

# DPKO SMART



## DPKO IS SMART!

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Welcome to the first DPKO SMART newsletter! You've read the e-mails, heard the rumours and seen the info. on the Intranet. Now read on for the official SMART update!

The DPKO SMART team has been busily, but not quietly, working away to bring this project to fruition.

In early December 2006, we brought the Sub-Committee Chairpersons and their teams together in Brindisi, courtesy of the Canadian Government, to begin the development of the SMART modules. In this venue, course outlines were discussed within the parameters of computer-based training (CBT) and the various tools used to facilitate learning.

The Chairpersons, who function as Team Leaders for the individual mod-



ules, worked with their teams of four to six people, to focus on weaving the SMART Tapestry, the common threads, of leadership, accountability, ethics, integrity, oversight and cultural sensitivities throughout all the SMART modules while developing their specific (see over)

### *The SMART Tapestry*

*These common threads are being woven into the fabric of all the DPKO SMART modules:*

- *Leadership;*
- *Accountability;*
- *Integrity;*
- *Ethics;*
- *Oversight;*
- *Cultural sensitivity*

## THE SMART CAREER DEVELOPMENT PATH

How will SMART work? Our priority client base will be existing staff in key appointments at the P4-D1 and FS6-7 levels. Secondly, we will incorporate those in-coming staff and those staff at the P3 and FS 5 levels

who have been cleared for movement to higher level.

While prequalification is not required, as the DPKO SMART programme will be mandatory, success- (see over)

## DPKO IS SMART! cont'd

module content.

Prior to the workshop, the teams were tasked with prioritizing the topics within their modules and developing an outline that consisted of key issues and learning instruments such as multiple choice, true and false formats and other interactive activities to assess the content knowledge of the learners.

Emphasis on the design, development and evaluation of case studies was also a significant component of the workshop, as was the identification and utilization of a common framework for case studies within the modules.

The work continues on the modules designed to meet the three-fold goal of the SMART programme:



- To nurture talent and foster career development;
- Create a multi-skilled versatile cross-disciplinary staff; and
- To facilitate managerial and fiduciary responsibilities and to underscore accountability for decision-making.

## THE SMART CAREER DEVELOPMENT PATH cont'd

ful module completion with a 75% pass rate is necessary to qualify participants for the succeeding module.

Following completion of each module, the learner will then read and analyze a case study based on its content. The case study responses will be discussed at follow-up module workshops held at UNLB.

During the workshops, the use of UNAT judgements, specially designed case studies and mission simulations will re-enforce learning and emphasize the need for multi-tasking and decision-making across disciplines.

The Mission simulations will consist of one- two-day events using role-play and characterisations within day-to-day frameworks and crafted scenarios. Staff from all

levels will participate together in order to share knowledge, provide mentoring and coaching opportunities and learn what staff at varying levels of the organisation think about different issues.

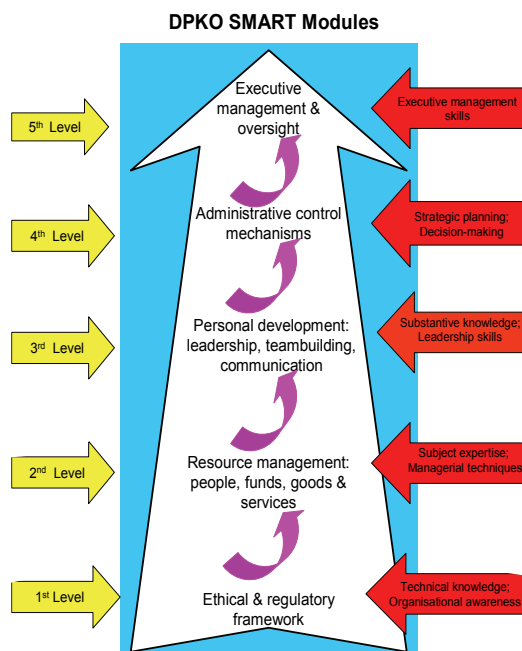
To keep a fresh edge on DPKO SMART, a small pilot group of 20-30 staff will go through the first complete SMART cycle. These individuals will be

selected for their ability to critically analyze every component of SMART. Their job will be difficult as they must not only learn for themselves, but teach us what works and what doesn't, thus creating a better product for the learners who will follow immediately thereafter.

Stay tuned for the pilot of the first module in October 2007!

*"Our task is to translate intuitive judgment and tacit knowledge into pragmatic skills for future CAO's and senior leaders and managers"*

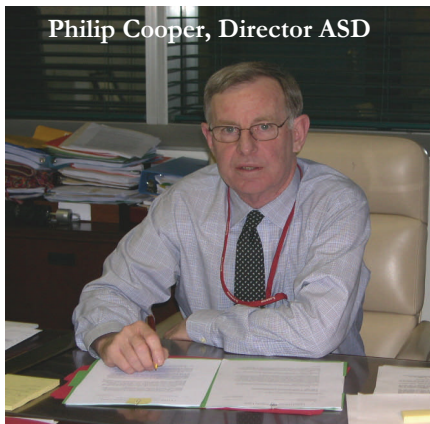
DPKO SMART  
*Philosophy*



## MESSAGE FROM THE DIRECTOR OF ASD

In my 13 years serving in DPKO field missions I have had only three days of training, and those few days were designed for me to know more about myself than learning about the Organization. My knowledge of UN administration has come from learning on the job, often as not the hard way by learning from mistakes. With time, I have developed a good knowledge of logistic procedures, the workings of committees such as the LCC, inventory control, budgeting and contract management. It did not prepare me at all for working with or understanding the other side of administration – personnel matters, procurement and financial management. Thank goodness, in these areas I have been able to rely on the expert advice of a series of excellent administrative section chiefs to see me through.

Unfortunately, today’s middle and senior mission support managers do not have the luxury of time, as I did, to absorb the intricacies and foibles of the UN administrative system, nor can they necessarily rely on the knowledge of their subordinates, as I often have done.



Philip Cooper, Director ASD

The SMART program is designed to address the knowledge gap and to improve the standard of fiduciary management within PKOs. It will not replace on the job learning, but it will provide our managers with a firm foundation in UN field administration.

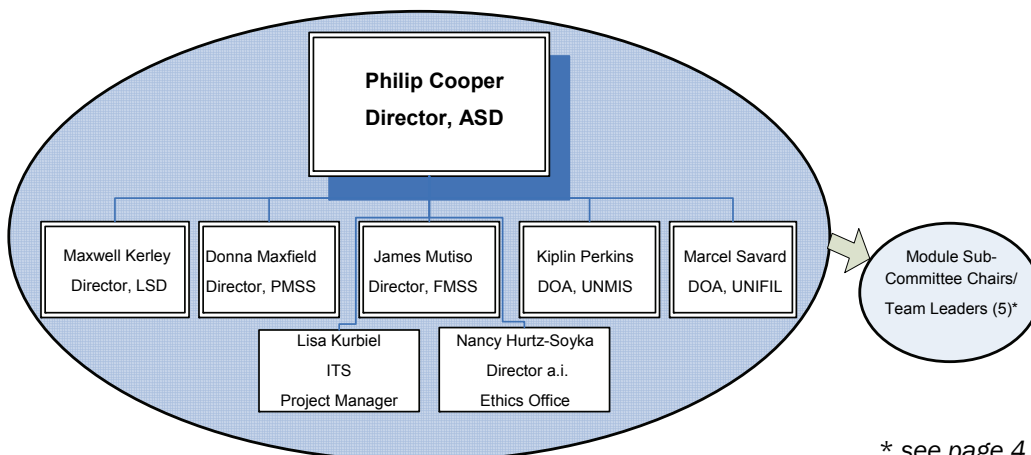
I am therefore extremely grateful for the work being done to develop and field SMART by a very dedicated and highly motivated team of volunteers. It is my hope that through their efforts we will be in a position to offer the first of the SMART modules by the end of this year. This will signal a new era in field administration.

*“Career development should be fostered through targeted training, mandatory requirements for advancement and diverse career paths”*

*Mr Kofi Annan, Secretary-General,  
A/60/692; 7 March 2006*

## MEET THE SMART ADVISORY COMMITTEE

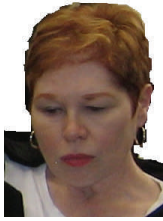
The Advisory Committee provides guidance to the module development, learning needs and implementation of the DPKO SMART Programme. Responding to this committee are the Module Sub-Committee Chairs who are responsible for the course content. Each module is approved by the Committee prior to computer-based development.



\* see page 4



**DPKO SMART**  
The Sub-Committee Chairs  
and Team Leaders



Margaret Simon, CAO,  
UNOMIG  
Working SMART:  
The Foundation Module



Chaste Abimana, OIC  
Quality Assurance &  
Monitoring, PMSS  
The People Module



Dess Amanu, CFO, UNMIK  
The Finance Magic Module



John Rodopoulos, CPO, UNLB  
The Goods and Services  
Module (*missing in action*)



Patrick Devaney, CAO, UNDOF  
The Administrative Control  
Mechanisms Module

## THE PROGRESSION OF SMART

From March 2006 onwards, work has been steadily progressing on SMART. Since you last heard from us through an all Missions' e-mail requesting feedback on the SMART content, module outlines were finalized and work begun on the Request for Proposals (RFP) and the Statement of Work (SOW) for the computer-based training (CBT).

In early August, Field Missions were tasked to include DPKO SMART travel costs for a minimum of two participants in their 07-08 budgets. Administrative Support Division (ASD) included in their budget submission direct project expenses and module development costs. Simultaneously, Integrated Training Services (ITS) has been working on obtaining further funding such as the Canadian Government has provided.

In September 2006, SMART's Sub-Committee Chairpersons were identified. Hand-picked, based on their UN / DPKO experience and their subject matter expertise, these Chairpersons function as the Team Leaders for each of the five SMART modules. The Team Leaders then selected their teams of four-six people to assist in the development of their individual modules.

At the December workshop, milestones were established for the development of the modules and the further upcoming workshops in February and April 2007. The selected contractor, who will be responsible for CBT ele-

ments of the modules, will participate in the second workshop and initiate the fine-tuning aspects of the subject matter that will lead towards the eventual storyboarding of the modules. Final module drafts are targeted for completion by beginning March with final review of the storyboarded modules in April 2007.

Following on the December development workshop, the RFP was issued with a closing date of mid-January 2007. Based on the technical and financial evaluations, the results will be analyzed and the contract will be awarded.

In July 2007, we are aiming for the pilot testing of the first computer-based module at UNHQ. Between now and then and before we go "live" with our Field Mission pilot group in October 2007, there will be countless VTCs and telephone conferences with the Team Leaders and their groups.

There is much to do. Each Sub-Committee Chair is responsible for the development of their module content. ITS supports the teams on methodology and donor relations. ASD steers the ship and with ITS maintains relations with the Office of Human Resources Management (OHRM) and the Department of Management (DM). Together, we are making this happen.

## THE DPKO SMART MODULES

The SMART modules are designed to provide the required training in conjunction with increasing levels of responsibilities and accountabilities as the staff member's career progresses. The first module, Working SMART: The Foundation, introduces the key legislative and policy frameworks of DPKO. The next three modules, Resource Management I, II and III, focus on people, funds, and goods and services. The People Module deals with all aspects of international and national staff management, while the Finance

Module targets all the facets of DPKO /UN financial management. The Goods and Services Module deals with the components of logistics and the UN supply chain. The final module emphasizes administrative control mechanisms.

Interspersed amongst these modules are intense workshops on leadership, teambuilding, coaching/mentoring, planning and decision-making and client orientation. We estimate that the complete module-workshop cycle will take 18-24 months to complete.