resulted in increased adaptability to numerous changes during the pandemic. The approved 2021 security training calendar had planned for 90 different learning events (in-person, online or blended). Primarily because of COVID-19, plans were adapted, for example some events were cancelled, others were move to different locations, and new online options were created to mitigate the impact of cancellations. Ultimately, 73 of those learning programmes were conducted (online or in-person). Nine (12 per cent) of the learning programmes were organized and directly delivered by agencies, funds and programme. UNDSS HQ units or field offices were involved in the direct delivery of 64 learning programmes. TDS, as one of the UNDSS units, was involved in the direct delivery of 22 (30 per cent) of those learning programmes and coordinated and oversaw an additional 15 learning programmes included in the calendar (in addition to its oversight of the decentralized SSAFE, ETB and IFAC courses for the UNSMS and WSAT courses for the Secretariat).

The additional delivery support from other units in UNDSS and AFPOs, meant TDS was able to devote resources to the creation or revision and implementation of five training standards, specifically SSAFE, ETB, RCPOC, the Orientation Pathway for the ISW and CISMU's Peer Helper Training in 2021. The creation of a new Learning Support and Design Team in TDS has also increased capacity for development and also allowed for greater innovation in learning and assessment methods as courses are revised or new ones created. Different online learning methods and assessment processes are being tested as part of the revised SCP, which along with some procurement challenges has extended the timeline for launch to July 2022. However, progress on the review of the Security Decision-makers learning path and the guidance for Security Induction Briefings/

Programmes is generally on track. Additionally, TDS was also able to support the security team in Morocco in reviving their security cell by organizing two trainings for their Organizational Country Security Focal Points (OCSFPs) on 14 July and 19 August 2022 for 40 participants (60 per cent of whom were women). This not only provided support to the field but also provided an opportunity for TDS to test possible content and approaches in anticipation of the IASMN's request for the development of standardized OCSFP training in 2022.

The ability to deliver on 81 per cent of the planned learning events in the 2021 calendar and implement five new or revised training standards in the midst of a pandemic illustrates the positive impact for the UNSMS of a strategic planning process for training that leverages the resources and cooperation of all parts of UNDSS and the UNSMS.

EXPANSION OF INFRASTRUCTURE TO CAPTURE AND REPORT ON SECURITY TRAINING DATA

A key achievement in 2021 has been the launch of the new Learning Management System (LMS) for Security Decision-makers and Security Personnel (UNDSS Learning at undsslearning.org). Courses are being launched and transitioned to the new LMS in a phased approach to ensure relevant learner data is captured for each course. For Security Decision-makers, data and reporting will focus on compliance to give UNDSS the ability to monitor whether Security Decision-makers have completed their required training within specified timelines. The LMS will also enhance UNDSS’s ability to monitor compliance with training requirements for security personnel, such as the Revised Close Protection Course (RCPOC). More importantly, it will aim to provide data to support workforce planning and operational excellence by gathering data on access to, and completion of, training by diverse categories and types of personnel.

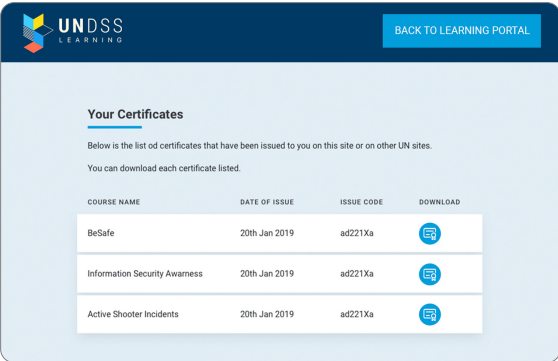
The following courses were transitioned to UNDSS Learning in 2021:




- The Orientation Pathway for the ISW
- SRM for Security Professionals
- eTA for Security Professionals
- Peer Helper Training for the ISW
- SMT Online
- Introduction to Sharepoint
- Repository of Tools for use during COVID-19

The updated RCPOC course and the FSA course are currently being transitioned and will be re-launched on UNDSS Learning in the first quarter of 2022. Ultimately, if all security courses for security personnel are run using UNDSS Learning, it will allow for comprehensive data and reporting on access to, and completion of, training by security personnel to support workforce planning, as recommended by OIOS. TDS is exploring integration between UNDSS Learning and Umoja to allow more sophisticated analysis of workforce demographics and the ability of a diverse Integrated

Security Workforce to access core and specialized security training.

Integration of UNDSS Learning with training.dss.un.org, which hosts the BSAFE and online Active Shooter courses, has already been initiated. This integration has facilitated the creation of a new Certificate Finder tool on the landing page of UNDSS Learning.



Your Certificates			
Below is the list of certificates that have been issued to you on this site or on other UN sites. You can download each certificate listed.			
COURSE NAME	DATE OF ISSUE	ISSUE CODE	DOWNLOAD
BeSafe	20th Jan 2019	ad221Xa	
Information Security Awareness	20th Jan 2019	ad221Xa	
Active Shooter Incidents	20th Jan 2019	ad221Xa	

The aim is that all security personnel and security decisionmakers will be able to use the Certificate Finder to find certificates of any security courses they may have completed. Currently, the Certificate Finder contains all the certificates of courses that were completed on the ‘old’ LMS (lms.dss.un.org) or training.dss.un.org. Further integrations with the data aggregator tool created by OICT in 2019 (to which UNICEF has linked its training data), as well as the UNSSC’s database, are planned for 2022.

The UNSSC’s updated e-lounge and training database will continue to be the main tool to collect and access trainer and participant data for training of UNSMS personnel. In 2021, several data clean up initiatives were completed for SSAFE trainers and ETB and IFAK participants. Additional data clean up and database updates for First Responder trainers will be completed in 2022 to ensure alignment with the First Responder Guidelines. It has also become evident that the UNSSC’s security training data is under-utilized, and not leveraged for planning. As a result, TDS developed a video tutorial, available on [SharePoint](#) and [Vimeo](#), to assist anyone in the UNSMS in accessing and using training data to facilitate evidence-based planning and decision-making on training.