

**United Nations**  
**Department of Peacekeeping Operations**  
**Department of Field Support**  
**Ref. 2009.9**



## **Guidelines**

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# **Roles and Training Standards for UN Military Staff Officers**

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Approved by: USG Le Roy  
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Contact: Military Adviser, Officer of Military Affairs, DPKO  
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## **Guidelines on Training Standards for UN Military Staff Officers**

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### **ANNEXURES**

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#### **A. PURPOSE**

1. These Guidelines describe the core roles and scope of operational employment activities for Staff Officers (SO) in UN peacekeeping missions.<sup>1</sup> These Guidelines link the roles of these military personnel to the skill sets which have been identified by the UN Department of Peacekeeping Operations (DPKO) and UN Department of Field Support (DFS) as generally common to their operational employment across all UN peacekeeping missions. UN Military Staff Officers, in order to have met the UN Pre-Deployment Training Standards for Peacekeeping, must have completed a course based on the UN Core Pre-Deployment Training Materials (formerly Standardized Generic Training Modules), as well as specialist training based on these Guidelines.<sup>2</sup>

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#### **B. SCOPE**

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<sup>1</sup> For the purposes of this Guideline, the definition of Staff Officer is “those Contingent Personnel who are generated, deployed and traveled in an individual capacity upon nomination by a TCC and selection by the OMA, to perform specialized functions at the FHQ or integrated military, civilian or police structure.”

<sup>2</sup> It should be noted that all UN Military Staff Officers are expected to have basic soldiering skills in addition to the UN-specific skills discussed in this Guideline.

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2. Further to the DPKO/DFS Policy on Military and Police Pre-Deployment Training for Peacekeeping Operations,<sup>3</sup> these Guidelines apply to all DPKO/DFS staff conducting the planning, monitoring, implementing and training for the operational employment of UN Military Staff Officers. Senior mission leadership, including the Head of the Military Component (HOMC)<sup>4</sup>, DPKO / DFS managers in charge of training support to Staff Officers, and Troop Contributing Countries (TCCs) should be informed by these Guidelines.

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## C. RATIONALE

3. These Guidelines have been developed within DPKO and in close consultation between the Integrated Training Service (ITS) and the Office of Military Affairs (OMA), to lay out the skills and areas of knowledge necessary for all Staff Officer work and to provide the basis for training standards to ensure that Staff Officers are sufficiently prepared to undertake their operational responsibilities. The Guidelines establish the common set of roles and necessary skills for Staff Officers, noting that post-specific skills (such as operations, intelligence, personnel, logistics, CIMIC, communications, training, planning, engineer, public information, medical and administration) are provided to TCCs in the Job Descriptions for such positions. These post-specific skills are therefore not covered by these Guidelines.

4. In order to provide clear guidance for the pre-deployment training of Staff Officers, these Guidelines list the general duties of Staff Officers in UN peacekeeping missions, following each duty with the relevant skill sets. TCCs should ensure that their staff colleges and other institutions for pre-deployment training of Staff Officers provide this material to all Staff Officers to be deployed in UN peacekeeping missions, in addition to the materials provided in the Standard Generic Training Modules. The UN may require that Staff Officers provide proof of successful completion of a staff college and/or proof that these core skills have been delivered to an officer prior to deployment in a UN peacekeeping mission.

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## D. GUIDELINES

### D.1 Core Roles of UN Military Staff Officers

5. This section outlines the core roles of Staff Officers in a UN peacekeeping mission. In addition, it provides a description of the relevant skills required for Staff Officers to successfully carry out their respective roles. While Staff Officers will also require skills specific to their respective position, the following section provides core common skills and knowledge of UN procedures that all Staff Officers must have to a high degree of proficiency prior to deployment in a UN peacekeeping mission.<sup>5</sup>

6. **Common Military Staff Procedures and UN SOPs:** Staff Officers are the core of the military component's operations and are responsible for conducting all military staff procedures in the mission. They should be trained in the common military staff procedures,

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<sup>3</sup> Forthcoming 2009.

<sup>4</sup> Including those HOMCs appointed as Force Commander (FC), Chief Military Observers (CMO), Chief Military Liaison Officer (CMLLO), Chief of Staff (CoS) or Chief Military Adviser (CMILAD).

<sup>5</sup> Mission-specific information of a non-operational nature will be available on the DPET website.

including, drafting formal military orders, Situation Reports, military correspondence, military planning procedures, as well as UN SOPs, staff procedures, rules and regulations.

7. **Reporting:** one of the central activities of the military component is the gathering, analysis, and reporting of information relevant for the operational activities of the mission. As such, Staff Officers should have a high degree of proficiency and experience in drafting military daily, weekly and monthly reporting, after action reviews, and other reports as required by the HOMC. It is critical that Staff Officers have a very high competence in written and oral English (or French in francophone missions). In addition, Staff Officers should be familiar with UN reporting procedures and SOPs for the drafting and submission of reports in a UN peacekeeping mission.

8. **Briefing:** a core activity of Staff Officers is the preparation and delivery of briefings to other military colleagues, VIPs, civilians within the mission and other organizations as required by the HOMC. Staff Officers should therefore have substantial expertise in the computer skills required for presentations, experience in research, analysis and compilation of information, and skills in the conduct of briefings and oral presentations following the principles of accuracy, brevity and clarity.

9. **Planning and Decision-Making Processes:** Staff Officers form the inner circle of planning and analysis for the military component, and perform vital functions for the mission with respect to personnel, logistics, signals, civil-military coordination and other tasks. They should be familiar with the structure and reporting lines of both the military and the civilian components of a UN mission (as described in the UN Mission Start-Up Field Guide, Chapters 4 and 5) and be trained on mission command procedures. In addition, Staff Officers should have a familiarity with the UN Integrated Mission Planning Process, a working knowledge of the roles and functions of integrated structures in UN peacekeeping missions (in particular JMAC and JOC), and, in particular for those personnel serving in J5 and/or J3, should have knowledge of planning joint operations.<sup>6</sup>

10. **Mandate and Rules of Engagement:** Staff Officers should have a good knowledge of the mandate of the mission, its Concept of Operations (CONOPS) and its Rules of Engagement (ROE), in order to draft sound Operational Orders.

11. **Crisis Management:** Staff Officers should be able to respond to the demands of volatile, crisis situations according to basic crisis management principles.

12. **Coordination with UN Police, Civilian Staff and non-UN Personnel:** As UN peacekeeping missions have become increasingly complex and multi-dimensional, it has become crucial for the military component to work in close coordination with UN Police, civilian staff, UN agencies, and other civilian organizations in the mission area. Staff Officers should have a good working knowledge of the different roles within the civilian component, the reporting lines within the mission and to UN Headquarters, and the resources available to all staff within a UN mission. In addition, Staff Officers should be made aware of the different roles of UN agencies related to UN peacekeeping missions, in particular those organizations on the UN Country Team.

13. **Additional Skills:** as laid out in the Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions (2008), all Staff

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<sup>6</sup> For military purposes, "joint operations" involves the participation of two or more armed services in a military operation (e.g. Army and Air Force).

Officers receiving MSA will be tested in the following skills upon deployment to the mission area and therefore should:

- a) Have working level English language skills (French skills are desirable in francophone missions);
- b) Be able to drive 4 x 4 vehicles with manual transmission;
- c) Be able to communicate on radio, both HF and VHF using UN radio procedures and radio format;
- d) Be able to use maps and GPS;
- e) Be able to use a PC, internet and intranet and office equipment;
- f) Complete the UN Basic and Advanced Security in the Field trainings (on-line within the first 14 days upon deployment in the Mission);
- g) Complete the Code of Conduct, Integrity and SEA trainings within first 30 days upon deployment in the Mission (on-line)

14. In addition, and also in accordance with the Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions (2008), it is essential that all personnel are fully trained in the following:

- a) First aid;
- b) General field hygiene, including water purification;
- c) Prevention of climatic injury;
- d) Sexually transmitted diseases, HIV awareness and prevention;
- e) Gender awareness, in particular the importance of Security Council resolution 1820 concerning Gender Based Sexual Violence; and
- f) International humanitarian law and human rights law (including Geneva Conventions and Protocols).

## **D.2 Guidance to the Heads of Military Components regarding the Operational Employment of UN Military Staff Officers**

15. The Head of Military Component (HOMC) is primarily responsible for the provision of operational direction, guidance and priorities for the Staff Officers in a UN peacekeeping mission. Specifically, the HOMC has the authority to reallocate designated staff personnel to jobs and tasks within the Force HQ as appropriate and necessary, with clearance from NYHQ for ranks at or above Lieutenant Colonel. For lower ranks no clearance is required. In addition, the HOMC is required to coordinate with DPKO, through the OMA, concerning any adjustment to the mission-specific skills and standards affecting the recruitment of UN Military Staff Officers. The HOMC is also required to produce an annual training directive describing the operational training objectives, which will be conveyed to DPKO in order to inform TCCs of mission-specific issues affecting the PDT of UN Military Staff Officers preparing to deploy to the peacekeeping mission.

16. The HOMC is required to supervise the staff in close coordination with the Chief of Staff (COS) and the deputy HOMC. Individual tasking of staff officers is to be done through the chain of command. The HOMC is to ensure that relevant military affairs are coordinated among the staff, the various components of the mission and non-UN civilian organizations. The HOMC should pay special attention to the development of civil-military relations between the staff and civilian UN and non-UN personnel.

17. Staff Officers in UN peacekeeping missions are deployed from different countries with widely varying cultural, linguistic and professional norms. It is therefore important that the HOMC understand and recognize the different skills sets and requirements of a multi-national staff, especially with respect to Staff Officers' relationships with commanders and other colleagues. During pre-deployment training, Staff Officers should be made aware of the multi-national nature of the UN work force and the role of the HOMC in tasking.

18. **Relationships:** UN peacekeeping missions today are increasingly complex and multi-dimensional, requiring substantial coordination among all mission components, as well as with police, civilian and non-UN actors in the mission area. While ensuring that the highest military standards are fully adhered to in all activities of the military component, the HOMC should also ensure that the military component interacts with all colleagues with courtesy, patience and with language comprehensible to both military and civilians. Pre-deployment training of Staff Officers should sensitize staff to the importance of collaboration between civilian and military in UN peacekeeping, and the issues that can arise when working in a multi-national setting.

### D.3 Pre-deployment Training

19. Pre-deployment training of Staff Officers should meet the UN Peacekeeping Pre-Deployment Training Standards, which consist of the Core Pre-Deployment Training Materials (formerly Standardized Generic Training Modules), and specialist training covering the areas described in these Guidelines. ITS will provide more detailed specialized training materials for UN Military Staff Officers, based on the areas of knowledge and skill sets laid out in these Guidelines.

### D.4 In-Mission Training

20. In-mission training priorities and assignments will be set out by the HOMC in the annual military training directive, as described by the Policy on Training for All Peacekeeping Personnel (2009). In-mission training for UN Military Experts on Mission will be coordinated by the Integrated Mission Training Centre.

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## E. TERMS AND DEFINITIONS

21. **UN Military Staff Officer:** Those Contingent Personnel who are generated, deployed and traveled in an individual capacity upon nomination by a Permanent Mission and selection by the OMA, to perform specialized functions at the Force Headquarters or integrated military, civilian or police structure.

22. **Head of Military Component (HOMC):** The senior military officer appointed to lead a Military Component of a UN peacekeeping mission. The senior officer may be appointed

under the title of Force Commander (FC), Chief Military Observers (CMO), Chief Military Liaison Officer (CMLLO), Chief of Staff (COS) or Chief Military Adviser (CMILAD).

23. **Pre-Deployment Training (PDT):** generic, specialized and, where appropriate, mission-specific peacekeeping training, based on UN standards, that is delivered to military, police, and or civilian personnel prior to deployment in a UN peacekeeping mission.

24. **Integrated Mission Training Centre (IMTC):** responsible for the oversight, coordination and delivery of training to mission staff in missions. This includes the identification of mission training needs and proposed training solutions to meet these needs, the management of the training budget, the coordination of Mission-Specific Induction Training (MSIT) and ongoing training, and the delivery of courses as necessary.

## F. REFERENCES

### Normative or Superior References

- Charter of the United Nations
- United Nations Peacekeeping Operations Principles and Guidelines
- (Draft) Peacekeeping Training Policy

### Related Policies

- Guidelines for the Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations (2008)
- Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions (2008)
- Generic Standard Operating Procedures for United Nations Force Headquarters Deployed in Peace Operations (2001)
- Directive for the Head of the Military Component in a Peacekeeping Operation (2008)
- Policy on the Applicability of the Arrangements of the United Nations Security Management to Individually Deployed Military and Police Personnel in DPKO-led Missions (2008)
- Directive for Disciplinary Matters involving Civilian Police Officers and Military Observers (DPKO MD/03/00994)
- Draft DPKO/DFS Policy on Training Support to Member States
- Draft DPKO/DFS SOP on Training Recognition
- Draft DPKO/DFS SOP on Mobile Training Support Teams
- UN Mission Start-Up Field Guide

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## G. MONITORING AND COMPLIANCE

25. Primary responsibility for the management and supervision of UN Military Staff Officers in the field is the responsibility of the HOMC, exercising 'UN Operational Control' (UN

OPCON). In large UN peacekeeping missions, the HOMC may delegate responsibility for the tactical level supervision of UN Military Staff Officer to a subordinate officer, such as the Deputy HOMC and/or the Military Chief of Staff.

26. Any changes to these Guidelines by the Office of Military Adviser should be done in consultation with Integrated Training Services, DPET/DPKO.

27. External oversight of UN Military Staff Officers shall be provided by the Office of Internal Oversight Services (IOS), in accordance with the standard procedures of that Office.

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#### **H. DATES**

28. These Guidelines shall be effective on \_\_ March and reviewed no later than \_\_ March 2011.

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#### **I. CONTACT**

29. The contact for these Guidelines is the Office of Military Affairs, DPKO.

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#### **J. HISTORY**

30. These are new Guidelines and have not been amended.

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*A. L. M.*

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