OSCE

Organization for Security and Co-operation in Europe

The Secretary General

OSCE TRAINING STRATEGY

For the Period of 2011 to 2013

TABLE OF CONTENTS

1. INTRODUCTION

The OSCE Training Strategy is the foundation for capacity building in OSCE Institutions and field operations, and aims to enable staff to carry out their tasks more creatively, effectively and efficiently.

In the performance of their duties, it is essential that OSCE officials operate with the highest possible degree of professionalism. To this end, the OSCE's training programmes have endeavoured to improve performance of all categories of staff by training on substantive issues, as well as training to increase organizational effectiveness, skills for specific jobs and standards of behaviour.

The implementation of the previous Strategy led to considerable achievements in the field of training and the following goals, outlined in the previous Strategy, have been accomplished:

- A revised General Orientation Programme for new OSCE international staff and mission members is held in Vienna on a regular basis and is complemented by duty station-specific induction briefings in OSCE Institutions and field operations;

- Continued support for pre-mission training activities in participating States;

- Continued support to the network of Training Focal Points in all OSCE Institutions and field operations steered by the OSCE Training Co-ordinator;

- Increased regional training activities were conducted and the training needs analysis process was streamlined and strengthened;

- An array of training seminars has been offered at the OSCE Secretariat in Vienna, in Institutions and field operations. Significant efforts have been made to increase follow-up evaluation activities to training programmes, thus ensuring their relevance and cost-efficiency. Emphasis has been placed in conducting in-situ or regional training activities; training activities in Vienna for staff from Institutions and field operations have been largely limited to activities with a "multiplier effect", such as training of resource persons or training of trainers;

- Different methodologies, such as individual or small group coaching as well as a modular approach, have been implemented to attract the right target group in certain training programmes - for example in programmes to strengthen supervisory skills or gender training;

- The responsibility to support the training dimension of Ministerial Council Decisions and Permanent Council Decisions, most notably MC DEC/14/04 (2004 OSCE Action Plan for the Promotion of Gender Equality) and MC.DEC/18/06 (Further Strengthening the Effectiveness of OSCE Executive Structures), was met through training initiatives tailored to the specific needs of Institutions or field operations, finding innovative ways to attract the right training participants, and close co-operation with the Gender Section in the implementation of such activities.

The updated and revised OSCE Training Strategy, effective from 1 January 2011 to 31 December 2013, builds on the former Strategy, maintaining core principles and modernizing methodologies.

This Training Strategy recognizes that learning occurs in different contexts and is not limited to traditional learning events. Successful learning can only occur in a functioning partnership between the Organization, the learner and the learner's supervisor. Each of the partners has a clearly defined role. The Organization is responsible for identifying and providing relevant and timely learning opportunities; the learner, in close collaboration with the supervisor, is responsible for identifying his/her knowledge gaps and for addressing them appropriately; the supervisor is responsible for providing a nurturing environment so that the learner has an opportunity to learn and apply the new knowledge and skills.

The Training Co-ordinator, supported by the network of Training Focal Points, ensures overall quality control and central management of OSCE-wide training. He/she also serves as the locus for institutional accountability and reporting on the overall training effort, as well as troubleshooting and evaluation in this context. The actual delivery of activities will be conducted through various methodologies. The Training Co-ordinator also seeks to make best use of training provided by other sources, such as the participating States, other International Organizations or NGOs.

2. PRINCIPLES

- A number of established principles underpin the design of the OSCE Training Strategy:

- It is a basic assumption of the OSCE Training Strategy that new staff members should have the necessary skills for the position that they will fill *before* joining the Organization.

- Apart from OSCE officials themselves, supervisors and managers have the greatest capacity to support and guide the development of staff. Supervisors must assume this important role for the full benefit of their staff and the Organization.

- Systems should be in place to ensure that relevant bodies of the Organization acquire the necessary knowledge and skills to cope with a rapidly changing environment. Training activities also play a vital role in support of the introduction of new policies, including change management processes.

- OSCE Institutions and field operations manage their own training needs through the network of Training Focal Points and their own respective budgets.

- The different structures of the OSCE must assume responsibility for ensuring that appropriate training and awareness-building needs in their areas of competence are met. The identification of training needs is done locally, through a training needs assessment facilitated through the local Training Focal Point, supported by the DHR/Training Section in the OSCE Secretariat. In collaboration with Senior Management an annual Training Plan is established on that basis.

- Individual staff training needs are identified through a dialogue between the staff member and the supervisor, and recorded in the staff development goal section of the Performance Appraisal Report. Staff are motivated by training only to the extent that they believe in and are involved in the process; hence a highly participatory process is a condition for success.

- All training activities are elaborated jointly with subject matter experts in order to ensure their relevance and unity of message.

- Commitment to align training activities with Ministerial Council Decisions and Permanent Council Decisions, most notably MC DEC/14/04 (2004 Action Plan for the Promotion of Gender Equality) and MC.DEC/18/06 (Further Strengthening the Effectiveness of OSCE Executive Structures).

3. OBJECTIVES

The objectives of the OSCE Training Strategy include:

Organizational objectives:

- To enhance the ability of the OSCE Secretariat, Institutions and Field Operations to carry out their mandates and tasks as decided by the participating States

- To support organizational effectiveness and the development of professionalism;

- To support the development of a unity of doctrine;

- To identify and diffuse lessons learnt and best practices;

- To improve institutional communication;

- To support the development of institutional memory;

- To contribute to developing good working relationships with partner organizations.

Managerial objectives:

- To help build functioning teams and clarify staff roles;

- To support the continued upgrading of management and leadership skills at all levels;

- To strengthen managerial capabilities for conflict resolution in the workplace.

Operational objectives:

- To provide general and systematic information to new staff members of the OSCE Secretariat, Institutions and field operations about the activities of the OSCE, its purposes and principles;

- To raise awareness of, and provide training on, important issues relating to conflict prevention, civil society, democratic institutions and human rights, including the economic and environmental dimension of security;

- To build staff capacity to integrate a gender perspective in their work;

- To refresh, enhance and increase job-specific knowledge and skills;

- To disseminate agreed standards of behaviour, as stipulated in the OSCE Code of Conduct;

- To contribute to developing appropriate skills in the field operations for work with the authorities and other partners;

- To support the introduction and management of organization-wide policies and processes to ensure cost-effectiveness;

- To support the introduction and upgrading of new systems, such as IRMA and IT upgrades.

4. TARGET GROUPS

As resources for learning are scarce, due consideration should be given to who attends learning activities. While learning activities have benefits for all OSCE officials, priority to attend a training is determined by the actual training need and hence the relevance to the staff member's job responsibilities and his/her performance. While all categories of staff are intended as beneficiaries of the Training Strategy, it is recognized that different categories of staff have different needs and can themselves be rich sources of promoting learning. For example, local staff with longer tenure are an important resource for newer staff due to their institutional memory. Seconded staff may have shorter tenure, and therefore are required to be operational as quickly as possible. To adequately address these factors, a flexible training approach is necessary to meet the varied needs and circumstances of different target groups, which include:

(i)   The Secretary General, Heads of OSCE Field Operations and Institutions and other members of Senior Management,

(ii)   OSCE international staff and mission members,

(iii)   OSCE local staff,

(iv)   Chairmanship and participating States,

(v)   Government officials and representatives from participating States involved in OSCE affairs.

Some tailored training activities will be open to the participation of Delegations to the OSCE.

In addition, staff members of the Ministries of Foreign Affairs of the participating States or staff members in national training institutes dealing with OSCE matters may also participate in the General Orientation Programme, provided that their participation is co-ordinated

beforehand with the Training Section and that the relevant costs are covered by the respective participating State or nominating institute.

Where appropriate, training offered by the OSCE will be open for participation by staff of partner organizations.

5. PRIORITIES

In order to ensure alignment with organizational priorities, the OSCE Training Strategy outlines priority areas of focus according to the following criteria: the audience which most urgently needs training; the probable multiplier effect of a proposed activity; sustainability over time; the replicability of the activity with decreasing effort or investment; synergy with other activities; the likelihood that the activity will foster inter-agency co-operation and understanding.

Priority areas of focus for the next Training Strategy Period shall include:

At the strategic level:

- Strengthened processes for assessing training needs Organization-wide;

- Strengthened processes for evaluating training activities and development of mechanisms to monitor change in "knowledge, skills, and behaviour" in the workplace;

- The development of a leadership training programme for senior management, allowing peer exchange and promoting consistent application of managerial tools;

- Supporting the definition and implementation of a participatory management culture;

- Fostering and supporting an OSCE knowledge and experience base to facilitate lessons learned and maintain institutional memory Secretariat, Institutions and field operations;

- The exchange of best practice and co-operation between participating States in the field of pre-mission training supported by the OSCE Training Co-ordinator;

- Further building on partnerships and joint training ventures with other organizations.

At the operational level:

- Ensuring broad access to appropriate orientation activities, such as the General Orientation Programme in Vienna (whether attended in person or via online learning opportunities) and induction courses in Institutions and field operations, for all new OSCE staff and mission members;

- Ongoing training activities to support organizational processes and operational tasks, such as:

    o Recruitment and Selection Skills

- o Performance Management Skills

- o Gender Mainstreaming

- o Conflict Resolution in the Workplace in the OSCE Secretariat, Institutions and field operations.

- Ongoing training activities in the OSCE Secretariat, Institutions and field operations on topics that improve operational effectiveness, such as:

  - o Time Management

  - o Stress Management

  - o Report Writing

  - o Speech Writing

  - o Media Coaching;

- Fostering of managerial skills at all management levels, aiming for consistent application of managerial tools;

- Teambuilding training to strengthen shared understanding and commitment of respective activities and improved team communication;

- The roll-out of an organization-wide ethics training programme, using online training tools;

- Further strengthening expertise with regard to human rights and related areas;

- Administrative proficiency across the Organization, including through the use of organizational tools such as IRMA and Doc-In.

Annex III contains a list of possible training activities by subject area.

6. IMPLEMENTATION, MANAGEMENT AND DELIVERY

6.1 Implementation

The OSCE Training Co-ordinator, supported by the DHR/Training Section in the OSCE Secretariat, has the overall responsibility for ensuring the implementation of the Training Strategy.

In addition, each field operation, Institution and department in the OSCE Secretariat has a Training Focal Point. The network of Training Focal Points meets with the Training Co-ordinator on a regular basis to exchange experience, advice and best practice. In addition, a training component is integrated into the annual meeting in order to ensure that the Training Focal Points are up to date with their knowledge, thus contributing to further effectiveness of the network.

The OSCE Secretariat, each Institution and field operation defines its specific training needs within the framework of the overall Strategy. Co-ordination, consistency, quality control, the supervision of adherence to the OSCE Training Strategy principles and unity of approach is ensured through the OSCE Training Co-ordinator, who also manages the OSCE Secretariat's central training fund.

The OSCE Training Co-ordinator can also contribute to the cost-effective management of the funds in the Institutions and field operations by:

> (1) identifying suitable training providers with favourable conditions for the benefit of all OSCE duty stations; and
>
> (2) encouraging regional activities; and
>
> (3) identifying and pursuing strategic training partnerships with special expertise in various sectors.

The terms of reference for the OSCE Training Co-ordinator are enclosed in Annex I.

6.2 Delivery format

The Strategy will be implemented through different formats of delivery, involving both formal and informal person-to-person training, as well as blended learning approaches where appropriate. The most cost-effective and suitable delivery format for individual activities may vary. The methods shall include:

Face-to-face group training, including in the field and including in the form of regional events when appropriate;

- Support visits, especially between the Secretariat and the field;

- Group meetings to "cross-fertilize" experience by region, by job etc;

- Improved supervisory guidance;

- Coaching and mentoring;

- Increased use of the Training of Trainer methodology or training of resource persons, to improve cost-effectiveness and sustainability;

- Distance learning:
  - computer based e-learning; this includes exploring "off the shelf" commercial e-learning services as well as tailored development of e-learning solutions for OSCE specific topics;
  - video- and teleconferencing;
  - through sharing of materials and toolkits, CD-ROMs, videos/DVDs;

o   individual learning and self-study.

The methods described above will take into account modern adult learning principles and training techniques.

7. RESOURCE REQUIREMENTS

The OSCE Training Co-ordinator will monitor funds allocated for training in the Unified Budget Proposal prior to its submission to the participating States to ensure consistency and unity of approach across funds, avoid duplication of efforts, as well as proportionality of requests with identified and forecasted needs in conformity with recognized best practices.

Different measures will be taken to keep the costs related to OSCE training activities low. Since travel is a major cost factor, training activities will be carried out close to the target group whenever possible. In addition, blended learning options will be explored and implemented as much as is feasible.

Costs related to capacity building and learning in the OSCE Secretariat, Institutions and field operations will continue to be financed from their respective budgets. Recognizing that pre-mission training of personnel reserves potentially reduces subsequent training needs and costs and increases operational readiness of staff, the OSCE Training Co-ordinator actively supports pre-mission training activities in participating States, on a cost-recovery basis where appropriate, through the provision of OSCE experts/trainers and specialized know-how in the set-up and design of those programmes. He/she also manages the funds for high-level training activities targeting senior staff such as CiO, Heads of Missions and Institutions, Senior Management, etc.

To promote cost-effectiveness and unity of approach, some activities in support of mission member training will be initiated, financed and carried out centrally by DHR/Training Section in the OSCE Secretariat. Where appropriate, the Training Co-ordinator will make use of extra budgetary contributions to support specific areas of development, and/or further strengthen training initiatives.

8. CONDITIONS FOR SUCCESS

8.1 Indicators

The successful implementation of the OSCE Training Strategy requires that certain measures are in place. These include:

- The support of the participating States;

- Central management of training processes, and support in co-ordination of training activities;

- Alignment with other strategies and action plans approved by the Permanent Council and Ministerial Council Meetings;

- Strong and visible active management support;

- Monitoring and evaluation mechanisms in place for all training activities;

- A joint approach between staff and management, drawing on the resources of the network of OSCE Training Focal Points, as well as internal consultation processes;

- Commitment, collaboration and support of subject matter experts across all departments;

- Funding in accordance with annual programme objectives;

- The integration of training with OSCE activities, and a sufficiently high place for learning in the structure and programming of the Organization;

- The development of a "learning culture" whereby the need for learning (through training and other activities) is widely accepted;

- Sufficient resources to maximize the Training Strategy's impact and effectiveness.

8.2 Risks

The lack of any of the measures outlined below will constitute a risk to the implementation of the Training Strategy. Accordingly, steps should be taken to ensure these measures are and remain in place.

- Clear overall OSCE programmatic strategies, policies and priorities;

- Adequate guidelines for recruitment to the OSCE;

- The continuous development of the personnel management system and other communication infrastructure to support knowledge sharing;

- Common understanding of OSCE management policies, systems and tools, and methods of implementation;

- A collaborative and participatory management style;

- Adherence to OSCE commitments, such as the 2004 OSCE Action Plan for the Promotion of Gender Equality, and the OSCE Action Plan on Combating Trafficking in Human Beings;

- Effective co-operation with other Secretariat departments/Institutions/field operations in the implementation and administration of joint activities;

- Effective handover procedures when OSCE officials change functions or leave the Organization so as to ensure continuity and sustainability.

ANNEX I - Terms of reference for the OSCE Training Co-ordinator

The OSCE Training Co-ordinator placed in the OSCE Secretariat (DHR) will:

1. Oversee the development, implementation and updating of the OSCE Training Strategy;

2. Nurture and support training initiatives throughout the OSCE in participating States, the OSCE Secretariat, the Institutions and field operations;

3. Ensure smooth integration and orientation of new staff into the Organization;

4. Provide training management advice as and where needed, especially to the Institutions and field operations. Manage the OSCE Secretariat's central staff training budget;

5. Liaise with relevant Focal Points, as appropriate, for the design and implementation of staff training programmes;

6. Ensure consistency of training approach and quality control across the OSCE;

7. Supervise the fulfilment to the OSCE Learning Strategy Principles among the entities involved in training activities;

8. Disseminate facilitation, presentation, workshop management and other training skills and techniques;

9. Ensure development of appropriate training materials in support of the institutional training effort in co-operation with partner organizations if and when appropriate;

10. Provide evaluation and reporting on the impact and effectiveness of OSCE training activities;

11. Serve as the OSCE point of reference for all training-related issues for partner organizations in the spirit of the Platform for Co-operative Security;

12. Establish and steer a network of Training/Recruitment Focal Points in participating States with a view to provide the necessary support to pre-mission training activities, to facilitate exchange programmes between participating States' programmes and to identify synergies;

13. Identify and pursue strategic training partnerships with appropriate governmental, inter-governmental, non-governmental, academic and diplomatic institutions in order to support the organizational training effort.

ANNEX II - Additional Information Related to the Implementation of the OSCE Training Strategy

Key Actors in the Implementation of the OSCE Training Strategy

The OSCE Training Co-ordinator, supported by the DHR/Training Section in the OSCE Secretariat, has the overall responsibility for ensuring the implementation of the Training Strategy

In addition, each field operation, Institutions and department in the OSCE Secretariat has a Training Focal Point. The network of Training Focal Points meets with the Training Co-ordinator on a regular basis to exchange experience, advice and best practice. A training component is often integrated into the annual meeting to ensure that the Training Focal Points are up to date with their knowledge, thus contributing to the further effectiveness of the network.

Additional networks of focal points (including gender focal points, mediation focal points, press and public focal points and IRMA focal points) support training planning and delivery by contributing their expertise and additional resources.

Training Needs

Great emphasis is placed on the assessment of staff's training needs through the distribution of on-line questionnaires, validated through informal consultations with staff and follow up meetings and focus groups with programme managers. Training and development needs as identified through the Performance Appraisal system are also cross-checked with the formal training needs assessment. Supervisors play a key role in ensuring alignment of expressed needs with individual job requirements. All data is then analysed, and used as a basis for establishing a yearly training plan.

The DHR/Training Section is responsible for conducting the annual training needs assessment in the Secretariat. Training Focal Points in field operations and institutions are responsible for conducting the training needs assessment in their respective locations. The resulting training plans or programmes should be submitted to the Training Co-ordinator for review, and become the basis for the preparation of the budget estimate for training. Accordingly, such plans are to be submitted before the budget process starts. DHR/Training Section provides Training Focal Points with standardized forms and templates to conduct needs assessment, planning, budgeting and evaluation of training activities. Training Focal Points may further develop these tools to meet their needs.

Budgeting

DHR/Training Section is responsible for managing centralized training funds in the Secretariat. Field operations and institutions maintain their own training budgets and are responsible for managing these. The Training Co-ordinator, however, provides input in the budget process and advises them as required.

Costs for training delivered by the Secretariat in the field are born by the respective field operations and institutions.

Monitoring and Evaluation

The OSCE Training Co-ordinator has ultimate responsibility for monitoring the implementation of the OSCE Training Strategy. DHR/Training Section is responsible for evaluation training activities in the Secretariat. Training focal points in the field are responsible for evaluating training activities in their respective duty stations.

DHR/Training Section and the network of Training Focal Points share information on trainers, including their evaluations, in order to maintain a pool of qualified international and local experts

ANNEX III – Possible Subject Areas

Training activities may include, *inter alia*, the subject areas listed below. These activities are implemented by the Training Section, where appropriate in close collaboration with relevant subject matter experts.

Area 1: **Management in the working environment**
- Programme and project management
- Effective teamwork
- Recruitment and selection skills
- Risk management

Area 2: **Supervisory Skills**
- Effective delegation
- Planning skills
- Performance management
- Time management
- Team management

Area 3: **Communication in the workplace**
- Speech writing
- Report writing
- Writing meeting notes
- Presentation skills
- Public Speaking
- Working with the media
- Working through an interpreter
- Cultural awareness
- Conflict resolution in the workplace
- Mediation in the workplace
- Staff Regulations and Rules
- Ethical behaviour & code of conduct

Area 4: **Getting new staff on board**
- General Orientation Programme
- Local induction programmes
- Security and safety

Area 5: **Knowledge and Resource Management**
- Oracle training for CFAs, FAU staff, programmatic staff and Superusers
- Doc-In training
- IT end-user training

Area 6: **Conflict Prevention and Resolution**
- Multilateral negotiation techniques
- Problem negotiations
- Mediation

Area 7: **Training in cross-cutting areas of all three dimensions of security**
- Principles of the OSCE and the notion of comprehensive security
- Building partnership capacities
- General legal matter related to the OSCE
- Knowledge of the political, military, economic, environmental and human aspects of security in the regions where the field operations work
- Gender mainstreaming
- Monitoring and observation techniques
- Trafficking in human beings

Area 8: **Specialized training to address function-specific needs**
- Web communication skills
- Early warning training
- IT Development training
- Gender and the media

Area 9: **Support to participating States**
- Chairmanship training
- Pre-mission training activities
- Introduction to Oracle reporting for delegates
- Doc-In training for delegates