Imprint

civcap.info
Promoting Civilian Capacity for International Peace Operations

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The Roster Management Handbook is drawing lessons learnt from ROSTERING, a technique increasingly applied to civilian expertise for peace operations. This handbook is addressed to roster practitioners and experts, policy-makers as well as any one who might be interested in developing a roster organization in the field of civilian crisis management. It provides a brief but detailed overview of currently applied rostering methods and a glossary of relevant terminology.

Further general information on building Civilian Capacity is provided on the civcap.info Website: www.civcap.info.

This handbook is conceived as a “living document” which needs to be updated regularly. Therefore, the editors would like to encourage all readers to send remarks and comments on this handbook via e-mail to info@civcap.info.
Acknowledgment

The authors would like to express their gratitude to all those who contributed with their institutional knowledge and personal experience. Particular thanks go to Ms Sarah Sorouei, the International Stabilization and Peacebuilding Initiative’s Support Group, the Norwegian Refugee Council, the Swiss Federal Department of Foreign Affairs, the European External Action Service, and colleagues from the Center for International Peace Operations.
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This Roster Management Handbook is drawing lessons learnt how a popular human resource methodology called ROSTERING has been applied in mobilizing civilian expertise for peace operations. This handbook is a work of reference for roster practitioners and experts, policy-makers as well as any person who might be interested in developing a roster organization to engage more targeted in building civilian capacity for conflict prevention or peace operations, both at national and multilateral level in governments and non-governmental institutions. It provides a brief and profound overview of currently applied main roster methods and is therefore meant for the benefit and guidance of those planning, managing, supporting and evaluating human resources particularly in the ‘business’ of recruiting and deploying civilian personnel. Also, specific examples may help translate theory into reality.

The book is based on experience of rostering organizations and experts collected by the civcap project over the past two years (civcap – Promoting Civilian Capacity for International Peace Operations). Funded by the German Federal Foreign Office, civcap is an initiative managed by the German Center for International Peace Operations (ZIF) in Berlin and aims to build and improve civilian capacity for peacekeeping, peacebuilding and civilian crisis management. It reaches out to partners within and outside Europe willing to collaborate, share and learn, through workshops, training, study tours, etc.

The civcap project was initially approved for the period of 2009–2011. During this time project staff also represented ZIF in the International Stabilization and Peacebuilding Initiative (ISPI), an informal, working-level network of governments and international organizations that have joined together in their commitment to enhance civilian capacity globally. This network has been one of the most important sources for the development of this booklet.

Since recruiting and deploying civilian personnel has to cope with continuously changing global, national, and regional conditions, it is quite obvious that this document is dynamic, and evolving and therefore needs regular updates. Thus, we look forward to receiving your remarks and comments, which can be sent to info@civcap.info.
Introduction

Since the civilian component of peace operations became a common part of today’s multidimensional peace missions, creating a rostered civilian capacity was pursued by several national, regional and international actors worldwide. Based on the experiences of rostering experts and practitioners this document presents a variety of approaches and practices for the benefit and guidance, particularly for organizations contemplating “to join the club”.

The end of the bipolar world system in the late 1980’s and early 1990’s was the beginning of multidimensional and comprehensive peace operations going beyond monitoring ceasefires and status quo. They have become conflict prevention and management tools supposed to identify and support activities to tackle root causes of conflict in order to (re-) construct a sustainable system which provides spaces for peaceful conflict resolutions. One of the consequences of this new strategy was the involvement of civilians actors in peace operations.

The tasks of civilian staff in peace operations usually ranges across a multitude of functions mainly focused on state building (e.g. capacity development in the justice sector, government, public administration, reintegration, etc.). The complexity and variety of this effort calls for an effective recruitment mechanism. Such a mechanism has to meet multiple challenges, including rapid deployment and merit-based selection to ensure the best fit to a mission’s mandate. Over the years, while the demand for qualified and specialized civilian personnel increased, more and more human resources organizations involved in peace operations applied the rostering approach and governments as well as international organizations have invested in the creation and refinement of models, tools and procedures in people management.

In doing this, organizations inevitably and understandably developed different ways of doing business in tune with their own ambitions, political settings and available resources. However, rostering experts into pools and databases has become a mainstream, standard approach in want of a better solution. Furthermore, there is a tendency to combine different tools and methods to improve the efficiency and workability of their rosters.

This handbook compiles some of the essentials of roster management and provides an opportunity for a broader understanding of what is being applied across governmental and non-governmental organizations.
The Rostering Concept

The rostering concept is a human resource approach to meet the challenges of rapid deployment and/or high vacancy rates. The concept supports the idea of a stand-by or standing capacity. A roster contains more than one person’s expert profile with a specific professional background to overcome situations of no deployability, since an expert might not be available due to various circumstances such as scheduling conflicts or personal reasons. All persons on a roster are vetted against prior agreed roster standards (→ Selection Criteria, p. 8), their expertise is verified, clearly determined, is updated frequently to reflect all skills’ upgrades.

The concept is applied to civilian expertise. There are two main reasons:

• Lacking a common terminology civilian expertise profiles’ are often not comparable. By breaking down the individual essentials of civilian profiles, the rostering concept allows profiles to become comparable.

• Civilians are usually not organized under one institutional roof as military or police stand-by or standing capacities. This can create challenges for the rapid deployment of civilians as well as for the career development of roster members. The rostering concept attempts to bridge this gap by recruiting, assessing, deploying, training and advising (potential) civilian mission staff members in their career development.

Since the rostering concept is proven to respond faster and more effectively to mission staffing needs than other recruitment systems, the global demand for roster development is increasing. However, only a handful of civilian rosters account for the biggest civilian contributions to peace operations (→ Table, p. 10–11). This is due to the amount of investment a roster needs in:

• Political will
• Enabling policies
• Designated expertise & continuity – an unique mixture of peacekeeping politics and human resource work
• Resources – in particular a database is expensive and requires considerable resources (staff, funding, time) (→ Roster Maintenance, p. 9)

The rostering concept considers the quality, suitability and availability of all roster members to ensure rapid deployment of deployable experts to peace operations at any given time:

• The quality of a roster member is based on his/her technical skills and social competencies (→ Chapter on Assessment of Applicants), which is assessed and vetted against prior agreed roster standards.

• The suitability of a roster member is determined by analyzing his/her areas of expertise, level of work experience, regional/country experience, and availability restrictions due to issues like family duties (non family duty stations) or health conditions. A decisive expert profile ensures that a person is only considered for a post when he/she meets all requirements.

• The (un-)restricted availability of a roster member should be indicated at any time and frequently verified in order to avoid a lengthy selection processes.
Roster Types

In general, while rosters may follow the same concepts, they can take on different forms. Many factors influence an organization’s decision about how to organize a roster. The following section reviews the different roster types. Roster types must be understood as ideal types because rosters are usually a combination of different roster types (→ Table, p. 10–11).

Institutional Entity

The typology of a roster depends on the institutional entity that deploys civilians to peace missions. If a roster mainly serves to fill seconded positions, it is most likely a governmental or quasi-governmental roster. If a roster only serves contracted posts, it is probably a non-governmental roster.

Quasi-governmental rosters might be administered by a non-profit company but be fully-funded by governments. These rosters are often set up by governments but the management of the roster is outsourced, and, therefore, sits outside the governmental rotation system. This is often more conducive to the retention of organizational memory and implicit knowledge, which is a crucial factor in human resources work, particularly when it comes to performance management and career development. Rosters of multi-lateral organizations are inter-governmental rosters.

Financial Concept

Roster organizations are either for-profit (commercial) or non-profit. Fully-funded rosters are usually non-profit organizations, regardless whether they are governmental, quasi-governmental or non-governmental. Non-profit rosters do not take fees or allowances for placing staff in missions. For-profit rosters are usually non-governmental rosters that require allowances and fees in order to finance their work.

Outreach

There are national, regional, and international rosters. Since secondments are usually financially supported by the seconding governments, it is often the case that secondment rosters can only be national rosters. However, some national rosters exclusively recruit civilian personnel for bilateral missions. In this case, only civil servants or government contacted employees may be eligible for recruitment to the roster. Regional and international rosters recruit for multilateral mission. They may serve secondments but more often they serve contracted positions.

Examples

<table>
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<th>Governmental Roster:</th>
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<td>UK Stabilisation Unit</td>
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<th>Quasi-governmental Roster:</th>
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<th>National roster:</th>
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<td>S/CRS (bilateral missions), ZIF (multilateral missions)</td>
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<td>AFDEM</td>
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<th>International roster:</th>
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<td>DFS</td>
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**Areas of Expertise Range**

Specific rosters contain expert profiles which cover only one area of expertise e.g. mediation or elections. A catch all roster on the contrary might not cover all areas of expertise but a range and surely more than one that are in demand for peace operations.

**Rapidness**

A stand-by roster is often comprised of persons who are already on an assignment, even though they are available on short notice for a certain period of time. Upon completion of their tour, they can choose to return to their permanent assignment. Most stand-by rosters contain profiles of civil servants. The time between a vacancy announcement and the deployment of a person from a stand-by roster should not exceed 2 to 3 weeks (the average time is around 7 days).

The time between a vacancy announcement and the deployment of a person from a standing capacity roster usually take 3 to 6 weeks.

**Selection Criteria: How to get on a roster**

A roster must respond to the very demanding and complex working environment of international peace operations. In order to serve as a rapid dynamic tool and to perform in challenging situations, the quality of experts on a roster is key. Roster managers and recruitment experts must take into account that the application of well-directed methods is crucial to identifying the best available civilian experts. Both technical and social skills of a roster applicant should be considered and vetted against set roster standards in order to ensure that all roster members’ skill sets are relevant for peace operations, and to guarantee the functionality of a roster ([Chapter on Assessment of Applicants](#)).

Depending on the variety of positions a roster intends to fill, the set standards of rosters may differ. Therefore, the selection criteria vary. Specific rosters define criteria in more depth than catch all rosters. The definition of the criteria also depends on the position level. Generic job descriptions are often used as the base for the development of roster standards.

Such standards determine the minimum language skills, level of education, and work experience a roster member should have and in which professional area. Furthermore, the standards define the amount of flexibility, mobility, availability, and the minimum duration of a deployment. Social skills, such as team work competencies, competence to work in hostile environments, representative competencies etc., are usually stated ([Competency Based Interview, p. 17](#)). It goes without saying that a roster must respect a gender balance.

Rosters also take into account the deployability of well or even over-represented professions on a roster. Since the maintenance of a roster is time and cost consuming...
only a reasonable number of persons with the same professional background should be included on a roster. This also avoids the potential frustration of roster members who are not deployed or nominated for extended periods of time. The roster standards and selection criteria should be accessible to roster applicants and members. This transparency serves to mitigate expectations.

Roster Maintenance

As emphasized at the beginning of this chapter, a roster is a human resources system. However, the term ROSTER points to one of the most important tools of this system: a database. Data maintenance is widely done with a database, which can either be an excel spreadsheet or software. The roster concept considers databases as crucial instruments, used to avoid the following scenarios:

• While an accurate but highly time consuming recruitment process can also be used to recruit civilians, such a process could result in a high number of vacancies due to the usual high fluctuation rate in missions. Additionally, such a formal recruitment process could result in the inability of the peace mission to fulfill its mandate. This means costs without outcome. In this case, contributing countries may lose their political commitment, resulting in the withdrawal of financial, personnel and material resources. Despite reasonable exceptions, it is broadly accepted amongst recruiting agencies that a database supported roster management approach does decrease the fluctuation rate.

• It is widely known that a time-saving ad hoc recruitment process risks deploying can lead to deployment of a person who does not have the skill-set required for the vacancy. While the post might get filled quickly it still could be considered vacant because of the absence of appropriate expertise and skills. This can also result in expenses without outcome. A database supported roster management approach does avoid such a situation more than other methods. However, there are circumstances when the ad hoc approach is justified to be prioritized over using a database.

Data Maintenance

Permanent data maintenance assures that a roster serves its purposes and is a valuable and functioning tool, therefore

• contact details must be accurate at any time. If not, the roster statistics are not correct. A roster member who is unreachable is the same as a vacancy in the roster.
• individual expert profiles should be regularly updated to include information about ongoing professional, field and mission experience as well as fulfillment of training and language courses. Such experiences expand a roster member’s areas of expertise and might make them suitable for different or wider range of potential assignments. Information on the performance of a roster member in a former assignment as well as information gained in after-assignment debriefings can also be used to identify training needs in regards to career development.
data related to visa applications should be accurate at any point of time to facilitate rapid deployment.

one of the most important entries is the information about the availability of a roster member: Is the roster member available at all, for short and/or long term (only), on short or long notice, and are there any restricting conditions which may hinder the full performance of a roster member in a certain area or for a certain post?

In order to maintain and verify this data, most roster agencies request that roster members ensure their data is always up to date. Whether the responsibility for updating the data falls on the roster member or a roster officer, cooperation with the roster member is crucial to guarantee up-to-date information. Most roster agencies send out reminders via e-mail at least every 6 months requesting members to update their profiles. A roster officer has not only to remind roster members to update their profiles or to fill in data into a database but more importantly to verify the entries.

Roster type combinations of existing roster organizations

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<th>Categories</th>
<th>AFDEM</th>
<th>CANADEM</th>
<th>CMC</th>
<th>CRT</th>
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Duration of Roster Membership

Roster maintenance is highly related to duty of care and performance management (→ Chapter on Duty of Care). A roster is only as good as its roster members. Therefore, roster agencies must consider whether a person remains qualified to stay on a roster or should be dismissed. There are different approaches which are applied individually or in combination.

- Roster members must renew their membership on a roster frequently (every 1 to 2 years).
- Roster members must submit their performance appraisals. These reports help determine whether a person stays on a roster or not.
- Every 6 months (as an example), roster members may be asked to confirm their availability. If a roster member is unavailable within a certain timeline (e.g. 1 year), or is simply not responding, he/she should be excluded from the roster.

This table does not pretend to list all rosters for civilian peace operations personnel.

*At copy deadline the data was not confirmed by the respective organization, yet.
Data Protection

Data protection is a legal issue that must be respected by all roster agencies according to the applicable laws. This ensures the preservation of trust between roster organizations and roster members, and ensures the performance of a roster as well as the performance of a (potentially) deployed roster member. This can cause some challenges which have yet to be resolved. Since matters of data protection are often of national concern, this topic is not discussed among roster agency to its fullest extent. However, the authors of this handbook would like to highlight three challenges that seem to be the most relevant for roster management.

- Storing confidential data like performance information is sensitive and must be handled with care. Which leads to a question: How to save confidential data so that its information can be used for roster management, especially for duty of care and performance management reasons?
- The majority of roster organizations are funded by tax-payers money and therefore obliged to provide at least statistical evidence to account for their performance. Often, national laws do not allow storing personnel data without an immediate reason. Thus, data of former roster members or applicants which must be erased after a period of time is no longer available for roster statistics. Leading to the question: How to save information for statistical reasons while at the same time taking applicable law into account?
- Roster organizations strive for more interoperability among different rosters. Becoming more interoperable would require roster agencies to share information about their roster members, especially in cases where one roster agency is looking to an external roster to fill a vacancy that requires a specific expertise. This presents a challenge in the absence of a common roster terminology and with regard to sharing confidential data of roster members. Therefore, clarification is required on how seek authorization from roster members to share data while not loosing time and fail to respond before the opportunity is gone.
Mobilization and Recruitment of Civilian Experts

The recruitment of civilian personnel for international peace operations constitutes one of the core elements of any roster activity. In order to serve the needs of the UN, OSCE, EU, or any other international/regional organizations a roster must contain a sufficient number of civilian professionals who have diverse functional and occupational skills that are most relevant for peace operations.

The most common functional and occupational skills on rosters that serve multilateral peace operations are in
- Political affairs and democratization
- Human rights
- Rule of law
- Humanitarian affairs
- Public administration
- Election administration
- Press and public information
- Media development
- Mission support, such as budget, finance, administration, communications, human resources and training, information technology, medical support, security, logistics, supply, procurement.

Candidate Sourcing

In the light of a growing demand for civilian personnel, roster agencies are trying to pro-actively mobilize and attract qualified professionals. For example, members of the ZIF Expert Roster come predominantly from the following areas:
- Public administration
- Civil society/non-governmental organizations
- International organizations
- Development cooperation
- Justice institutions
- Education and research institutions
- Media
- Armed forces, police
- Parliament, politics
- Corporate sector

Several states prefer to second public officials, while other rosters include only a few civil servants and prefer instead to work with free-lance experts who are used to work in assignments for limited durations. Free-lance experts are often easier to mobilize, highly mobile and flexible, and also know how to navigate at international level. Their degree of self-management makes them an “easy-to-handle” group of professionals.

On the other hand, finding civil servants with excellent language skills who can be deployed at short notice is cumbersome. In addition, not all governments have adopted a compensation scheme for public service employers to participate in a peace operation.
Admission to the Roster

In line with the requirements for different professional categories in peacebuilding operations and crisis management missions, most roster have determined a set of criteria against which applications are evaluated (Selection Criteria, p. 8). These include:

Demand
- Is there a current demand for the specific expertise of the applicant?
- Does forecasting suggest a greater demand for this qualification?
- Does the roster cover a balanced gender representation?

Individual Profile
- University degree or relevant and recognized professional training
- Significant work experience
- Work proficiency in English
- Other language skills
- Excellent interpersonal and intercultural skills
- Experience from crisis and conflict situations
- Leadership and managerial skills
- Applied methodological knowledge (e.g. project management, mentoring, writing/presentation skills, administrative skills)
- Team work abilities
- Dealing with frustration, stress and pressure
- Self-management, self-awareness of personality, reflective on own behaviour
- Strong motivation to work in crisis management and conflict recovery
- Computer literacy
- Physical and mental fitness
- (4 x 4) Driving license

E-Recruitment System

The administration of most expert roster is supported by data management systems, which allows for conducting quick and targeted identification of candidates. The same database is often used as the tool for e-recruitment. Such unsolicited applications are then screened and assessed.

Outreach

In order to ensure that a roster is populated with a critical number of experts with the right skills outreach activities to attract specific expertise might be useful. Such activities could be
- Presentations during recruitment fairs or specialized trade fairs
- Identifying and networking with national or international organizations, ministries and institutions with relevant expertise
• Advertisements, interviews and articles in relevant professional journals or newspapers (print and online)
• Membership in online communities (social media)
• Briefings for national diaspora and/or other staff working in international organizations
• Micro sites linked to the roster agencies’ websites, containing information on recruitment, including showcase profiles of deployed personnel

As mentioned above, two main challenges must be considered when engaging in outreach activities:

**Talent Relationship**
Suitable candidates that match the criteria for deployment to a peace operation are not easily found among civil servants or on the open job market. It might be worthwhile to invest in supporting young professionals through internships or junior professional programs in international or national organization in view of future deployments to peace operations.

**Expectation Management**
Sitting on a roster, especially after passing complex screening processes, raises expectations among the roster members for rapid deployment into an interesting, challenging mission. However, while a roster agency can facilitate and support a member, it can seldom guarantee deployment. Members must be given realistic insight as to deployment procedures and institutional structures of field missions. This should be ensured during the initial recruitment process to the roster and beyond, e.g. through brochures, presentations and training.
Assessment of Applicants

Assessment of personnel is defined as a systematic approach to gathering information and evaluating applicants or current employees against certain criteria. The applied assessment methods are designed to identify technical and soft skills of potential roster experts.

Assessment tools can be very helpful if and when the purpose of the assessment process is precisely defined in advance. Therefore, assessment strategies must be developed with a clear understanding of which skills, characteristics or personal traits should be measured. Determining the desired outcomes of an assessment process is important for selecting the appropriate assessment tools to meet that purpose.

Objectives and Challenges of Conducting Assessment

There are multiple, sometimes even competing, reasons for roster agencies and/or sending authorities to conduct an assessment process. Since many roster agencies only evaluate experts for admission to the roster (and not for a specific job posting), developing a coherent and comprehensive admissions process is an important human resources function of a roster agency.

- **Selection**: The application of well-directed assessment methods is crucial to identifying the best available civilian experts for peace operations.
- **Placement**: Roster agencies and/or sending authorities want to be able to nominate people to the appropriate job level and work environment. Assessment may provide information that helps the agencies achieve the best fit between employees and jobs.
- **Training and development**: Assessments can help to identify those applicants and experts on a roster who might benefit from training. Information gained from testing may be used to design or modify training programs. Additionally, test results help individuals identify areas for professional development.
- **Career exploration and guidance**: Assessments may provide information that helps individuals choose occupations that match their skills and interests.
- **Prediction of Performance**: Assessments serve as an instrument to predict the future job performance of an applicant. This is particularly important in the context of multidimensional peace operations. In sensitive and stressful working environments misbehavior of employees can present a security risk or may even be decisive for the success or failure of a whole project or mission. Therefore, it is in the interest of the roster agencies to evaluate the conduct of applicants in critical situations and to test their characteristics and skills.

Assessment Tools and Methods

Using a single test or procedure will provide the assessor with only a limited understanding of a person’s career related qualifications. Moreover, it is possible that one may reach a mistaken conclusion by giving too much weight to a single test result. On the other hand, using a variety of assessment tools will most likely enable the assessors to
form a more complete picture of the individual. This will reduce the number of selection errors that can occur and enhance quality of the decision-making process.

Assessing applicants is very costly. However, the financial and political costs that can result from a poor recruitment process are even more costly.

**Interview Strategies**

Oral interviews either face to face or in groups, are a very common type of selection procedure. The aim of interview techniques is to evaluate operational competencies and soft skills.

Most roster agencies utilize telephone interviews and face to face interviews during the application process for applicants competing to get on a roster. In recent years, however, instead of conducting classical screening or stress interviews, the majority of agencies are using structured behavioral interviews. The logic underpinning the use of behavioral interviews is that past behavior will predict the future performance of an applicant. Behavioral competencies are often tested by observing roster applicants working together on a task or activity.

**Competency Based Interview (CBI)**

The CBI is a structured behavioral interview. Applicants respond to questions about how they respond in specific circumstances and provide concrete examples based on their past experiences. This technique involves asking the interviewees questions about how they handled past situations that were similar to situations they may encounter in the field. Each question is designed to target a specific skill or competency. The answers given are matched against pre-determined criteria.

A CBI aims to measure the so-called soft skills of applicants, such as their team-work and communication skills as well as their ability to be flexible and adapt to dynamic environments. There is no right or wrong answer in the CBI context. The interview aims to reveal a person who is self-aware, has learned from past experiences and is able to apply insights acquired through mistakes.

In order to conduct a successful CBI, all interviewers in a panel must be properly trained and possess extensive interviewing experience. Since the CBI does not focus on technical skills but on soft skills, a challenge for the interviewers is to judge the interviewee based mainly on perceptions and feelings. A properly prepared interview and proper documentation of the interview questions and answers will help interviewers maintain a certain level of objectivity.

**Group Interviews**

There are numerous reasons for choosing group interviews as assessment tool. One important reason is that it enables assessors to observe the applicant’s leadership
and interpersonal skills as well as cultural sensitivity. Most roster agencies use group interviews in order to observe how the applicants behave under pressure.

**Success Factors**

- As with all assessment techniques it is important that the group interview is led and observed by experienced and trained recruiters, including whenever possible assessors with field experience.
- Assessment development processes should include a mapping of the skills that are required for the endusers. Good planning is crucial.
- A good interview needs clear guidelines.

**Challenges**

- The number of qualified applicants may exceed the recruitment capacities of the sending organization.
- Short notice recruitments are especially challenging as they typically do not leave enough time for regular recruitment procedures.
- Once established, the interview strategies and guidelines should not be considered as stable and must adapt in order to capture new skills and field requirements. There is a need to continuously evaluate the assessment tools.

**Work Simulation Exercises**

Presenting applicants with a simulated incident that they are likely to encounter in the field is a popular assessment tool. This kind of activity is used to get a better impression of the applicant’s interpersonal skills and teamwork competencies.

Work simulation exercises are designed to test the ability of an applicant to deal with a problem and to come to a well-supported conclusion. It also tests the applicant's ability to prioritize and to make judgments within the context of a peace operation.

Roster agencies apply work simulation exercises at different stages of the assessment process and for varying purposes. Work sample tests require applicants to perform tasks or work on activities that mirror the tasks that employees perform on the job. If time allows, roster agencies may use a targeted assessment tool to test applicant’s skills for a specific job posting. Performance tests, however, can also be applied in initial assessment processes for roster applicants. They are typically designed to assess very broad aspects of the job that may draw on very fundamental competencies needed to perform a wide range of tasks.

**Requirements**

The case scenarios should mirror typical work situations. Recruiters must be clear about the definition of appropriate and inappropriate behavior related to the case scenario. This is directly associated with the competencies needed and the fine-tuning of criteria. Last but not least the criteria for the interview must be as objective as possible; meaning that prior to any interview an evaluation scheme must be developed.
Psychometric Testing

Psychological assessment is designed to provide the assessors with quantifiable information about the knowledge, skills, attitudes and personality traits of an applicant. Some roster agencies use an intelligence test in the application process. The use of standardized tests in an assessment process aims to provide interviewers with a more objective evaluation of the applicants. It enables organizations to select applicants using reliable and valid tests that measure specific domains of functioning. Systematic methods are applied to interpret, score or evaluate tests.

Two approaches to psychometric assessment are most often used during the recruitment process:

- The input based approach which compares the individual’s personality characteristics with defined job specifications. Written personality profile analyses are typical examples of input-based psychometric assessment.
- The output based approach which compares the individual’s competencies with the required job functions. Examples of output based psychometric assessment are leaderless group exercises, “in-box assessment”, and skills tests.

Requirements

Generally, prior to the administration of psychometric assessment, the applicant’s permission must be sought in writing. Furthermore, the recruiting organization must ensure that the protection of personal data is guaranteed.

It is crucial for the informative value of psychometric testing that the person administering the test and interpreting scores must be qualified to do so.

Challenges

In practice, the use of psychometric tests is highly dependent on the operational structure of the employing or seconding agency.

The short time between a call for contributions and the nomination of applicants is an obstacle for directed testing. Therefore, sending organizations often use psychometric tests at different stages of the assessment process. The predominant model is to conduct a more general test at the initial application stage for recruitment to a roster and, if time allows it, a more specialized test for a specific job post.

While psychometric tests are seemingly neutral and objective, they can also be subject to errors and misjudgment. It is difficult to measure qualifications that are not well defined. Furthermore, the formulation of questions and tasks and the normative responses to such tests can be biased against a applicant’s culture. This is why psychometric test should not be used as the sole instrument for selecting applicants. Rather, they should be used in conjunction with other procedures or as one element of the selection process.
Training as Assessment Tool

Some sending organizations use training courses for assessment purposes. Training aim to provide participants with realistic insight into the daily work in peace operations and prepare them for the numerous challenges they might encounter in the field.

The courses provide an opportunity for the recruiters to assess the participant’s team and communication skills as well as their motivations. The simulation and role plays of critical field scenarios allows the roster agency to assess the applicant’s stress management and problem solving competencies.

Challenges and Success Factors

- Training courses are designed to enable a participative and learner friendly atmosphere. Using training courses for both assessment of applicants and the transfer of knowledge can make the training stressful for participants. Due to an observable change in behavioral patterns when linking training with assessment, some roster agencies have moved away from using this model of assessment.
- When linking assessment to training courses, it is important that recruiters are able to cope with unintended individual outbreaks and guide the group if necessary.
- Regular reflection of the applicant’s behavioral pattern is useful in order to ensure subjective observations.

Training as Assessment: At which stage of the assessment process

Training courses are costly and resources can be wasted if the applicant does not succeed in becoming a roster member. This is why some sending agencies decide to separate training from assessment.

Database as Assessment Tool

Dealing with the outcomes of an assessment process is a sensitive issue. Up to now there is no consensus among roster agencies about the appropriate handling of applicant related information. One approach is using the roster databases to keep assessment outcomes. Differences in confidentiality and the treatment of person-related information, however, are based on national regulations concerning data protection and data security.
Linking Training and Rostering

In the field of peace operations and civilian crisis management, a high degree of cooperation and coordination between roster agencies and training institutions is necessary. Ensuring that the following training and rostering aspects are considered, contributes to achieving the aims of civilian crisis management:

- Continuously building the capacity of experts to best meet the changing needs of peace missions.
- Identifying and placing the highest qualified experts into peace operations.

Training Courses: Before Deployment

Several types of deployment training courses aim to address the different areas of civilian crisis management:

Core Courses or Basic Courses are designed to provide an overall introduction to work in peace operations. The aim of core or basic courses is to orient personnel who are new to peace operations by offering a general overview of the mission and its related components. However, staff with extensive professional experience in peace operation environments may also benefit from some of the core course content, particularly such courses that contain a strong security component.

Core courses might have an assessment component, be that through interviews, observation of social behavior during the training, and testing to determine whether participants should be admitted to the roster (→ Chapter on Assessment of Applicants). Core courses often have a standardized curriculum that is implemented in two week-long trainings. While there are different core course curricula worldwide, European institutions such as ZIF Germany, FBA Sweden, CMC Finland, ASPR Austria, Scuola Sant’Anna Italy, CEP Slovenia apply the curriculum jointly developed and certified by the European Group on Training (EGT).

Core courses cover a wide range of peace operation related topics, such as:

- Organizational set-up of different missions (UN, EU, OSCE, etc.)
- Basic soft skills regarding inter-cultural communication, mediation, stress management, etc.
- Introduction into fields of expertise found in peace operations like rule of law, human rights, and election observation
- Practical skills including orientation of GPS devices, 4-wheel driving, precautionary health and survival measures (basic life support, first aid), etc.
- Psychological preparation for working in high risk areas: For example, at (illegal) check-points, in hostage situations, or regarding mine awareness

The key is to introduce participants to a broad variety of topics in order to prepare them for the peace operation environment. Therefore, security training components such as mine awareness, psychological stress management as well as check point and hostage-
taking simulations may be conducted at specialized military or police institutions. Additionally, since many of today’s peace operations bring together military, police and civilian components under a comprehensive or integrated approach, opportunities for joint training efforts and exercises often help facilitate better understanding and communication between the various categories of staff that work in peace operations.

Training centers should work in close cooperation with roster organizations to develop assessment criteria and methods that can be used to evaluate core course participants. Assessment techniques may include an extensive selection process for acceptance to the course, competency based interviews, or behavioral assessments. Whatever assessment process a training institution chooses to apply must be made apparent to all participants (→ Chapter on Assessment of Applicants).

**Election Observation Courses** focus on preparing election observers for their duties in an election observation missions. These courses can either address long-term election observers (LTOs – 2–3 months missions) or short-term election observers (STOs – 5–10 day missions). In addition to course modules focusing on different aspects of election observation, these courses may also include security skills modules.

Since election observation is usually short-term and caters to an audience of experts who are interested in short-term opportunities in missions, some institutions will create a roster dedicated solely to election observation (→ Roster Types, p. 10).

**Specialization Courses** are carried out to enable participants to delve deeper into a specific topic. They are developed to meet the changing needs of the missions. Examples of specialization courses include, but are by no means limited to,

- Rule of Law,
- Mentoring & Advising,
- Demobilization, Disarmament and Reintegration (DDR),
- Gender & Leadership,
- Comprehensive Approach,
- Security Sector Reform (SSR).

In close cooperation with roster agencies and with the missions, training institutions must continuously develop new training and adapt regular courses to include the latest areas of expertise needed or found on the ground. Specialization courses enable rosters to build capacity in areas that require additional skill-building. New missions, areas of expertise, or developing fields may be included in these specialization courses to ensure that experts are fully prepared for the field.
Pre-deployment Courses specifically target experts who have already been selected for a specific mission and are awaiting deployment. Such courses focus on the conditions and context of a particular mission. A standardized curriculum developed by the European Group on Training (EGT) is now in use as the pre-deployment training that is currently being offered in the Europe’s New Training Initiative for Civilian Crisis Management (ENTRi) Project. Pre-deployment trainings generally include modules on the structural set-up of the mission, the legal framework (mandate), the cultural context and the security situation on the ground.

The implementation of pre-deployment training, particularly the timing, constitutes one major challenge to training institutions. While the organization of training courses often requires advanced scheduling of venues and other logistics, it may prove difficult to determine how many participants will be available for a scheduled pre-deployment training at a given point. Some EU Member States choose to organize pre-deployment trainings jointly by pooling together their national candidates, thus saving resources and reaching a sufficient number of participants within a relatively short period of time.

Since pre-deployment training courses are usually not financed by the mission and not always mandatory for employment, the incentive to partake in them is often quite low. Increased collaboration between the missions, the human resource departments of the missions and rosters and the training organizations would greatly benefit the implementation of pre-deployment courses and allow experts to be better prepared for the situation they face on the ground.

Sometimes international organizations dispose pre-deployment training for new staff during a stop-over en route to their mission. The OSCE requires every new mission member to take part in a so-called GO Course (general orientation course) before deployments, while the UN DPKO channel staff from peacekeeping operations through the logistics and training hub in Brindisi, Italy. However, these types of training primarily focus on organizational and administrative components and usually cannot substitute country-specific pre-deployment training.
Training Courses: During Deployment

Induction Courses are courses carried out by the mission, at the mission, for recently arrived staff. These training usually take place several times a year and introduce participants to the procedures, structures, and cultural context of the mission. Soft-skill training may also be included. Induction courses can vary from one day to several weeks and are only open to mission staff.

In-mission Courses are training carried out by a training institution at a mission. Topics and duration of the training vary depending on the needs of the mission. In-mission training allows mission staff to participate in greater numbers since travel time and logistical coordination is minimal. Additionally, training topics can be designed specifically for the context of that particular mission.

Training Course Preparation: Aspects of Consideration

When conducting a training course in civilian crisis management, there are certain aspects that should be considered, which are also relate to rostering:

- Efforts must be made to achieve a gender-balance amongst the participants in any training. Depending on the type of course, roster agencies should play an active role in seeking out both men and women for the training.
- Since the needs of peace operations change frequently, training and roster organizations must be in continuous communication with the end users in order to update them about training courses and to identify roster needs regarding missing or underrepresented capacities.
- Training topics must cover issues that are relevant to the situation on the ground. One way to achieve this is to invite experts from ongoing peace operations to discuss relevant topics with the training participants. This also allows roster agencies to remain in close contact with the experts and to obtain their feedback on the situation at the mission (→ Chapter on Duty of Care).
Current Training Initiatives

Due to the complexity of the field of civilian crisis management and the need for effective capacity-building, efforts are constantly made to streamline curricula, certify training courses, consolidate training materials, and increase the cooperation among training centers. Some of these initiatives are listed below:

The **International Stabilization and Peacebuilding Initiative (ISPI)** is an informal, working level network of governments and international organizations that have joined together in their commitment to enhance civilian capacity globally and increase interoperability among international actors. ISPI was established in October 2009 and is currently comprised of 15 national governments and 6 international/regional organizations. Its mission is to improve the effectiveness of stabilization and peacebuilding operations and strengthening interoperability among actors engaged in this field.

**Europe’s New Training Initiative for Civilian Crisis Management (ENTRI)** is a new and unique capacity building program that was initiated in early 2011. The main focus lies on the preparation and training of civilians that are either going to, or already working in, crisis management missions worldwide. Such missions include those of the EU, UN, OSCE, and the AU. ENTRi is funded by the European Commission (80%) and co-funded by its 13 implementing partners. Each implementing partner is from a different Member State of the European Union. ENTRi was created by the European Union’s Instrument for Stability and is guided by The Foreign Policy Instruments Service, a service of the European Commission co-located with the European External Action Service.

The **International Association of Peacekeeping Training Centres (IAPTC)** was founded in Canada July 1995. The aim of the Association is to facilitate communication and exchange of information between various peacekeeping training centers and/or among people responsible for, and interested in, peacekeeping training. Peacekeeping trainers and educators use this information to avoid problems already encountered by others, promote well-tested practices, and provide information to those peacekeeping countries which lack their own training centers. It is hoped that this exchange of information will allow centers to minimize duplication in their efforts, and lead to further specialization and sharing of responsibilities.

The **African Peace Support Trainers’ Association (APSTA)** (*Association Africaine des Formateurs au Soutien de la Paix*) was established in Pretoria, South Africa, in October 2002, as the African Chapter of the International Association of Peacekeeping Training Centers (IAPTC). Membership of the Association currently comprises regional peacekeeping training institutions and organizations involved in peacekeeping capacity building in Africa. The objective of the initiative is to provide a forum in which representatives from these centers could discuss issues pertaining to their work, explore areas of cooperation, and more importantly develop strategies that contribute to the capacity building needs of the African Union and its subsidiary sub-regional organizations.

For more information on ISPI, please consult [www.civcap.info/home/international-stabilization-and-peacebuilding-initiative-ispi.html](http://www.civcap.info/home/international-stabilization-and-peacebuilding-initiative-ispi.html)

For more information on ENTRi, please consult [www.entriforccm.eu](http://www.entriforccm.eu)

For more information on IAPTC, please consult [www.iaptc.org](http://www.iaptc.org)

For more information on APSTA, please consult [www.apsta-africa.org](http://www.apsta-africa.org)
Seconded Deployment

The essential reason why states develop a national roster of civilian experts is to contribute the highest qualified personnel to multilateral peace operations. Since such contributions are costly and the sending states are aware of the fact that civilian experts are also seen as their representatives, rosters must guarantee high quality. Roster agencies are not necessarily involved in the deployment of staff contracted directly by the end user, thus this chapter focuses solely on secondments.

Secondments are governed by national secondment laws. The following describes only the most common deployment procedures and trends which have been identified during the last few years.

Seconded deployments are commonly characterized by a triangle relationship between a secondee, the sending authority/roster agency and the end user/receiving organization (terms are defined in the Glossary, p. 35):

Before Deployment

Application

Roster members who are vetted against generic job functions still need to apply for vacant posts. The vetting process by the roster agency helps to shorten the recruitment process significantly; however, there is still a need to assess the suitability of a roster member against a certain vacancy. Therefore, roster agencies often publish job descriptions for a specific mission vacancy which enables the roster members to decide whether they want to apply. Alternatively, roster agencies may contact roster members directly about a vacancy.

All roster members are pre-selected by roster agencies and/or sending authorities, so that the roster agencies and/or the sending authorities only decide whom to nominate for a post. Only applicants nominated by their sending authority are considered for seconded posts by receiving organizations.
Depending on the recruitment procedures of the receiving organization, further selection measures may be required by the mission or the receiving organization’s headquarter. Usually, applicants are long listed and eventually short listed. All applicants on the short list undergo at least one interview either face to face in the mission, at the organization’s headquarter, or via telephone. Sometimes, applicants may be asked to pass a written test.

Sending authorities or roster agencies support their nominees during this application process by providing information on the mission’s selection processes.

After the final selection, the receiving organization usually informs the sending authority/roster agency on the outcome of the process. If a nominee’s application was successful, the receiving organization sends an acceptance/selection letter to the sending authority/roster agency. The letter informs the applicant about the post and provides information about the starting date and duration of the assignment. After the successful applicant confirms his/her availability for the post, the sending authority/roster agency confirms to the receiving organization whether or not the nominee accepts the assignment.

**Preparation before Departure to Place of Deployment**

While the receiving organization prepares for the arrival of its new staff member, the sending authority/roster agency must formalize the relationship with its future secondee. The sending authority/roster agency prepares for the secondment by informing the embassy in charge as well as other public authorities (e.g. administration offices). The sending authority/roster agency should also update the secondee’s database profile, especially in regards to availability and mission history (→ Database Maintenance, p. 9).

**Secondment Contract**

The secondment contract formalizes the relationship between the secondee and the sending authority. It usually contains descriptions

- of the post the secondee is assigned to,
- the services the sending authority is obliged to provide the secondee,
- agreements on insurance support (e.g. reimbursement for necessary additional insurances),
- reimbursement agreements (monthly allowance/salary)
- the secondee’s liability and duties (e.g. duty to submit a report every twelve month),
- duration of secondment,
- conditions of termination, and
- conditions of mutual termination of contract.

The monthly allowance a seconded staff member receives is usually combined with the daily mission allowance and a monthly salary or allowance. While the first is paid by the end user, the seconded is remunerated by the sending authority. Both the daily
and monthly allowance varies depending on the place of deployment. The secondment contract typically mentions only the monthly allowance and additional costs e.g. for insurance entitlements.

Often secondment contracts are limited in duration. In average, long-term assignment are limited to 12 months, counting from the first day of duty (usually the arrival day in mission or at headquarters of the receiving organization) or from January the 1st until December 31st.

Sometimes the sending authorities insist on a health certificate and/or security check. These stipulations should be explained in the secondee’s contract.

**National Secondment Laws**

Within the last decade some member or participating states have enacted their own national secondment laws. Such laws provide the basis for the secondement contract and define the relationship between secondee and sending authorities by outlining their respective rights and duties. They may also set the secondee’s rights when he/she returns from mission (e.g. income replacement benefits in case of unemployment or continuation of employment in the home country) and regulations towards the taxation of allowances.

**During Deployment**

**Departure to Place of Deployment**

Usually, a secondee or new mission staff member is urged to attend a pre-deployment course at the receiving organization’s headquarter before arriving in the mission (\(\rightarrow\) Induction Courses, p. 24). If this is not possible, a new mission staff member may travel to his/her place of deployment first and then attend the introductory course sometime during the course of their tour.

**In-mission Deployment**

Once a secondee is deployed to his/her assignment he/she must respect the organization’s code of conduct. In any given, the head of mission is the secondee’s supervisor. Thus, regulations on home/family or sick leave are determined by the receiving organization or the mission itself since leave must be coordinated with local holidays.

**Special Leave**

Sometimes a secondee may ask for paid or unpaid special leave, for example if he/she would like to attend a training course. In this case, the secondee must request special leave from the mission and his/her sending authority/roster agency. Both reserve the right to raise objections if they do not see any good reason for special leave.
Performance Management
Mission staff performance is frequently evaluated by the mission supervisors. Oftentimes, yearly performance appraisals are used to decide whether to request the sending authorities to extend the secondment for another period of time (in average 6–12 month) or not. Therefore, sending authorities and roster agencies also request their secondees to forward the performance reports as soon as they receive them. The overall outcome of the report is then included in the secondees expert profile (→ Roster Maintenance, pp. 9). The information can be used to advise the roster member and help tailor training courses.

End of Deployment
There are several reasons why a mission deployment ends:

• The secondee, the sending authority or the mission/receiving organization terminates the contract before the expiration of the term, due to lack of funds, poor performance or personal reasons.
• A mission is closed.
• Mission policy does not allow the extension of a contract beyond a certain time frame (→ Glossary – Career Development, p. 35).

Before a deployment ends, mission staff members are usually asked to travel to the receiving organizations headquarters in order to hand-in a final report. As soon as a secondee has returned to his/her home country they are also requested to submit a final report to their sending authority/roster agency in either written form and/or during a structured debriefing.

After Deployment

• After deployment, the former-secondee’s expert database profile is updated.
• After submitting a final report, he or she might also be asked to share his/her experience during a regular meeting held with returnees or during a training courses.
Duty of Care

Duty of Care (DoC) is usually considered a subsidiary obligation of an employer towards their employees. It is often not expressly regulated by law, but is derived from a series of laws. DoC requires employers to establish protective measures that will ensure that employee do not suffer damage to their health or property. Certain aspects of DoC obligations can still occur at the end of a direct contractual relationship.

While the relationship between a roster agency and civilian experts deployed to peace operations are not necessarily direct working relationships, the roster agency has obligations towards a deployed person, as outlined below.

Duty of Care and Support

While the overarching assumption about civilians who work in peace operations is that they are highly self-organized professionals with little need for external assistance, there are certain aspects related to the care of the deployed civilian that can only be fulfilled by the deploying authorities. Even though other aspects of care listed below might not be essential to a successful deployment, they demonstrate support to the engaged civilian expert and respect for his/her work which is often in hazardous environments.

Who Provides Duty of Care

Most essential DoC requirements are with the receiving organization. However, it is also part of the DoC of a roster agency or sending authority to ensure that proper provisions and mechanisms are in place. In addition, and this counts especially for national rosters, there is the responsibility of a state towards its citizens abroad.

The following section will elaborate on the DoC responsibilities of roster agencies and the possibilities of care to the roster members, including what care it may entail and how it is handled by different organizations.

Before Deployment

Application Process

Most national roster agencies have privileged access to vacancies in multilateral peace operations available only to Member or Participating States. They often guide experts through the application process for such positions by providing information on internal recruitment processes and on different types of missions, preparing them for interviews; and establishing contacts with nationals deployed to peace operations.

In addition to peer group support, certain roster agencies offer their members regular training in support of their applications, such as CV writing and job interview skills.
Pre-departure

Pre-departure information

Many roster agencies or sending authorities provide an information package to their roster members prior to departure. This may include information about the mission, the host country, safety and security, a list of useful contacts such as the Embassy or Consulate information, and a list of other (national) institutions in theatre.

Passports

Sending authorities must consider their DoC responsibilities when determining the type of passport their civilian experts will carry on deployments to unstable regions.

Visas

When required, the sending authority or roster agency must ensure appropriate support to the civilian expert in the timely acquisition of any required visas, although in most cases this will be done by the receiving organization.

Medical preparedness

Civilian experts are expected to operate in both arduous and potentially hostile environments. This pre-supposes that the deployed experts are in excellent or good physical and mental health condition and are medically fit to work in hardship situations. The rostering agency must ensure that deployed experts receive all essential and recommended vaccinations. It is the DoC responsibility of the rostering agency and/or sending authority to request medical certificates confirming that the expert’s medically fit for deployment.

Applicable national anti-discrimination legislation and/or affirmative action provisions as well as international anti-discrimination best practices must be taken into consideration.

Training in basic life support or first aid should be considered an essential prerequisite for all deployed experts (Chapter Linking Training & Rostering).

Insurance

In 1980 the Administrative Tribunal of the International Labour Organization (ILO) adjudged that organizations bare the responsibility for assigning travel orders to staff members to potentially dangerous areas. It was also ruled that an employee should not be subjected to abnormal risks for the benefit of his/her employer, unless he/she is given adequate insurance coverage.

Oftentimes, necessary medical insurance requirements are covered through group insurance contracts initiated by the receiving organization. However, it remains the DoC responsibility of the sending authority/roster agency to ensure that deployed experts
carry adequate insurance coverage for the duration of the expected mission such as medical insurance including medical evacuation, insurance against malicious acts, and perhaps a life insurance package.

**Equipment**

In certain instances it might be requested of the seconding authority to provide special equipment along with familiarization training for the use of such equipment (see CRT deployments). Certain seconding authorities (e.g. Switzerland) provide their nationals with pre-departure equipment consisting of first aid kits and other medical equipment, including sleeping bags, torches, etc.

**Training**

The ability to respond to critical situations requires familiarity with the support equipment, such as communication devices. Generally speaking, it is considered the DoC of seconding authorities to appropriately train their nationals for a deployment to hazardous areas (→ Chapter on Linking Training and Rostering).

**During Deployment**

**Remuneration**

In most cases of secondments, the seconding authority provides remuneration to the civilian expert, which may or may not include additional hazard pay. Per diems are usually the responsibility of the receiving organizations.

**Travel and Travel Expenses**

In a seconding arrangement, it is expected that the sending authority will make travel arrangements of the civilian expert either to the headquarters (e.g. in Brussels, Vienna) of the receiving organization or directly to the field operation. Travel arrangements need to take into account security constraints.

**Relocation**

Some end users, such as the OSCE and the EU for its CSDP Missions, do not provide relocation costs, however, various roster agencies or sending authorities may provide experts with financial assistance for their relocation and allowances for initial temporary housing in the mission area.
Regular Contacts

Most roster agencies provide their deployed experts with a focal point who is designated to provide information about contractual or other deployment related aspects on an “open door or open email” basis.

Some roster agencies organize regular visits to mission areas in order to gain first-hand information on mission environments and deployment conditions, and to provide up-to-date information to the roster members.

Deployed civilians are encouraged, in certain instances even obligated, to maintain frequent contact with the roster agency or the sending authority by either transmitting activity reports on regular intervals or visiting the roster agency or the seconding authority (→ Home Leave, p. 34).

Frequent contact helps the roster agency to remain informed about the peace operation and also keeps experts informed about the latest policy developments in their home country and upcoming deployment possibilities as well as skills-enhancement training.

Networks

In many cases the creation of a network of secondees to one particular field operation is encouraged and often even institutionally established. Some agencies provide support networks of returnees.

Evacuation

In cases of emergencies, the receiving organization is responsible for the evacuation of civilian experts. However, notifying the Embassy of the sending State (or any other care-taker Embassy in the country concerned) of civilian deployments is recommended in order to ensure that they are included in national evacuation plans.

Family

In case of serious incidents (injury, death, hostage taking) the sending authority and/or roster agency should have mechanisms in place to support the family of the civilian expert. If a duty station is considered to be a “family duty post,” which very few peace operations are, and if the end user is not offering a family package (housing allowances, education for children, etc), the sending authority might consider providing family support.

Examples

NRC is applying an “open door or open e-mail policy” and provides individual online chats as one communication path. ZIF regularly organizes visits to mission areas.

Networks of returnees: ZIF has established a regular table (Stammtisch) for returnees.
Home leave

In addition to home leave entitlements granted by the receiving organization, certain sending authorities offer their civilian experts additional reimbursements for travel expenses to the home country. Sometimes it is expected that deployed civilian experts use paid home leave to travel to the location of the roster agency or seconding authority in order to provide updated information about the peace operation (→ Regular Contacts, p.33).

Training

Most roster agencies or sending authorities see training as a means of

• providing continued support to their roster members
• helping experts increase their deployability
• providing the opportunity to advance within a peace operation and to network with others (→ Chapter on Linking Training and Rostering).

After Deployment

Debriefing

Most roster agencies invite returning experts for thorough debriefings of their mission experience. This allows the expert to elaborate on the professional and perhaps also personal experience he/she has been exposed. This also constitutes an important source of information and knowledge for the roster agency. Some agencies organize debriefing workshops for peer exchange and awareness or regular thematic debriefing meetings for returned experts.

In Switzerland, psychological support upon is a standard service offered to all returning experts. Many other roster agencies maintain a list of professionals prepared to assist people with post-traumatic stress disorder.

Integration into the Domestic Labor Market

The skills acquired in a peacebuilding environment are not necessarily transferable or in demand in the domestic labor market of the experts’ home countries. Therefore, roster agencies in some European countries offer experts upon return specialized training, career planning and coaching in order to facilitate their reintegration into the domestic labor market. This is especially necessary when the returning expert is not a civil servant.

In many cases, returning experts are entitled to unemployment assistance which should also facilitate the reintegration.

Examples

NRC organises regular debriefing workshops
The Swiss Ministry of Foreign Affairs organises thematic debriefings
Areas of Expertise (AoE) reflect the professional experience and key competencies of a roster member. Therefore the definition of the AoE is crucial to find a matching expert profile within a roster for a specific post and hence to facilitate rapid deployment. AoE are broken down into professional categories (e.g. Political Affairs, Election Observation and Management).

Bilateral missions are peace operations which are conducted in agreement with the host government by only one national government.

Career development is the structural support of individual skills, which can be provided by roster or designated training organizations. (The term career development does not fit 100 percent to the framework of peace operations since many receiving organizations consider their fields as non-career working area. Some organizations are determining this approach systematically. The Organization for Security and Co-operation in Europe (OSCE), for example, is following a 7/10 year policy – one person can be assigned in the same OSCE mission up to 7 years and in OSCE missions in general up to 10 years.)

Civilian Crisis Management means in the European Union intervening from outside in a crisis that is threatening or has taken place in a State, region or society as a result of a conflict, disaster or environmental catastrophe. Civilian crisis management focuses on policing, civil protection, and on strengthening the rule of law as well as civilian administration in situations of crisis.

Civilian Response Teams (CRT) are a civilian crisis management rapid reaction capability of flexible size and composition, consisting of Member States and European Commission experts [...]. CRT members are drawn from a pool of experts, pre-selected in accordance with agreed criteria and procedures (see Council of the European Union 15371/09).

Code of Conduct is a set of rules, regulations and responsibilities to which a (staff) member of an organization has to adhere. Sometime in addition to the international organization’s Code of Conduct, field operations might have an additional set of rules and responsibilities tailored to the local context.

Concerning the Comprehensive Approach there is no consistent definition yet among actors of peace operations. However, there is a mutual consent that the approach aims to integrate all peace support efforts from all (police, military, civilian) actors (therefore, also called Integrated Approach) to avoid double structures, or even work against each other.

Contracted positions are classic employments between the employee (civilian expert) and the employer (international, regional organization or a national government). Following this definition staff of bilateral missions are also contracted personnel, even though they are often called secondees because of the fact that they are sent by their national government.
**Databases** are technical IT-based tools to store and maintain data which can then be used for certain Human Resource work purposes through high-speed filtering or reporting functions.

**End user** is the field mission of mainly multilateral, inter-governmental organizations (such as the EU, OSCE and UN) where a civilian expert for peace operations will be deployed.

For **seconded positions** (secondments) participating or Member States are nominating civilian experts, the final selection to staff a mission is made by the receiving regional or international organization. Usually, those posts are partly financed by the sending or rather seconding government. Those assigned experts are **secondees** and work under the supervision of the head of mission (receiving organization). Secondments are defined by this triangular relationship between participating/member states, receiving organizations and the secondee.

**Formed police units** in peace operations normally comprise about 120 officers from a single contributing state, who are trained and equipped to respond to violent demonstrations and unrest.

**Generic job descriptions** are developed by receiving organizations in order to assure that similar posts within one organization do not vary extensively concerning requirements and tasks. As an usual job descriptions they provide a concise overview of skills a post requires as well as the tasks an applicant has to fulfill if his/her application is successful. Furthermore, it usually includes a brief introduction on the organization/mission a successful applicant would work for. Job descriptions are setting the frame within one post has to orient itself: tasks, minimum level of education and work experience etc. Additionally the templates of generic job descriptions allow adding or changing particular parts which are characteristic for an individual post. A post may require different language skills due to the respective area of responsibility, for example.

**High fluctuation rates** are often challenging staffing of missions. Once a mission post is filled it cannot be taken for granted that this post will be filled for a longer time. Since the recruitment for a post takes some time, it may be necessary to recruit for a recently filled post already again. Some posts are only filled by one person for 6 or 12 months, especially when it comes to civil servants because they are needed for their former posts at home or they have to move to another post due to the rotation system. But also non-civil servant staff may not want to work for a longer time in hardship missions. A fact which should not be undermined.

**Integrated Approach** crf. Comprehensive Approach
**Multidimensional peace operations** are peace operations of the 2nd generations. The military component is complemented by the police and civilian component. While establishing a temporary security presence, these missions are also tackling the conflict causes for example by establishing institutional structures to facilitate a non-violent and peaceful conflict resolution.

**Multilateral missions/peace operations** are conducted in agreement with the host government by international or regional organizations which are alliances among several participating or Member States, e.g. EU, OSCE, and UN.

**Nomination** in the context of civilian peace operations means that a sending or seconding authority proposes a candidate for a vacant position. In most cases the nominated candidates will have to undergo a further selection process.

**Non-family duty stations** are areas of responsibilities especially in hardship missions where usually no plans to relocate or evacuate non-mission staff (which include family members of mission staff) are in place. Mission members are requested to respect these circumstances by not bringing their family members into their area of responsibility/duty stations.

**Occupational Groups** classify professions with common traits in clusters. Each occupational group is made of a set of specific job descriptions as identified by the organization.

**Rapid deployment** is crucial to keep a mission functional in case of an urgent crisis but also when it comes to unforeseen vacancies within peace operations. However, a recruitment process of six to twelve months is not an exception. Especially high vacancy rates sometimes up to 60 percent (as in the case of UNAMID, see UN report A/63/69), are intensely increasing the work load of deployed staff and the mission might not be fully functional.

**Receiving institution** see end-user

**Rosters** are human resource systems. They are also lists of at least technically cleared candidates eligible for a vacancy at the advertised level and occupational group.

**Roster members** are persons who applied for a roster, are considered experts and their professional profiles have a certain level of deployability. All references of those candidates are checked and verified.
**Soft skills** are the personality traits, social graces, habits, communication and interpersonal skills that characterize a person to a varying degree. Soft skills are also called behavioral competencies or people skills as they encompass the character traits that decide how well one interacts with others and are usually a definite part of one’s personality. Soft skills complement hard skills which are the technical requirements of a job. Some examples of soft skills are integrity, optimism, conflict resolution and negotiation capacity, empathy, critical thinking and time-management.

**Stand-by and/or standing capacity** guarantee immediate and/or short term deployment of personnel. Military and formed police units are organized as stand-by and/or standing capacities.

**Technical Skills** or **hard skills** are the professional expertise and competencies required from an expert in order to accomplish the task listed in a job description (see soft skills).

The UN System lists the following occupational groups:

- Administration
- Civil Affairs
- Conference Services
- Finance
- Information System and Technology
- Jurists
- Logistics
- Political Affairs
- Production, Service and Transport Work
- Programme Management

List of Abbreviations

**AoE**  Areas of Expertise
**AFDEM**  African Civilian Response Capacity for Peace Support Operations
**APSTA**  African Peace Support Trainers’ Association
**ASPR**  Austrian Study Center for Peace and Conflict Resolution
**AU**  African Union
**CANADEM**  Canada’s Civilian Reserve
**CBI**  Competency Based Interview
**CEP**  Centre for European Perspectives, Slovenia
**CMC**  Crisis Management Centre Finland
**CRT**  Civilian Response Teams
**CV**  Curriculum Vitae
**DDR**  Disarmament, Demobilisation and Reintegration
**DoC**  Duty of Care
**EGT**  European Group on Training
**ENTRi**  Europe’s New Training Initiative for Civilian Crisis Management
**ESDP**  European Security and Defence Policy
**EU**  European Union
**FBA**  Folke Bernadotte Academy
**HPC**  Hiroshima Peacebuilders Centre
**ILO**  International Labour Organization
**ISPI**  International Stabilization and Peacebuilding Initiative
**IAPTC**  International Association of Peacekeeping Training Centres
**LTO**  Long-term Observer
**MFA**  Ministry of Foreign Affairs
**NORDEM**  Norwegian Resource Bank for Democracy and Human Rights
**NRC**  Norwegian Refugee Council
**OSCE**  Organization for Security and Co-operation in Europe
**S/CRS**  Office of the Coordinator for Reconstruction and Stabilization (U.S. State Department)
**SSR**  Security Sector Reform
**START Canada**  Stabilization and Reconstruction Task Force
**STO**  Short-term Observer
**SU**  Stabilisation Unit, UK
**UN**  United Nations
**UNAMID**  United Nations-African Union Mission in Darfur
**UN DPKO**  United Nations Department of Peacekeeping Operations
**UN DFS**  United Nations Department for Field Support
**ZIF**  Center for International Peace Operations
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