

Lesson 3



Introduction to UNPOL Administration

Lesson at a Glance

Aim

To provide IPOs with an overview of the general structure of a UN Police Component Administration Pillar and the key tasks of its internal units, and the relevant regulatory framework with which IPOs should be familiar.

Relevance

Knowing the internal functioning of the Administration pillar, as well as the policies, standard operating procedures and manuals governing its work, enables IPOs to identify where to turn for specific requests and procedures.

Learning Objectives

Learners will be able to:

- Explain the three pillars approach of the UNPOL structure
- Identify key Human Resources Management matters relevant to police personnel (IPOs)
- Illustrate the rationale of having a knowledge and records management mechanism in place
- Explain the role of the Learning and Development Unit
- List the six units of the Police Administration Pillar

Lesson Overview

- Internal structure of the Police Administration Pillar
- Human Resources Management
- Knowledge and Records Management
- Learning and Development
- Police Logistics
- Professional Standards
- Planning and Budget
- Safety and Security

Lesson Map

UNPOL Organisational Chart – Administration Pillar	Slides 5-7
Human Resources Management Unit	Slides 8-15
Police Knowledge and Records Management	Slide 16
Police Learning and Development Unit	Slides 17-20
Police Logistics Unit	Slide 21
Police Professional Standards Unit	Slide 22
Police Planning and Budget Unit	Slide 23
Security, Occupational Safety and Environmental Unit	Slide 24

The Lesson

Duration: 45 minutes total

45 minutes: interactive presentation



Starting the Lesson

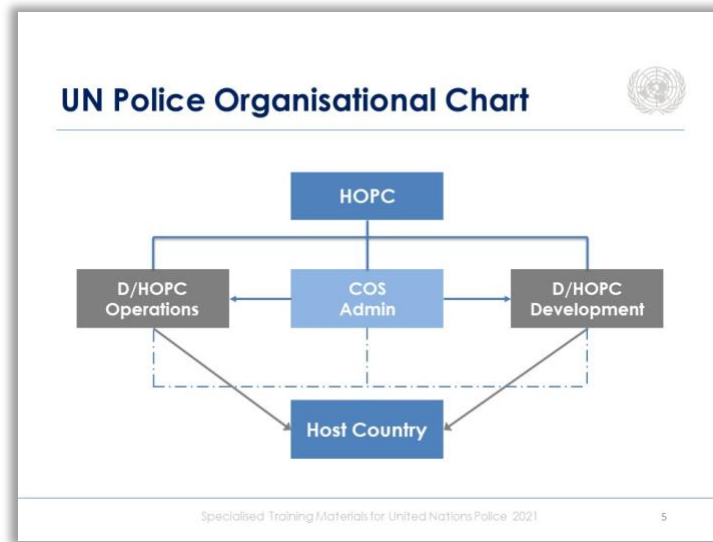
For an interactive start, pose the following questions:

- *Ask participants about the role of Administration in a UN Police Component. Why is it needed? How does the Administration Pillar relate to the other pillars of the Police Component?*
- *Let participants describe some of their past experiences.*
- *Ask participants why they think Police Administration is of importance to the fulfilment of the UN Police mandate.*

Introduce the following (using slides 1-4):

- *Aim*
- *Relevance*
- *Learning Objectives*
- *Lesson Overview*

Slide 5



In peace operations, the UN Police component is organized in a three pillars structure headed by an HOPC (Head of Police Component). The HOPC can delegate authority to the appropriate subordinate levels but maintains overall responsibility.

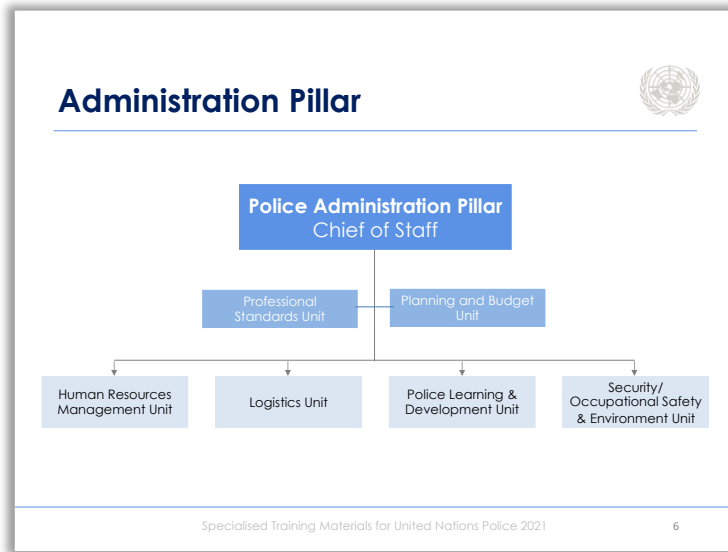
A Police Component tasked with both operations and capacity-building and development functions is typically organized into three pillars consisting of Operations, Administration and Capacity-Building and Development.

The Operations and Capacity-Building and Development pillars provide direct support to the host-State as per the mission mandate. The Administration pillar provides support to the other two pillars to facilitate their work.

The HOPC, whether a Police Commissioner or Senior Police Adviser, is responsible for the implementation of police-related tasks of a mission mandate, including overseeing all operational and administrative tasks mandated to the Police Component.

The HOPC delegates his or her authority over all matters of **administration** to the **Police Chief of Staff (COS)** and other chiefs under the Administration Pillar, while remaining fully responsible and accountable for actions undertaken under such delegated authority. The HOPC delegates his or her authority over all matters related to **operations and capacity-building** to the **D/HOPCs** and other chiefs under those two pillars while remaining fully responsible and accountable for actions undertaken under such delegated authority.

Slide 6



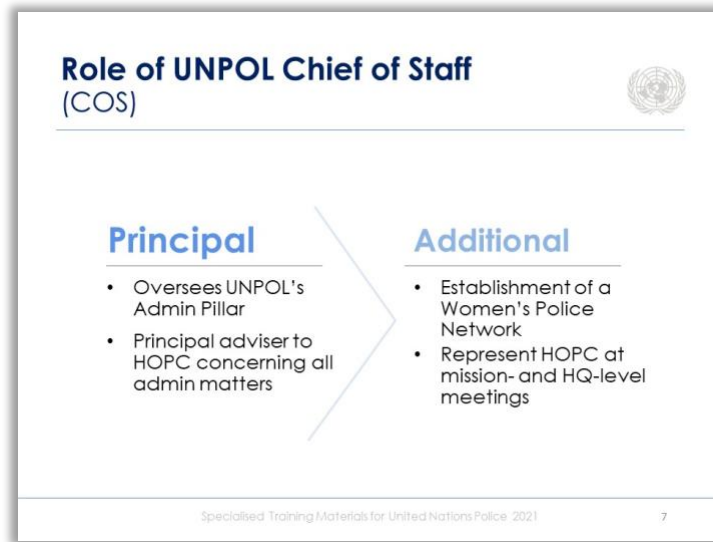
Key Messages:

- The Administration Pillar typically comprises six units: Planning and Budget, Professional Standards, Human Resources Management, Logistics, Police Learning and Development (L&D) and Security and Occupational Safety.
- The Administration Pillar provides support to the other pillars to facilitate their work.
- Knowing the structure of the Police Administration Pillar enables IPOs to understand where to turn for specific requests and procedures.



Let participants study the organisational chart of the Police Administration Pillar for a few minutes to absorb which functions and responsibilities fall under the pillar.

Slide 7



The Police Chief of Staff (COS) oversees the Police Component's Administration Pillar. The COS is the principal adviser to the HOPC for all aspects related to the administration and management of all Police Component personnel including human resources management and development, conduct and discipline, finance, planning and budget, logistics, professional standards, staff health and welfare, security and any other aspects that may arise depending on the mission's specific context.

The COS provides additional support to the HOPC, including (but not limited to):

- Facilitating the establishment of a Women's Police Network in the mission area in coordination with the Police Gender Focal Point in the HOPC Front Office.
- Representing the HOPC at mission- and HQ-level meetings (and field visits) related to administration, mission support, logistics and welfare when required and authorized by the HOPC.
- Preparing additional guidance (e.g., directives, bulletins, rules, instructions or operating procedures) to ensure that the Police Component complies with other UN and mission-specific policies and objectives.
- Ensuring that the staffing structure is commensurate with the delivery of support activities (must regularly review staffing needs).

Slide 8



Before showing the slide ask participants to explain the various aspects that may comprise human resources management. Brainstorm examples. Answers will provide openings to cover the following content.

Key Message: The Police Administration Pillar directly affects IPOs and enables them to have a smooth tour of duty.

Human resources management encompasses all internal processes related to the deployment of police personnel to and in the mission area, from selection until end of mission or repatriation of police personnel. To advance mandate activities, deployed personnel must be utilised to their fullest potential while in mission.

All procedures are generally outlined in the mission-specific SOP for UN Police as well as in mission-specific documents, including information circulars issued by the Mission Human Resources or Director of Mission Support’s (DMS) office.

Key HRM areas include:

- Selection for service and onboarding
- Check-in within mission
- Internal selection for component posts, deployments and redeployment
- Rotations, tours of duty, extensions
- Repatriation
- Performance management and appraisals
- Welfare matters
- Checkout

The Police Human Resources Management Unit (PHRMU) handles

- **Substantive personnel management** including staff selection, identification of required IPO skillsets, in-mission assignments, deployments and rotations, performance appraisals, development of a mission talent pool and welfare matters
- **Administrative personnel matters** relating, for example, to attendance, leave, allowances and other claims

PHRMU facilitates the smooth administration of personnel entitlements for all police personnel. Entitlements for IPO personnel include:

- Annual Leave accrued at 2.5 days per each month of completed service
- Compensatory Time-Off (CTO) accrued at 0.2 days per day worked in the mission
- Payable allowances including Mission Subsistence Allowance (MSA) and uniform/clothing allowance
- Coverage for medical services (including hospitalisation and emergency evacuation) for illness or injury attributable to conditions and hazards within the area of assignment
- Compensation for injury or illness resulting in a permanent loss of function or disability when attributable to the performance of official functions

Slide 9



The UN's greatest strength is its people. It is therefore critical to ensure that appropriate Individual Police Officers (IPOs and candidates for professional posts) are selected to join the mission's Police Component.

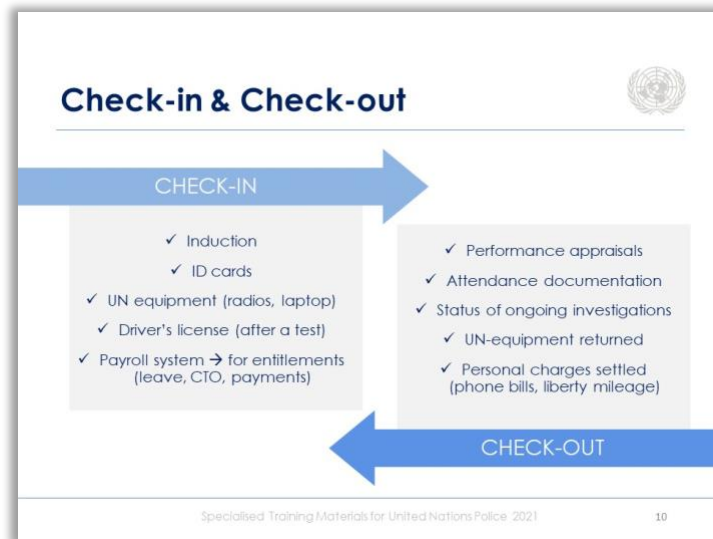
The key required skillsets and desired professional profiles reflect mission-specific needs and are circulated to Member States and uploaded to the Police Division's website. Clear Vacancy Announcements establish the standards for Police Contributing Countries (PCCs) to ensure that nominated personnel know what is expected of them. These requirements help guide PCCs in the nomination of appropriate officers for consideration, which in turn ensures that Police Division will have a large pool of suitable candidates from which officers possessing the best-suited skillsets can be selected.

Police Components typically ask for the following skill sets and candidate profiles to ensure achievement of the mandate:

- Operations-oriented profiles with experience in arrest and investigations, criminal analysis etc.
- Development-oriented profiles including trainers, reform specialists and management-oriented profiles for missions with capacity-building mandates

Police Components may also identify and request specific skills such as experience in border management, mines, sexual violence etc. if warranted due to country-specific requirements.

Slide 10



Check-in processes integrate police personnel into the mission's administrative system. Check-out processes ensure that all pending matters relating to police personnel are resolved before personnel leave the mission area.

The **Check-in Process** integrates personnel into the mission's administrative processes and includes:

- Enrollment in induction training
- Issue of mission ID cards
- Issue of necessary mission equipment (radios, laptop)
- Driving test and license issue
- Payroll system enrolment to enable administration of all personnel entitlements (leave, compensatory time off, payments etc.)

Check-in procedures can be conducted in-mission or at a regional support centre. In addition to the process outlines above, the Police COS must ensure that all incoming staff receive a proper briefing at the outset of their deployment.

The **Check-out Process** includes:

- Performance appraisals duly completed by supervisors
- Attendance documentation submitted to mission Finance or Human Resources Section
- Completion of any duties involving ongoing investigations, whether as a subject or witness
- Return of UN-issued equipment
- Settlement of personal charges (e.g., telephone charges, liberty mileage etc.)

Slide 11

In-mission Deployments
(IPOs)

What?

- Assigning IPOs to roles
- Within UNPOL & other components

How?

- In-mission advertisement of openings
- Selection panel: Desk review & interview

When?

- New IPOs arrive;
- Other IPOs return home or are redeployed

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In-mission deployments are critical aspects of Police Component management as they ensure IPOs are assigned to suitable roles/tasks within the component (and across the mission area) and in other mission components.

Upon completion of induction training and all administrative procedures, all newly-arrived IPOs must be assigned to appropriate positions within the component or other mission sections where close liaison is necessary, including:

- Joint Logistics Operations Centre (JLOC)
- Joint Operations Centre (JOC)
- Joint Mission Analysis Centre (JMAC)
- Integrated Mission Training Centre (IMTC)
- Contingent Owned Equipment (COE) Unit
- Security Sector Reform Unit (SSR), if in the mandate.

Initial assignment of IPOs is undertaken by a selection/deployment panel comprising representatives from all pillars. Assignments are based on a desk review of officers' professional profiles followed by interviews of selected candidates. Assignments are ultimately approved by the HOPC. In cases where the advertisement of a post does not yield suitable applicants, the Police COS may directly assign officers to fill the vacant position.


Both the initial assignment and subsequent selection of IPOs for vacant posts will be done in accordance with their background, experience and the mission's requirements and job descriptions, taking into account any special skills, national diversity and gender balance.

Incoming IPO assignments throughout the mission area are based on the UNPOL deployment plan. Generally, an IPO cannot request redeployment within 90 days of his or her initial deployment into the mission. Candidates who want to be redeployed to a new post within the mission area must go through the advertisement and selection for other internal posts.

As necessary, the Police COS and Chief PHRMU will also identify and nominate suitable police personnel to represent the component in mission-wide task forces or working groups. These may include, for example, response teams tasked with the collection and preservation of evidence in cases of allegations of sexual exploitation and abuse.

Slide 12

Rotations, Tour of Duty, Extensions



Advance planning to minimise staffing gaps through extension/rotation plan

IPOs: 1 year Tour of Duty (ToD); possibly up to 2 years

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To avoid gaps in IPO staffing upon rotations, Police Division at UNHQ maintains an extension/rotation plan covering all IPOs and FPU through the online Field Support Suite (FSS) database. Police Division coordinates well in advance with concerned Member States to ensure that they can identify and nominate suitable replacements for officers completing their assignments. It is critical to avoid lengthy staffing gaps, although outgoing and incoming batches of IPOs will not always align neatly.

The Tour of Duty (ToD) for IPOs is one year. A ToD may be extended for up to an additional year provided that certain criteria are satisfied, for example disciplinary and medical clearance, performance appraisal with a minimum rating of “fully satisfactory”, and PCC agreement. Factors relevant to the consideration of extension requests include the exigencies of continued service and overall performance evaluation.

Extension requests must be initiated by supervisors through the chain of command at least four months prior to completion of the IPO's ToD. PCCs are obliged to respond no later than one month prior to the end of the IPO's mission.

Exceptional extension requests for service beyond two years are reviewed carefully and approved by the Police Adviser at UNHQ. Officers with “unsatisfactory” performance ratings cannot be extended.

Slide 13

Repatriation



- Failed in-mission Assessment for Mission Service (AMS) or driving test
- Disciplinary grounds
- Compassionate grounds e.g., critical illness, funeral
- Medical grounds
- Death or injury in service
- Personal reasons
- Upon Member State's request

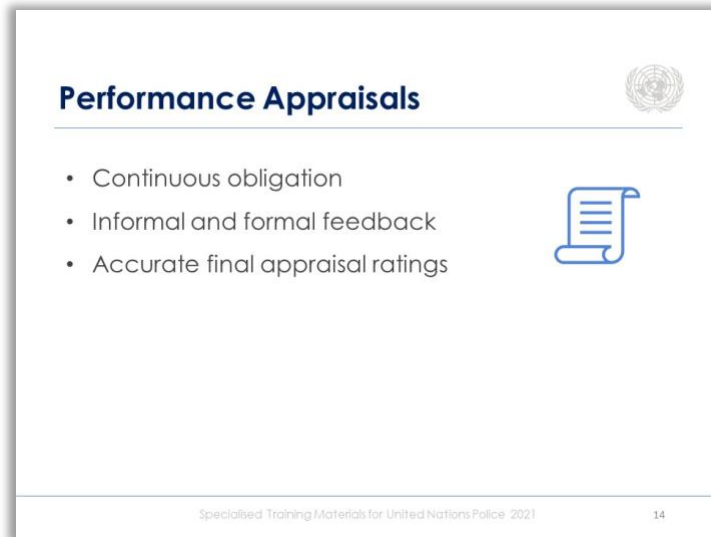


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Officers may be repatriated to their home country before the end of their ToD under the following circumstances:

- Failure to meet minimum requirements pursuant to the in-mission Assessment for Mission Service (AMS) or the driving test (unless HOPC approves assignment of the IPO to an alternative post not requiring such skills)
- Disciplinary grounds (Conduct and Discipline or/and Sexual Exploitation and Abuse matters)
- Compassionate grounds as requested by an officer (e.g., critical illness or injury to a close family member or to attend a funeral)
- Medical grounds
- Death or injury in service
- Upon the officer's formal request citing personal reasons
- Upon a Member State's request raised through the contingent commander or Police Division

Slide 14



Performance Appraisals

- Continuous obligation
- Informal and formal feedback
- Accurate final appraisal ratings

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Ask participants to discuss the importance of performance management in their prior roles. Draw on experienced participants who have previously served in peace operations to explain how the performance management system was implemented in their missions. Focus on identifying key challenges and good practices.

At the outset of every officer's first deployment to a component, all supervisors must brief and ensure their subordinates understand what is expected of them professionally in their role. The appraisal process is a continuous obligation that runs for the duration of an officer's Tour of Duty. Supervisors must give subordinates ongoing informal feedback (positive and negative) throughout their Tour of Duty.

Mid-term appraisals provide subordinates with feedback on their performance during the preceding six months and identify any weaknesses that require further improvement. In cases of underperformance, supervisors and subordinates must develop an improvement plan with mutually-agreed goals against which the officer will be assessed at the end of his or her Tour of Duty.

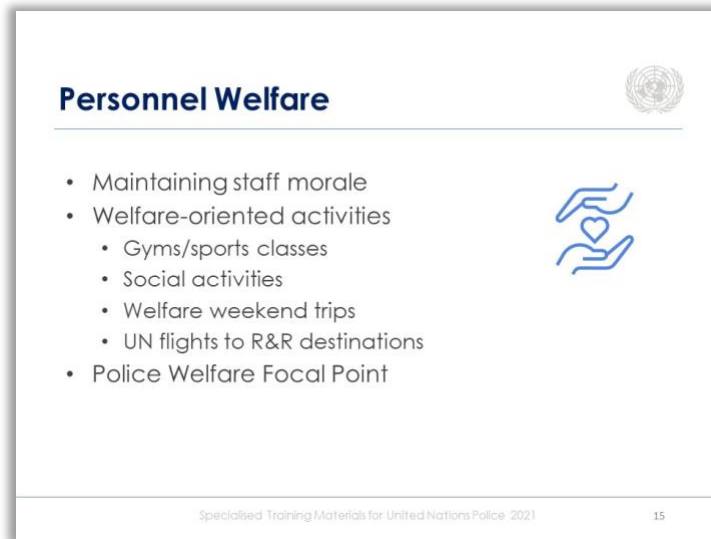
Senior police personnel should assess their subordinates' performance against the UN's core values (Integrity, Professionalism and Respect for Diversity), core competencies (Communication, Teamwork, Planning and Organization, Accountability, Client Orientation, Creativity, Technological Awareness and Commitment to Continuous Learning) and, where applicable, managerial (Leadership, Vision, Empowering Others, Building Trust, Managing Performance and Judgment/Decision-Making) and job-specific competencies.

Supervisors should complete the appraisal process for subordinates prior to completion of the latter's Tour of Duty, at which time supervisors rate the overall performance of their subordinates throughout their Tour of Duty.



Ask participants to brainstorm simple activities that can contribute to strengthening staff morale. Draw on participants who have previously served in peace operations to discuss welfare activities in their prior missions.

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Given the difficult working conditions prevalent in most missions, it is critical to ensure the physical and mental well-being of UN Police personnel through welfare activities. There are many strategies for establishing a minimum level of services for supporting staff morale and welfare, such as:

- Internet facilities to enable electronic communication and video calls to families
- Gyms for staff physical fitness
- Periodic classes (e.g., yoga, and/or tennis) depending on availability
- Organisation of social activities through the Mission Welfare and Recreation Committee (WReCs) or Policewomen's Network, etc.
- Welfare weekend trips
- Use of UN flights to authorised Rest and Recuperation (R&R) destinations for leave/CTO breaks
- Periodic sporting tournaments (e.g., badminton, soccer, etc.)

Police Components should have a Police Welfare Focal Point to represent the Police Component vis-à-vis the mission Welfare and Recreation Committee (WReCs).

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UN Police Knowledge and Records Management

- Knowledge Management to preserve the Police component's institutional knowledge, best practices and lessons learned 
- Records Management to preserve evidence-based data on operations, organisational structure, policies or procedures
- Information security standards for handling sensitive information

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Ask participants why they think knowledge and records management are important in a Peace Operation. Possible answers should point towards “avoiding repeating previously-learned lessons”, “capturing best practices” and “securing institutional memory for the future”.

Individuals each maintain a store of knowledge, but the combined experiences and learning of these individuals can become part of the organisation as a whole. Preservation of this organisational knowledge allows these lessons learned and best practices to become integrated into the culture, ensuring that knowledge—and the processes it informs—carry on even after individual practitioners have left. Organisational knowledge is a valuable resource, possibly even the most significant resource that an organisation can possess. The strategic management of this knowledge (or “intellectual capital”) is therefore of utmost importance to any organisation. Within the Police Component, the Administration Pillar/Police Human Resources Management Unit is responsible for knowledge and records management.

Knowledge Management: Information concerning the Police Component's activities is progressively collected, shared, analysed and disseminated within the component to develop the component's institutional knowledge, especially best practices and lessons learned.

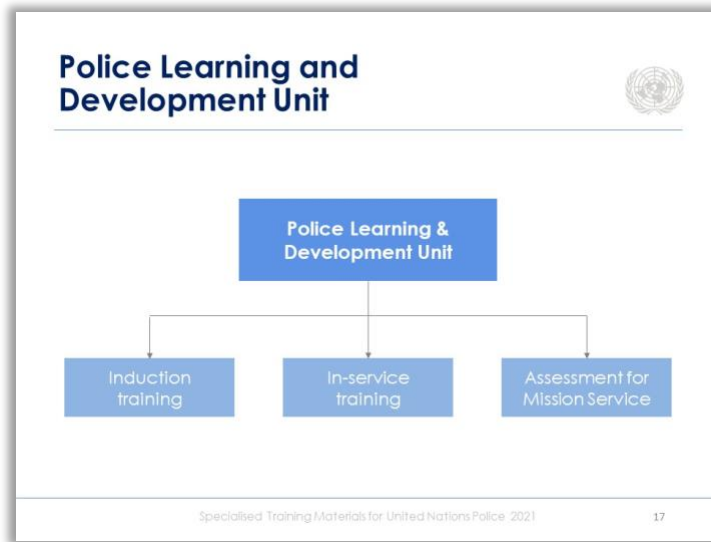
A Police Policy and Best Practices Officer (Police PBPO) works with the Police Component's Internal Evaluation Unit (IEU) and the Mission Policy and Best Practices Unit to use available knowledge-sharing tools to disseminate relevant best practices and lessons learned from other missions. This practice helps avoid unnecessary duplication of effort.

Records Management: Records are a very valuable resource to the organisation. They provide evidence-based data on operations, organisational structure, policies and procedures. Records form the basis of institutional memory, allowing the organisation to deliver services in a consistent and reasonable fashion. Records management is highly regulated by the UN Secretariat and governed by compulsory policies.

Supervisors at all levels are responsible for the management of police records originated by and maintained within their area of responsibility.

Information security: All police personnel must be familiar with the content and standards set out in the **Secretary-General's Bulletin on Information Sensitivity, Classification and Handling (ST/SGB/2007/6)**. All Police Component documents and records containing sensitive information should be classified, labelled, stored and handled in accordance with UN standards.

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The Police Learning and Development (L&D) Unit is structured as follows:

- In missions with a sizeable police presence, the Police Induction Unit is physically integrated within an Integrated Mission Training Centre (IMTC). In this case, the head of the L&D Unit has a dual reporting line to the Chief of the IMTC and the HOPC.
- In missions with a smaller police presence, the HOPC may appoint an IPO to act as focal point vis-à-vis the IMTC to carry out the foregoing functions in addition to his or her normal duties.

Slide 18

Induction Training

- "Gateway into the mission"
- All incoming UNPOL officers should undergo induction training
- Covers:
 - UN mission and mandate
 - Key UN Policies
 - Health, safety and security in the mission
- Delivered by the Integrated Mission Training Cell (IMTC) and/or the Police Learning and Development Unit



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Induction training is the gateway into the mission and should motivate and enable officers to implement the mission mandate with integrity, professionalism and respect for diversity.

The Police Learning and Development Unit delivers induction training sessions related to the Police Component's work as part of the mission integrated induction organized by the Integrated Mission Training Centre (IMTC). These training sessions are required for all UNPOL officers and cover, for example, personnel and administration matters, the Police Component's structure and operational framework, police roles in the mission area and reporting requirements. The content of the Induction Training is updated regularly to reflect the mission mandate and relevant UN guidance.

The Police L&D Unit is responsible for ensuring that all incoming police personnel undertake in-mission induction training so that all police personnel understand:

- the mission and its mandate
- the history, culture, social norms, gender roles and legal system of the mission area
- the functioning of a field mission and mandatory UN policies relating to—among other issues—human rights roles and responsibilities, the UN Human Rights Due Diligence Policy, standards of conduct, sexual exploitation and abuse and environmental awareness
- health, safety and security-related issues specific to the mission area

The Police L&D Unit must ensure that during induction all officers are trained, receive copies of key UN policy documents in English or French, and acknowledge receipt and understanding by a signed written form (which is then stored in the Front Office of the HOPC).

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In-service Training

- Reinforces expertise or increases the number of IPOs with specific skills or abilities
- Delivered and/or organized by the Police L&D Unit
- Training of Trainers, MMA, CBD and community-oriented policing topics, substantial topics (e.g., Child Protection)
- Training is specific to the local context for maximum efficiency and impact



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Although IPOs with relevant expertise are selected for service, in-mission training reinforces expertise or—where necessary—increases the number of IPOs with specific skills or abilities.

The Police L&D Unit develops the component's skills development plan in consultation with pillar chiefs, the FPU Coordinator and the Planning Unit, who are responsible for identifying the specialised training needs of personnel within their respective chains of command.

The L&D Unit is responsible for delivering and/or organising the delivery of additional training for IPOs in collaboration with the IMTC. This is accomplished through periodic workshops on topics such as the methodology of delivering training (train-the-trainer courses), monitoring, mentoring and advising, capacity-building and community-oriented policing, etc. Training may also focus on substantive topics such as investigations, sexual- and gender-based violence, gender mainstreaming, child protection or the protection of civilians.

Where deemed useful to the mission, key UNPOL officers may be selected to participate in trainings that take place outside the mission area. All officers attending training outside the mission area must have a minimum of six months left to serve in the mission.

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Assessment for Mission Service (AMS)

- Police L&D Unit is responsible for conducting AMS in the mission area
- Includes:
 - Language
 - Driving
 - Shooting skills
 - Computer skills
 - Mission-specific skills
 - Knowledge of UN principles and standards

IPOs who do not pass the in-mission AMS will be repatriated

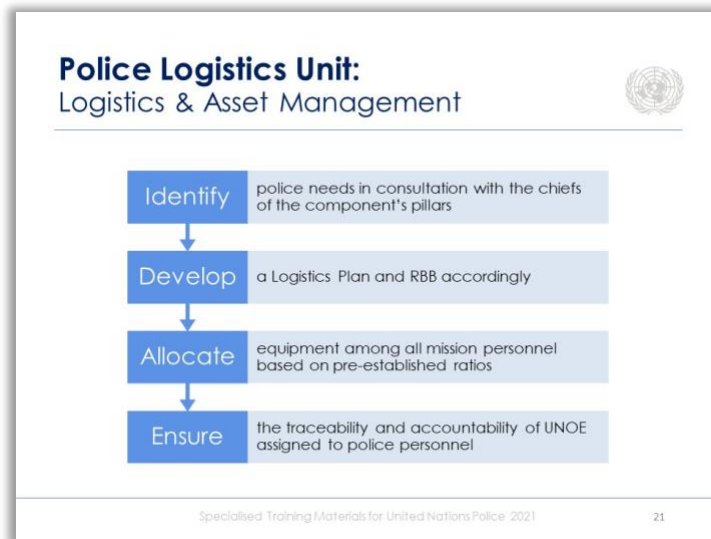
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The Police L&D Unit is also responsible for conducting Assessment for Mission Service (AMS) in the mission area for IPOs who were not AMS-cleared prior to deployment, either because they were granted exceptional permission or were already in the mission area and are being re-hatted. The AMS addresses language skills, driving skills, firearms handling and shooting skills, computer skills, knowledge of United Nations principles and standards, core values and mission-specific skills.

IPOs must be assessed by certified AMS instructors within one week of arrival to the mission area or re-hatting to a UN mission. IPOs who do not pass the in-mission AMS will be repatriated at the cost of their contributing country.

More information about the AMS can be found in the respective SOP at https://police.un.org/sites/default/files/sop_2019.pdf

Slide 21



The Police Logistics Unit (PLU) fills an important support function in the Police Component, identifying the component's logistics needs and allocating equipment among all police personnel (for example, the equipment received by IPOs upon check-in).

The Police Logistics Unit (PLU) is comprised of IPOs as well as a police desk officer co-located in the mission Joint Logistics Operations Centre (JLOC). The PLU is responsible for:

- identifying police needs in consultation with the chiefs of the Police Component's other pillars
- developing an annual logistics support plan for the Police Component, taking into consideration the key plans of the other component pillars such as the deployment plan and results-based budget (RBB)
- coordinating with the Mission Support Division to secure key equipment and infrastructure necessary to support operational needs, whether for individual or common or shared use (including communications, computers and radios in particular; vehicles/fleet, photocopiers, air conditioners, generators etc.)
- allocating equipment for UNPOL based on the pre-established ratios set out in the **2005 DPKO Standard Cost Ratio Manual**, with variations to reflect mission priorities and realities
- ensuring the traceability and accountability of UN-owned equipment (UNOE) assigned to police personnel and ensuring that personnel understand and comply with mission property management procedures

The Logistics Plans defines the UNPOL Component's logistics needs both now and in the near future (i.e., annually) and puts policies and processes in place that will keep the Police Component productive and capable of achieving its mandated tasks. This plan is linked with the deployment plan and should cover the following areas: IT services, fleet,

engineering, air transportation, supply, and other areas that may affect the UNPOL component's operability.

Slide 22



Remind participants of CPTM lesson 3.3 on Conduct and Discipline. They should recall the sources of the Code of Conduct for Peacekeeping Personnel (UN Charter, International Human Rights Law, Humanitarian Law, local laws), the consequences of misconduct for the mission and personnel and the duty to report misconduct. Link this discussion to the presentation on the Police Professional Standards Unit.

The Police Professional Standards Unit (PPSU) works to uphold the Police Component's compliance with UN, mission-specific and HOPC-issued guidance and directives relating to professional standards and respect for United Nations standards of conduct. The unit ensures that all police personnel are aware of their duty to report suspected misconduct, and raises awareness within both the component and the wider community of the available means for reporting complaints and allegations concerning police personnel.

In addition, the UN-internal Professional Standards may affect the efforts toward police reform as part of the mandated tasks. The development of professional standards on the part of the host-State police as an integral component of their progress toward police reform will contribute to strengthening police accountability and legitimacy.

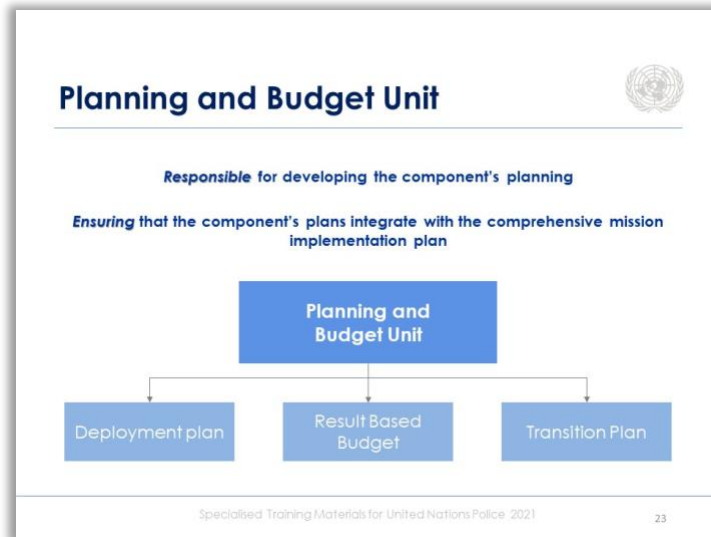
The Police Professional Standards Unit also has other important responsibilities:

- Developing training materials on disciplinary procedures and the prevention of misconduct for the Police Component
- Analysing the component's effectiveness in preventing, identifying and responding to acts of misconduct
- Developing, implementing, monitoring and evaluating mechanisms for strengthening accountability for UNPOL misconduct

- Co-ordinating with disciplinary officers from the Police Division to ensure coherence and consistency in the development and implementation of policies, strategies, procedures and guidelines on personnel misconduct

Officers assigned to the Police Internal Investigations Unit (PIIU) are normally authorized by the Police Commissioner to interview any person, seize documents, and request reports and explanations from any UNPOL officer (except for the Police Commissioner) with respect to any ongoing inquiry, regardless of their position and the rank of alleged offenders in their home country.

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The Police Planning and Budget Unit is responsible for developing the component's plans and ensuring that those plans integrate with the comprehensive mission implementation plan. This work is carried out in close consultation with the chiefs of all pillars and, where FPUs are concerned, the FPU Coordinator.

The Planning and Budget Unit addresses the following areas(among others):

Deployment plan

The deployment plan outlines the comprehensive and phased schedule for all police personnel in order to progressively build up a United Nations Police presence at a component's headquarters and in the region(s) in support of national authorities. A deployment plan should also support the mission objective of developing and strengthening the operational capacity of national rule of law institutions by providing for the co-location of IPOs as police advisers in national security institutions throughout the host-State.

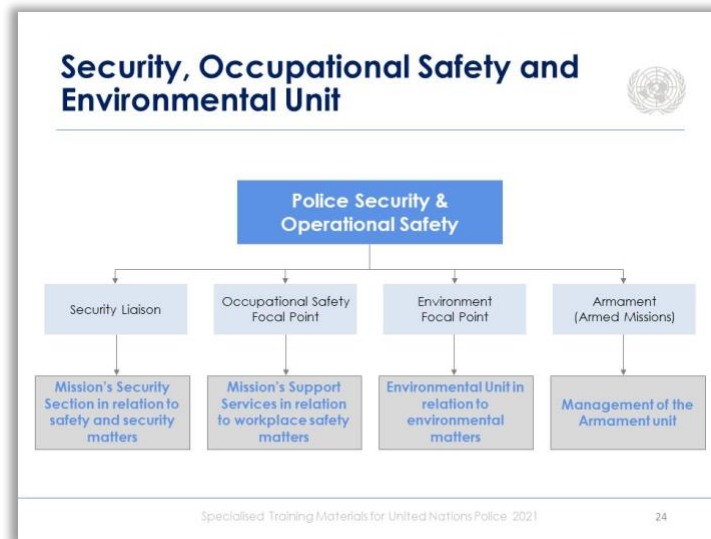
Contribution to mission Results-based Budgeting framework (RBB)

The mission RBB serves a dual purpose: It is a financial document outlining the mission's prospective budget proposal and a strategic planning tool that focuses on concrete objectives, expected accomplishments and indicators of achievement. In developing plans, the Planning and Budget Unit must ensure that the Police Component's funding needs are conveyed to the mission's Budget Section so that funding is appropriately allocated for the component's internal purposes (for example, for training of police personnel).

Transition and/or liquidation planning

Well before a mission may be required to either transition to another configuration or draw down, the Planning and Budget Unit—under the guidance of Police Division and in collaboration with all pillar heads—must develop a transition plan for the Police Component.

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All UN personnel are responsible for their own safety and security and for complying with the Organisation's and the mission's security policies and procedures, as detailed in the UN Field Security Handbook.

The Police Security Liaison Officer, the Police Occupational Safety Focal Point and the Environment Focal Point act as liaisons vis-a-vis wider mission units (e.g., the mission's security section, the mission's support services and environmental unit, respectively).

Police Component personnel must:

- Comply with mission Minimum Operating Security Standards (MOSS) relating to workplace security, including such matters as vehicles, radio checks, maintenance of vehicle VHF/UHF radios, first aid kits, vehicle equipment, etc. as well as Residential Security Measures (RSM) regarding safe accommodation within an approved warden zone.
- Receive mandatory security clearances via written request or the "Travel Request Information Process" (TRIP) prior to undertaking all official travel (trip.dss.un.org/)
- Maintain an up-to-date awareness of policies relating to the safe storage and carriage of weapons, as well as the requirement to disarm upon entry to mission premises.
- Comply with safe work practices and procedures when handling machinery and equipment.

Lesson Take Away

Slides 25 & 26

Summary of Key Messages

The Administration Pillar provides support to the other pillars to facilitate their work.

The Police Administration Pillar directly affects IPOs and enables them to have a smooth tour of duty.

The Administration Pillar typically comprises six units: Planning and Budget, Professional Standards, Human Resources Management, Logistics, Police Learning and Development (L&D) and Security and Occupational Safety.

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Summary of Key Messages

Police Human Resources Management encompasses all internal processes related to the deployment of police personnel. The Police Administration Pillar directly affects IPOs and enables them to have a smooth tour of duty.

Knowing the structure of the Police Administration Pillar enables IPOs to understand where to turn for specific requests and procedures.

Specialised Training Materials for United Nations Police 2021



Emphasize the key points from this lesson using the notes below. Ask participants to reflect on how each of these points will apply to their roles as IPOs.

- **A UN Police Component is typically organised into three pillars:** *Operations, Administration and Capacity-Building and Development. The Administration Pillar provides support to the other two pillars to facilitate their work.*

- **The Administration Pillar typically comprises six units:** *Planning and Budget, Professional Standards, Human Resources Management, Logistics, Police Learning and Development (L&D) and Security and Occupational Safety.*
- **Police Human Resources Management encompasses all internal processes related to the deployment of police personnel** to and in the mission area, from selection until end of mission or repatriation of police personnel. It directly affects IPOs and enables them to have a smooth start in the mission and tour of duty.
- **Knowing the structure of the Police Administration Pillar enables IPOs to understand where to turn for specific requests and procedures.**
- Upon deployment in the mission, IPOs will familiarise themselves with the different elements of the Administration pillar, undergo check-in procedures and attend induction training.

Reference Materials

Below are materials which are required reading for facilitator preparations:

- 2017 DPKO/DFS Guidelines on Police Administration in UNPKO and SPM
- 2016 DPKO/DFS Guidelines on Police Command and Control IN UN PKO and SPM
- 2015 DPKO/DFS Guidelines on Police Capacity-Building and Development
- 2006 DPKO/PD Directive for Heads of Police Components of PKO
- Secretary-General's bulletin on Information sensitivity, classification and handling (ST/SGB/2007/6)