

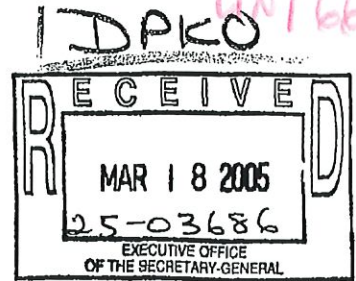
MMB mi

SG has commented from Mjiers:

"... he approves proposals submitted in para 6 and kindly inserts JMG's suggestions on conclusions of source by end of Moil."

Note to Mr. Malloch Brown
P. J. 23/3
Re: Enhancing Leadership in the Field

MMB
a YH/HS



Seen by MMB.
- BANK TO CENTRAL FILE

MMB - FYI. Original with SG.

21/3

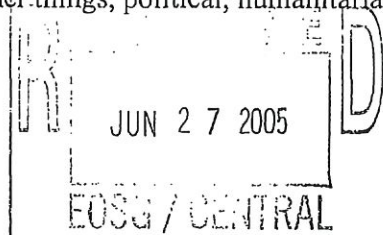
1. This note regards to your query on the subject. In the last decade, the level of complexity in peacekeeping and peace-building operations has increased dramatically. The profile of peacekeeping missions has evolved to require leaders with clear command of the political and substantive aspects of the missions, and with a far greater level of critical thinking and conceptual flexibility to handle the challenges of often dynamically and dangerously evolving circumstances. Moreover, the size and complexity of modern peacekeeping operations place a premium on well-developed leadership and management skills.

2. Ultimately, the Special Representative of the Secretary-General (SRSG) is responsible for everything the mission does, or fails to do, through the development and implementation of highly sophisticated political strategies and plans, as well as the executive management and direction of the mission's financial, material and human resources. In today's missions, the typical SRSG wears many hats. These hats include, first and foremost, serving as the Special Representative of the Secretary-General (which includes such roles as facilitation of the political process or acting as interim or transitional administrator), while also serving as the Head of Mission, the Designated Official (for security purposes), and the executive manager/leader of a complex, diverse and integrated team.

3. The other members of the senior leadership team in a peacekeeping mission, in particular the Deputy SRSG(s), Force Commander, Police Commissioner, Chief of Staff, and Director of Administration, are expected to play equally critical roles in ensuring the success of a mission to implement its mandate. While we can, and should, seek to balance the competencies of the leadership team, it is nonetheless clear that the unique breadth of leadership and management responsibilities requires an unusual versatility and talent in each individual; this element cannot be underestimated.

4. Based on what we have learned in recent years, the most successful candidates for senior leadership positions in field missions will ideally have the following skills and experience:

- Substantive knowledge to adequately address the political, humanitarian, reconstruction and human rights work of the mission;
- Advanced knowledge of the region/country in question;
- Strategic planning skills to develop and oversee the implementation of long-term integrated complex plans involving, among other things, political, humanitarian and security tasks;



- Successful experience leading large organizations (which includes hands-on management and leadership skills); and,
- Familiarity with the United Nations system.

5. Experience has shown that failing in the selection and preparation of our senior leaders for mission assignments can delay by many months the ability of the entire mission to become fully operational. We have also learned the hard lesson that hiring the wrong skill sets for senior mission posts represents at least a one-year mistake. These are mistakes which, particularly at the senior level, the Organization simply cannot afford to make.

6. At the request of the Deputy Secretary-General, the Department of Peacekeeping Operations developed a Senior Leadership Induction Programme, which will be targeted at the D-2 level and above, and in addition to providing core training will assist in ensuring more adequate ranging responsibilities inherent will support the Organization's a

** Policies requiring SG's approval.*

to meet individual needs, in the implementation of such a programme can be undertaken by personnel to undertake the wide range of responsibilities which should be joined by policies which would support senior personnel:

A. The senior leaders/missions should not be excluded from the assessment process. They should carefully examine the background and performance of individuals considered for key leadership positions in the field. Thorough, systematic vetting should be conducted as a matter of routine, in particular to ensure that the highest standards of professionalism and conduct can be maintained. Members of the Senior Appointment Group could be asked to share any information they may have with DPKO, which could assume the responsibility for the vetting process. The applicability of using Assessment Centres as a pre-screening mechanism, as utilized by some UN agencies, is currently being explored by DPKO.

B. The service of senior level personnel should be limited in duration. Experience has shown that there is a period after which effectiveness to perform under such demanding and austere conditions begins to wane. For the benefit of both the individual and the Organization, no individual should be employed at the senior level in the same post within the same peacekeeping mission for more than a certain period of time, e.g. three consecutive years, with the possibility of renewal for an additional period not to exceed two years.

C. The Senior Leadership Induction Programme must be mandatory. Any senior level appointments should specify that the induction programme is mandatory and must be completed within the first six months of service, as an integral part of the conditions of hire/continued employment. Additionally, DPKO intends to extend an offer to DPA to include the Heads of Special Political Missions in the programme as well. The proposed

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6. At the request of the Deputy Secretary-General, the Department of Peacekeeping Operations developed a Senior Leadership Induction Programme, which will be targeted at the D-2 level and above, and which will be tailorable to meet individual needs, in addition to providing core training. While the development of such a programme can assist in ensuring more adequate preparation of senior personnel to undertake the wide-ranging responsibilities inherent in their positions, it must be joined by policies which will support the Organization's ability to effectively field senior personnel:

A. The senior leaders/managers of peacekeeping missions should not be excluded from the assessment process. The Organization should carefully examine the background and performance of individuals being considered for key leadership positions in the field. Thorough, systematic reference checks should be conducted as a matter of routine, in particular to ensure that the highest standards of professionalism and conduct can be maintained. Members of the Senior Appointment Group could be asked to share any information they may have with DPKO, which could assume the responsibility for the vetting process. The applicability of using Assessment Centres as a pre-screening mechanism, as utilized by some UN agencies, is currently being explored by DPKO.

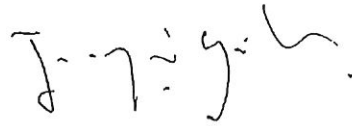
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course outline is attached at Tab A.

7. The Department is acutely aware that, in addition to supportive policies, the conditions of service under which individuals are asked to execute such responsibilities require serious examination, in partnership with OHRM and the UN agency, funds and programmes. As you may be aware, we are currently taking steps in this regard and expect to offer suggestions ^{on} the conditions of service of senior level appointments before the end of April.

8. We seek the approval of the Secretary-General of the policies outlined in // paragraph 6 above.



Jean-Marie Guéhenno
17 March 2005

Enclosure

cc: Deputy Secretary-General
Catherine Bertini
Kieran Prendergast

I approve the proposals outlined
in para 6 above and keenly
await your suggestions on
conditions of service by end
April.

Frank

~~Frank~~ 22/3

**DEPARTMENT OF PEACEKEEPING OPERATIONS
SENIOR LEADERSHIP INDUCTION PROGRAMME**

This course is designed to prepare senior officials for the specific challenges of their new mission assignment as well as provide an overview of the general United Nations work environment. To permit appointments for bilateral meetings, no more than six hours of scheduled activities occur on any given day.

Subject and Responsible Agency

- Opening – USG, DPKO/ DSG, Chef de Cabinet
- Overview of DPKO
- Mission Security
 - DPKO Focal Point
 - Department of Security and Safety ¹
 - Security Management Team (policy, roles and responsibilities)
- Integrated Mission Planning Process (IMPP) (both within mission and inter-agency)
- Results-Based Budgeting (RBB Framework)
- Office of Legal Affairs (OLA)
- Department of Management (DM)
 - OHRM
 - Procurement
 - Controller's Office
 - Security (see above)
- People Management (Performance Management, e-PAS, Training and Development)
- Department of Public Information (DPI) – Media Relations
- Mission Issues
 - SEA and Trafficking
 - Gender mainstreaming
 - Cultural Awareness (Diversity)
 - HIV/AIDS
- Mission Readiness
 - Stress management
 - Personal Safety
- Conflict Resolution exercise
- Crisis Management role plays (i.e., street riots or helicopter crash) ²

Meetings (one hour each):

¹ Heads of Missions who will serve as Designated Officials must undergo the complete security training provided by the Department of Security and Safety.

² Role plays for both kinds of events are anticipated. The first is something that occurs as an outcome of, or in direct relationship to, the situation on the ground; the other is something that could happen anywhere at any time, but is still considered a crisis event.

- Assistant Secretary-General, Office of Operations
- Assistant Secretary-General, Office of Mission Support
- Military Adviser (Service Chiefs, as appropriate)
- Civilian Police Adviser
- Director, Regional Division/Office of Operations
- Director, Logistics Support Division
- Director, Administrative Support Division,³ including
 - Chief, Finance Management and Support Service (FMSS), and
 - Chief, Personnel Management and Support Service (PMSS)
- Chief, Situation Centre
- Chief, Peacekeeping Best Practices Unit (PBPU)

- Director's Meeting (DPKO – held twice weekly)
- USG, Department of Political Affairs
- Office of Human Resources Management
- The Controller
- Procurement Division
- Office of Legal Affairs
- Department of Safety and Security

Courtesy calls (as available):

- Secretary-General
- Deputy Secretary-General
- Chef de Cabinet, EOSG
- Principal Troop Contributing Countries (TCCs), and
- Police Contributing Countries (PCCs)
- Office for the Coordination of Humanitarian Affairs (OCHA)
- Agency meetings (UNDP, WFP, UNHCHR, World Bank, etc.)

Networking events (held after hours):

- Reception – Security Council (coordinated with Presidency)
- Executive Session (w/DPKO senior leadership)
- Reception – Group of Friends (as applicable)

³ Because of the complexity of issues to be covered, this meeting will require at least three hours.