

DPKO/DFS SMART



“NOT TRAINING AS USUAL...”

INSIDE THIS ISSUE:

Not training as usual 1

Not training as usual cont'd 2

Personal Development Workshop: Values and Ethics in Practice 2

The SMART Resource Team hard at work 3

Welcome to SMARTland! 3

UNIFIL is SMART! 4

Next on-line...The People Module 4

said Phil Cooper, Director of the Department of Field Support (DFS) who opened the Foundation Module’s pilot workshop, held in Brindisi, 11-15 February 2008. The workshop followed the completion of the Foundation Module and served to embed the theoretical learning covered in the module through the practical application of the les-



Working SMART: The Foundation Module Pilot Workshop, Brindisi, 11-15 February 2008

sons learned in case studies, day-in-the-life of a mission scenarios and personal development training. The workshop was attended by 40 staff members (SMART Learners), from 18 DPKO missions, who successfully attained the 75% pass rate in the Foundation Module that was required to attend the workshop.

The workshop began with an overview of the key messages and SMART Threads outlined in the module and then moved on to discuss the Founda-

tion Case Study answers pre-submitted by the SMART Learners and marked by their peers.

Day 2 introduced the Learners to the mythical country of SMARTland (see 3 page inside) and UN-MIDS, the United Nations Mission in DPKO SMARTland. These two instruments were used as vehicles to put the Learners through series of ‘shock and awe’ simulations designed to highlight the reactive management style of peacekeeping.

The personal →



SMART Observers/Mentors (top, L to R): Dr John Langford, Per Sjogren, Dr Kate Seaborne: **(bottom)** Gerald (Jerry) Smith, Denis Beissel, James Baldie, Christine De Liso

NOT TRAINING AS USUAL cont'd

development day focused on a public service values and ethics for managers (see below).

Day 4 consisted of a full day of simulations sur-



The SMART Observers/Mentors assessing the participation of the Learners during the Workshop

rounding UNMIDS with the Learners in the latter half of the day re-tooling their management techniques to address issues of problem identification, testing and verification of data, prioritizing, assigning responsibilities, parallel and simultaneous actions, efficacy of resources and contingency planning.

The final day of the workshop focused on the evaluation of the Learners by the SMART Observers/Mentors who had been present throughout the workshop. These seven experts with backgrounds in DPKO field work, UNHQ and public administration,

were each assigned to observe 5-7 Learners and provide detailed feedback on their overall participation, managerial style and interpersonal skills in accordance with a pre-defined evaluation criteria centered around the UN system of competency-based performance. One-on-one interviews were held between the Learners and their assigned Observer/Mentor that highlighted areas of proficiency and aspects that required improvement using concrete observations from the workshop.

It was truly a busy and challenging week for all concerned!

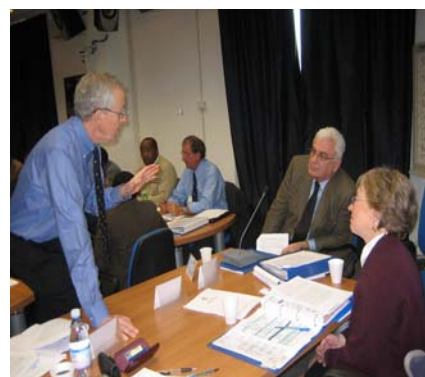
PERSONAL DEVELOPMENT WORKSHOP: VALUES AND ETHICS IN PRACTICE

In conjunction with John Griffiths, CMS of UNLB, Dr. John Langford presented and facilitated a workshop on Values and Ethics in Practice. Dr Langford is a professor at the School of Public Administration, University of Victoria, Victoria, British Columbia, Canada. He has been designing and conducting ethics workshops for public servants in Canada and Australia for almost thirty years. He has also provided consultation services to federal, provincial and municipal governments in Canada on the development and implementation of standards of conduct.

The workshop covered such issues as public service ethics, values and rules; harassment; conflict of interest; political neutrality; transparency and confidentiality; and respect for different customs and cultures, through the presentation of case studies specifically developed for DPKO/DFS. The SMART Learners worked in small groups and then discussed their different points of view in plenary sessions. The discussions were often lively and diverse with points of view highlighting the various experiences and cultural backgrounds of the Learners.



Dr John Langford in workshop session (above) and in discussion with John Griffith and Christine De Liso (below)



WELCOME TO SMARTLAND!



The country of SMARTland, situated on the continent of INTEGRATEDSUPPORT, was a benign monarchy until the late 1950s when it became apparent that the lack of an heir to the throne necessitated a change in the country's governance and political system ...So begins the SMARTland coun-

try study, that outlines a mythical country which evolves over time triggering the evolution of the UNMIDS simulations in conjunction with the changes in the Mission's mandate. Learners pick up where they left off in the previous simulations and new challenges reflect and reinforce the new learning in each completed module.

The country study and related maps reflect the geography, political and judicial systems, population, economy, infrastructure, military, security and humanitarian aspects of the country. Developing the scenarios in keeping with



Lisa Kurbiel, SMART Programme Manager, mapping out the scenarios for SMARTland

the threads and triggers built into the study is a complex task as seen in the above photo where Lisa Kurbiel's unique tracking system keeps a handle on all of the country and mission characteristics.

THE SMART RESOURCE TEAM HARD AT WORK

Preparations for a SMART workshop begins months before the Learners walk through the door of the Brindisi Training Centre and continue throughout the workshop. In some instances, specific expertise is required such as the painstaking creation of the SMARTland maps by the UNMIS GIS Unit and in others it is the creation of the numerous documents by the UNLB staff that provide technical and administrative support.

The SMART Resource Team works to coordinate efforts of staff members throughout

DPKO's world who are busily preparing the substantive module material as well as providing development support through workshops and video and telephone conferences. We also spend considerable time liaising with the SMART vendors in Paris and Rome who produce the electronic module versions.

But the work doesn't stop there. The planning of future modules and workshops goes on simultaneously as a revision of the previous module and workshop are being carried out.

To support the demands of



The SMART Resource Team deep in workshop preparations

the Foundation Module workshop the SMART Resource Team temporarily expanded to include three new individuals: Soraya Johaar-Glick, Tobi Hess and Bernadette Guider. Welcome to the new team members!

UNIFIL IS SMART!



Attentive UNIFIL staff members

UNIFIL has come on board to join our world-wide SMART Development Team by taking on the challenge of creating the fourth module in the DPKO / DFS SMART programme: The Operational Support Module.

Led by Marcel Savard, UNIFIL's DMS and SMART Team Leader, Houston Ferguson, the Mission's Chief JLOC, this module encompasses such topics as the mission support plan, the role of JLOC, self accounting / requisitioning units, goods & services, and air & surface movement.

In mid-November 2007, UNIFIL hosted

an information sharing and development workshop to kick-off the module creation process which has a target end date of July 2008.

The workshop included presentation of the DPKO/DFS SMART programme and a preview of the Foundation Module prototype along with exercises aimed at the development of the module goal and learning objectives for the units and related lessons. Scriptwriting and storyboarding were also discussed as were learning methodologies and the creation of SMART dilemmas.

The module came into being on the heels of the SMART Advisory meeting held in UNHQ in August 2007, where the decision was made to split the mega mod-

ule, Goods and Services, into two modules: Operational Support and Operational Support Management, bringing the total number of modules in the DPKO/DFS SMART programme to six.

This separation allowed for additional focus on planning during mission start-up, maintenance and liquidation phases and will assist in providing a smoother transition to the management issues that surround operational support to mission mandates. Successful completion of both modules and their related case studies will be required for attendance to the over-arching Operational Support workshop.



Marcel Savard, DMS UNIFIL; Heather Landon, SMART Coordinator & Neil Gray, Chief MovCon discuss SMART

NEXT ON-LINE...THE PEOPLE MODULE

Chaste Abimana, and his team from UNHQ, are currently finalizing the People Module which is heading towards production with a target date of late May 2008 for distribution to the SMART Learners. The module outlines the complex human resource (HR) func-

tions that govern DPKO/DFS and demystifies the processes and procedures through SMART quizzes and dilemmas.

The learning material covered in the module provides a broad-based understanding of HR at the managerial level

and is intended to assist in the facilitation of the work undertaken by a Mission's Personnel Section while at the same time stressing the issues of responsibility and accountability demanded under the various levels of delegated authorities. The mate-

rial is comprehensive and will require significant attention and concentration to ensure that the subtleties and ramifications of the processes are well understood.

The workshop is planned for mid-June 2008 in Brindisi.