

INTRODUCTION

This common induction¹ training is a flexible and easy to use package of modules informed by the standby partner competency framework. Each module contains learning outcomes and overview, purpose and sequence, equipment, support documents and lesson plans. To support each module, there is also accompanying facilitator guidance as well as, presentations, activities and handouts. It also contains a suggested agenda for a week long training event using the material in its entirety, a tabletop exercise for further application of competencies, and an evaluation framework. Every element is openly available to all partners.

The package is designed in a modular format, enabling it to be adapted to the particular needs of each organization. It can be used in its entirety or each module, and the sessions within them, can be taken on their own and adapted to support existing training materials. Alternatively the learning outcomes can be used to re-align existing course material without using the contents of the common package and can inform and support induction processes that are not training-based.

The package is not an exhaustive list of all subjects' deployees and partner organizations may wish to cover in training or induction processes; it seeks only to cover the competency domains as a minimum level of preparation. We feel this is an important step towards harmonizing the preparation of roster members for deployment into the United Nations (UN). We recognize that each organization will engage with the content in ways that suit its training and induction needs, and we remain committed to working with partners to tailor the package so that it will be of optimal service to their needs.

This common induction training package does not directly address Domain 9 of the common competency framework: Operating safely and securely. At present, the UN minimum standard for this Domain remains the Basic and Advanced Security in the Field online courses provided by UNDSS, which is mandatory for all SBP deployees. We recognize that this is an area that requires further analysis and undertaking this analysis remains a goal of the partnership. Once the partnership concurs on how to include Domain 9 in this package, it will be adjusted accordingly.

BACKGROUND

The Standby Partnership Training (SBPT) Secretariat works to strengthen the quality and efficiency of partner and UN training. It works to support the crucial link between recruitment, performance management and evaluation of impact. In 2013, the Secretariat was tasked with establishing agreement on the generic competencies required of any deployee entering into a humanitarian UN position from a standby partner organization. Building on existing competency frameworks, the analysis articulated agreed language from six UN receiving agencies within the SBP. It used this common language to outline expectations, to encourage surge competencies to be integrated into SBP induction training programmes, to inform training design, and harmonize and enhance quality induction-level training across the partnership.

¹ For the purposes of this package, induction refers to any introductory level training courses or sequential HR processes used as part of on-boarding for new roster members.

The Secretariat developed this common induction training package² to support partner induction training and inform their internal processes to reflect the agreed common competency framework³. The Secretariat utilized the 11 Competency Domains of the framework to objectively guide the development of all learning outcomes and subsequent design of each training session.

Induction is an essential part of pre-deployment preparations, and successful participation and completion of pre-deployment induction training should be seen as a minimum capacity standard for personnel being deployed to a UN Agency. This induction training package is one interpretation of the agreed SBP competencies, translating them into a common baseline of general humanitarian knowledge and skills needed for deployees to integrate as quickly and productively as possible once deployed. The content also informs deployees of the crucial behavioral and attitudinal expectations of them while they are deployed to a UN Agency.

ACKNOWLEDGEMENTS

This common induction training package was developed by the Standby Partner Training Secretariat in close consultation with partners. During 2015, the majority of the common induction package was trialed with partners, either as a standalone course or as sessions integrated into their existing syllabus. Our thanks to those who shared content and allowed us to trial sessions as they were developed. The Secretariat would also like to thank partners for taking the time to participate in numerous consultations, sharing experiences, feedback and insights, and informing package development in a highly collaborative and inclusive process. We are continuously interested in receiving feedback from partners about ways this package might be used with their roster members and remain committed to working with each of our partners to tailor the material to their needs.

THE TRAINING PACKAGE

This training has been developed as a modular package, broken down from the domains of the common competency framework. For training purposes, some competency domains have been sub-grouped into separate modules, and some have been re-grouped into the same module.

Each common competency domain module contains the following documents:

- Module overview and lesson plan⁴. This includes:
 - ✓ A list of learning outcomes developed by analysing the elements of the common competency in question, and pedagogic considerations of a training workshop. See Competency Matrix vs Induction Learning Outcomes in this folder for a complete list of learning outcomes.
 - ✓ A list of equipment and relevant supporting materials for facilitators and deployees.
 - ✓ An overview of the training module including the topic, method and time allocation.
 - ✓ A purpose description of why it matters for deployees to be trained on this competency. The purpose description explains how the competency directly relates to their potential success as deployee in a humanitarian crisis.
 - ✓ Suggestions for the ordering of competency domain modules to be undertaken in an induction training workshop.

² Surge Competency Analysis, Stand-By Partner Secretariat, 2013, recommendation 1 “The Secretariat recommends that the findings included in this report, together with those of the induction training mapping exercise, are used as guidance for reviewing the design and evaluation of SBP induction-level training”.

³ See Competency Matrix vs Induction Learning Outcomes in the Guidance Folder

⁴ All common competency domains have been translated into module summary sheets, with the exception of competency domain #9 *Operating Safely and Security*. Based on analysis of induction courses there is limited consistency among partner and UN agency approaches in experiential safety training, and no agreement beyond the use of the UNDSS Basic and Advanced Security in the Field on-line modules as a minimum requirement. It is recommended that further dialogue on safety and security takes place in the SBP.

- ✓ A detailed lesson plan with facilitator guidance. This includes a tabular breakdown of topic, allocated time, and method, detailed notes for delivery, visual tools and resources.
- PowerPoint Presentations.
 - ✓ A PowerPoint presentation based on the corresponding module and lesson plan. The lesson plan provides a slide-by-slide use of the use of PowerPoint in the session – but it is strongly encouraged to use other visuals options, as well as open discussion instead of the PPT. The PowerPoints have been developed for use as a back-up. They should always be reviewed by any presenter to ensure adjustment to their facilitation style.
- Support docs
 - ✓ A folder of resource documents, as per those listed in the corresponding module overview.
- Handouts
 - ✓ A folder of participant handouts, when applicable, for the module.

The package also includes a daylong tabletop exercise, featuring six sessions that focus on the direct application of knowledge and skills. The tabletop exercise can be used as described in the current package or, if a full simulation is preferred and content available for this, tasks from the tabletop can be added to the regular modules to expand the opportunities to practice using the content in realistic ways.

HOW TO USE IT?

The SBP common induction training has been intentionally designed as a flexible modular package. It can be used as a stand-alone training by itself, individual modules can be taken and inserted into pre-existing training or the learning outcomes used to adapt existing content to align it to the competency framework. This approach has been taken by the Secretariat to support the diversity of approaches to induction across the partnership.

This package has been developed for partners' use. It is one suggested training interpretation of the common competency framework. The competency approach to induction training design should remain flexible, practical and meaningful for all parties, and not become a bureaucratic set of criteria that inhibits training or the induction processes. The Secretariat strongly encourages all partners to induct their employees and to conduct induction training to meet the core competencies as a minimum standard of the knowledge and skills required to work effectively and responsibly in a humanitarian setting. We respect that approaches will vary and that partners will design such processes in accordance with their needs.

For partners with no induction training, this common induction package can be used in its entirety or to inform the development of an induction package tailored to its specific needs. Alternatively, for those partners who have already established induction training packages, if competency gaps exist (according to the common competency framework), modules can be selected and added in, or used as a reference for the revision of existing training materials. Additionally, partners can simply make use of the common induction learning outcomes, to compare against their induction training learning outcomes in order to assess if there are gaps, or as a basis for which to design their own training sessions around.

The learning outcomes and content covered in this common induction training package can also be used to assess areas that could be addressed by Human Resources as part of the recruitment process (for example, organizational code of conduct or terms of service).

ORDER OF COMPETENCY DOMAIN MODULES

While this training has been designed as a flexible and modular package, a suggested order and flow has been developed according to the domain sequence explanations in the module overviews.

Should the common induction training package be used in its entirety, a 5-day agenda has also been proposed.

PRECOURSE ONLINE LEARNING

Each United Nations agency has mandatory training that must be completed by their staff members. At present this is not standard across agencies. However, commonalities exist that are presented as part of this package. SBP deployees are therefore encouraged to complete as much of this training as possible before their mission. It is also beneficial for deployees to complete this training before their participation in an induction course in order to reinforce and strengthen certain knowledge and provide space to clarify any questions during the course.

Please see the participant *pre-course checklist* in this folder to distribute to participants before they arrive. Emphasise that these courses are required learning for UN agencies, and therefore, it is in their interest to complete them before deployment.

EVALUATION FRAMEWORK

The learning outcomes of this common induction training package have been designed to reflect, and to be measured directly against, the common competency framework. There are many ways deployees' successful completion of the competency domain modules can be evaluated and measured. Outlined below are some suggestions of level one to three of Kirkpatrick's four-level training evaluation model. Level four, overall impact, is beyond the scope of this induction package, but the SBPT Secretariat encourages each partner organization to develop their means of assessing impact based on their need. We remain at your disposal should this be something you want assistance in developing.

Level one: Reaction measures to what degree participants react favourably to the training. This reactionary measurement can be obtained through observation, direct verbal question and answer, and reflective questionnaires. Please see **Level One Evaluation** in the Guidance folder for a sample.

Level two: Learning is used to measure the extent to which participants have acquired the intended knowledge, skills, attitudes, confidence and commitment based on their participation. Many of the modules of the common induction training package contain activities and exercises that enable direct evaluation of learning (through participants presenting their work, answering questions and completing written exercises), however some of the behavioural competencies and related learning outcomes will require informal (observation-based) level two evaluations. Mastery of learning outcomes in the tabletop exercise will be primarily measured through informal level two evaluation. A way in which to formally measure level two knowledge learning, is to conduct a training pre and post-test using selected questions based on the learning outcomes. Please see **Level Two Evaluation** in the Guidance folder for a sample of learning outcomes and corresponding pre/post test questions.

Level three: Behavioural changes measure the extent to which participants apply what they have learned during the training back on the job. Observation throughout the course and of the tabletop exercise will allow a very informal (observation-based) level three evaluation, providing insights into the immediate behavioural changes of the participants from their participation in the training.