

UNCAP Master Training Team Development Improvement Plans

Follow up from Team Development Programme with NATO

21 – 23 Aug 24

Pages 2 – 5: Group Plans

Pages 6 – 9: NATO collated summary

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✓ (VB's)

BEHAVIOUR (FROM)	BEHAVIOUR (TO)	WHY?	WHO?	HOW? ..and when
CONT ---	- Improve communication among team members. - Engagement and openness	- Inclusion - Motivated, empowered, updated	- Mission focal points - Instructors, UNCAP team and client missions	- After Action Review stakeholders - Thank You Note to the supervisors.
① Synergy between the different stakeholders				
② Exchange programmes with other training institutions to grow capacity and expertise.				
③ Continuous skills building (certification)				
④ To grow the Academy into certifying body (offer internationally recognisable prog's)				
⑤ Enhance capacity of UNCAP to increase	- Improve communication among team members			
⑥ Personnel Budgets	- Having a clear and aligned mission vision + strategy	- Buy in		
⑥ Annual team Buildings (Bigger group)	- Internally: monthly meetings with the entire team			

TEAM MERCEDES.

BEHAVIOUR (FROM)	BEHAVIOUR (TO)	WHY?	WHO?	HOW? ..and when
② Not understanding or trusting each other as much as we could..... ① Being misaligned or unfocussed on Vision, Mission & strategy..... ③ Lack of consistent understanding roles & responsibilities, procedures & standards..... ④ Not being agile nor adaptive enough What else? ① Lack of a consolidated Report that addresses all the different Stakeholders. ② All No ② Above.	- Establish Clear channels of Communication. Eg ^{using} UNCAP Email, UNCAP Share Point Repository ^{great!} - System already in place - Not clear - Aligning every member of the Team, internal and External team members to the Vision, Mission & Strategy by creating and implementing a Communication Strategy. - Ensure Everybody understands their respective roles, responsibilities, procedures & Standards. Goals not clear. - Align goals & responsibilities to individual ^{responsibility} lines - Continued Everybody being agile and adaptive enough. ^{NOT clear.} - Flexible / fast - Need clear KPI's - Having a Consolidated Report, that addresses all the different Stakeholders, ^{Template} - Develop a structure and System that is independent of who is in the Role.	- Improved Trust. - To create clear focus. - Align all to the Vision, Mission & Strategy. - Lack of understanding of the what & responsibility lines - To enable everybody be agile & adaptive. - Many different Reports to different Stakeholders having related information. - To deliver some Results & resolve issues leave together of person meaning the Role.	- UNCAP core team - ^{too generic} FK to (Team leader). - Patricia. - Florence (Team leader) - Florence / Team leader - Patricia, Aaron, Florence - 2 Davids, Florence	- Have an Efficient & well maintained common Repository of Data and Information with proper management of Access. ^{BUT HOW AND BY WHEN?} - By End of Calendar year December 2024. - Vision, Mission & Strategy put on all UNCAP documents, Websites, Flights, Banners, Social Media, by the end of the Calendar year 2024. - Complete Review of organization structure, to review the roles, responsibilities, procedures & Standards and put them in the central repository / share point where everyone can access them. - When: By ^{End of} November 2024. - Through continuous training in the new technologies and cross training between different roles, added to Annual Calendar & Mandating - Mentoring in Team building skills, coaching, mentoring. - When: By Mandating Training every Calendar Year. - A report Template providing Annual Financial, Training Data, KPI's, - Clear Organisation Structure with Roles, its procedure and a System Template with Procedures, Standards

The Vision Bearers (VB's)

BEHAVIOUR (FROM)	BEHAVIOUR (TO)	WHY?	WHO?	HOW? ..and when
Not understanding or trusting each other as much as we could.....	- Improve communication among team members with updates on UNCAP schedules - WHAT ELSE? ^{re-define} Bi-monthly	- Develop trust & understanding	- At the stake-holders - Instructors, UNCAP & UNHQ	- Share training schedules, plans and - Quarterly meetings with training ^{ers} - Team Building. ^{GREAT!} - Team lunches ^{USE NEXT PAGE} - Certificate of recognition @ end of training
Being misaligned or unfocussed on Vision, Mission & strategy.....	- Review, ^{re-define} and re-align, goals and objectives of UNCAP (this is a how)	- clarity	- using - UNCAP Team	- The UNHQ - Bi-monthly meetings with Operations project managers. - Implementation
Lack of consistent understanding roles & responsibilities, procedures & standards.....				
Not being agile nor adaptive enough				
What else?				

GOAL	BENEFIT	ACTION	LEAD & NLT DATE?	UNCAP SUPPORTED BY	STAKEHOLDERS SUPPORT?
Build collective situational awareness through clear communications strategy implementation	• Improve trust • Improve transparency • Improve alignment • Continuous improvement • Reduce stress & uncertainty • Feeling valued & included	Create a communications & IKM plan	FK activate Jan 2025		
		Create & maintain a comprehensive share-point portal	FK activate Jan 2025		
		Create “functional” emails for multiple access	FK activate Jan 2025		
		Instantiate an annual rhythm of information, discussion & decision meetings including social activities	Jan 2025		
		Training schedules & plans to be consolidated & current status accessible through a link on the portal	FK + UNCAP Jan 2025		
		Instantiate comprehensive “after action reviews” & capture lessons identified	FK Aug 2025		
		Radical review of all reporting requirements into one that can be “pulled”	UN HQ Aug 2025	UN HQ supported by Patricia, Aaron, FK	

GOAL	BENEFIT	ACTION	LEAD & NLT DATE	UNCAP SUPPORTED BY	STAKEHOLDERS SUPPORT?
Become super clear & aligned around our Vision, Mission & Strategy (VMS) implementation	• Clear priorities • Ability to organize and structure (form follows function) • Feeling valued outside of delivery • Increase efficiency	Create UNCAP posters, trifold, etc that display Vision and Mission in all our spaces.	FK activate Jan 2025	UN HQ support?	
		Create & maintain an information portal that not only emphasizes the VMS but tells the stories (fortnightly social media from instructors in rotation?)	FK Jan 2025	UN HQ Comms agreement required? Rotational instructor lead based on course calendar?	
		Develop terms of reference for important cross functional teams	FK activate Jan 2025	All functions in UNCAP	
		Create an annual UNCAP stakeholder conference	FK – first one in 2025	UN HQ, missions, sponsors,	
		VMS to be reinforced through a robust & timely “on-boarding” process.	FK Jan 2025		

GOAL	BENEFIT	ACTION	LEAD & DATES	UNCAP SUPPORTED BY	STAKEHOLDERS SUPPORT?
Coherence between roles, responsibilities, processes, activities & standards	• Organisational effectiveness • Organisational resilience • Team clarity • Performance consistency • Organisational reliability • Enhanced reputation & trust	Review the organizational structure based upon lessons identified and the VSM	FK Jan 2026		
		Create & have endorsed the UNCAP Operating Model (OM)	FK start Jan 2025		
		Review all JD's and Functional Statements	FK activate Jan 2025	All functions in UNCAP	
		Produce process description that are coherent with the UNCAP OM	Jan 2025	UN HQ All functions in UNCAP	
		Introduce KPI's and measure them IAW with the UNCAP OM	FK, Victoria, Melena Start Jan 2025	All functions in UNCAP	
		Produce organisational templates for SOPs, routines, quality.....	FK, Victoria	All functions in UNCAP	

GOAL	BENEFIT	ACTION	LEAD & NLT DATE	UNCAP SUPPORTED BY	STAKEHOLDERS SUPPORT?
Increased appetite & ability to innovate & grow	- Enhanced reputation - Continuous improvement - Feeling valued & contribution beyond role - Recognized as an exemplar - Well-being & retention	Instructors/staff educated & qualified to academically/professionally recognised standards	FK Jan 2026+	UN HQ L&D?	
		Implement a cross-training /job sharing practice	FK Jan 2026+	All functions in UNCAP	
		Allocate & dedicate staff development into the training calendar (no student weeks)	FK activate Jan 2026+	All functions in UNCAP	
		Institutionalize a coaching & mentoring plan/culture	Jan 2025	All to support & buddies to help	
		Consider a staff exchange program with other institutions	Jan 2026+	UN HQ?	
		Celebrate publically someone that put their energy into trying something new/different	FK Jan 2025	All - peer – peer nominated on the portal	