

# 2016 Peace and Stability Operations Training and Education Workshop

## ***Work Group 5***

***Develop a common curriculum to improve interagency planning and collaboration in the area of Stability Operations***



# 2016 Peace and Stability Operations Training and Education Workshop

**Objective:** Develop a common curriculum to improve interagency planning and collaboration in the area of Stability Operations, with an emphasis on design, level of planning (strategic/operational), ownership, delivery and assessment (PKSOI and CSO).

**Participants:** State, OSD, USIP, USAID, DA, CAC, USMC, CCO, NPS, Simon Center, GMU, Johns Hopkins, JCISFA, 80<sup>th</sup> CA, USAJFKSWCS/SOCoE, DoD OIG, USMC, Corps Solutions, 84<sup>th</sup> CA, New Century, Peace Innovation Lab, IMSG, Kennesaw State U

## **Discussion:**

- **Needs:** P&SO community struggles to develop and effectively execute USG Stab Ops policy, doctrine, process, strategy and plans.
  - Experience being lost. Collaborated educational experience, sustainment, enrichment limited
  - Lack of collaborative visibility over resources
- **Assumptions:** Relate educational content to Needs.
- Audience
- Content
- System
- Delivery



## Recommendations/Way Ahead:

- Continue an enduring community of interest for Interagency Planning and Collaboration
- Continue knowledge sharing via Blackboard and other venues.....resources
  - Monthly virtual seminars
  - Investigate another possible shared site (Google)
- Resources----Interagency courses, resources, case studies / scenarios / games
- Venues..... Determine host locations .....collegiate, etc. ...
- Delivery method multiple but face to face key.
- Pilot baseline course content and approach discussed needs to be explored
- Re-meet in 6 month to update progress (D9 Office sponsor)
- Look at certification / accreditation for future

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**Back Up and Input slides follow ....**



## Work Group 5

**Topic:** Develop a common curriculum to improve interagency planning and collaboration in the area of Stability Operations, with an emphasis on design, level of planning (strategic/operational), ownership, delivery and assessment (PKSOI and CSO).

**Purpose:** Whole-of-government solutions to current and future challenges are essential, yet a common educational and training methodology to developing and implementing whole-of-government approaches to stability operations does not exist. Educational and training approaches were previously attempted, but emerging requirements necessitate a re-look. This group will analyze and assess previous curricula, the availability and adequacy of relevant case studies, and how to effectively integrate interagency best practices into education and training. The work group will also consider delivery options and assessment tools to determine the efficacy of the curriculum, to include the experiential learning component.

**Objectives:** The working group will produce specific recommendations for developing and delivering a common curriculum to improve interagency planning and collaboration in the area of Stability Operations.

### **Deliverables:**

- Summary of the discussion
- Current best practices and gaps for interagency education
- Elements of a core curriculum and delivery recommendations
- Proposed way ahead with stakeholder leads

### **Possible Participants (example):**

- State, OSD, USIP, USAID, DA, CAC, USMC, CCO, NPS, Simon Center, GMU, Johns Hopkins, etc.



## Updated Problem / Needs Statement

- **Problems and Needs:**

- Assumptions and needs
- As identified in numerous studies, the P&SO community struggles to develop and effectively execute USG Stab Ops policy, doctrine, process, strategy and plans
- Limited overall P&SO experience and education level, no sustainment training, and little to no inter-agency training or evaluated experience opportunities.....**competencies needing work....??**
- Lack of a shared, coherent, effective newly assigned personnel P&SO education/training program
- Lack of a systemic sustainment or enrichment program within or between most P&SO entities
- Interagency and civil society student attraction and access to course(s)
- Lack of mutual understanding of the problem context, interagency players, host nation/region, etc.
  - Long-term relationship and expertise building needed
- Mindsets need to be broadened
  - Use multiple Frameworks for Analysis and Decision-making
  - “Whole of Society” approach; Development and Humanitarian approach
  - Facilitative Leadership approach
- Student collaboration and experiential learning via case studies / scenarios / games
  - Hybrid approach: Real world and fictional??
  - Analyze historical, current, and future events
- Practitioner versus theoretical focus



## Updated Problem / Needs Statement



- **Problems and Needs:**
  - Courses for Certification and/or Credit?



# Updated Problem Statement

- **Problems:**

- As identified in numerous studies, the P&SO community struggles to develop and effectively execute USG Stab Ops policy, doctrine, process, strategy and plans
- Limited overall P&SO experience and education level, no sustainment training, and little to no inter-agency training or evaluated experience opportunities
- Lack of a shared, coherent, effective newly assigned personnel P&SO education and training program
- Lack of a systemic sustainment or enrichment program within or between most P&SO entities



# Problem Statement

- **Problem:**
  - As identified in numerous studies, the USG P&SO community struggles to develop and effectively execute USG Stab Ops policy, doctrine, process, strategy and plans.
  - **Major contributing cause:**
    - The USG's P&SO related entities lack a shared, coherent, effective newly assigned personnel P&SO education and training program.
    - Compounding this, no systemic sustainment or enrichment program exists within or between most USG P&SO entities.

Limited overall P&SO experience and education level, no sustainment training, and little to no inter-agency training or evaluated experience opportunities leads to a predictable ...negative outcome.



# An Opportunity

- Leader development is one of the least resource intensive yet most effective ways to improve performance.
- We - the USG's P&SO entities - already have the funds, material and experienced personnel required to execute an effective Leader Professional Development (LPD) program, but the required resources are spread out among us. To succeed, we must collaborate.
- *The resulting output of our collaboration will be better than any single entity could do on its own.*
- The Summer/Fall 2016 personnel move/hire cycle presents a superb opportunity to pilot a LPD program.
- PKSOI currently has the resources to lead and support the first iteration of a P&SO LPD Program.



# A Proposal

## PKSOI proposes:

- That DASD-SHA, CSO, DA G-3/5, JS J5 and PKSOI collaborate to plan and execute a pilot P&SO Leader Professional Development “on-boarding” and sustainment program.
- That the on-boarding course and sustainment LPD sessions begin in the Summer/Fall 2016 timeframe.
- That CSO, DA G-3/5, DASD-SHA, JS J5 and PKSOI lead a workgroup (#5) during this year’s Peace and Stability Operations Training and Education Workshop (PSOTEW ’16 : 6-8 APR 2016) to develop the concept and implementation plan for the pilot.

A small number of core P&SO entities in the initial iteration for agility sake, moving to a larger number of entities after a successful pilot.



# PKSOI P&SO LPD Straw Man



## Purpose

CSO, DA G-3/5, PKSOI, and DASD-SHA to develop and implement an interagency P&SO leader education/ training program that:

- Establishes a **shared PSO base of knowledge** amongst interagency professionals, facilitating effective interagency PSO planning and collaboration via:
  - ✓ Onboarding training for new PSO community members (CSO, PKSOI, etc.)
  - ✓ Recurring live and/or virtual seminars using case studies to enrich the P&SO knowledge base among the community.
- Further develops stronger P&SO professional by providing training and teaching opportunity experience for existing PSO community members- *“learn by teaching”*
- Broadens and strengthens **relationships amongst PSO Community partners**
- Strengthens the **subject matter expertise and course materials** of PSO Instructors
- Leverages and expands the number of **blended and online educational and training offerings** by the PSO Community



## Initial training in PSO fundamentals leads to case study focused sustainment / enrichment training ...

### Initial Education and Training

- Establish a shared PSO base of knowledge amongst interagency professionals

### Sustainment / Enrichment Education and Training

- Sustain and enrich knowledge base using case studies and situation updates in monthly virtual seminars



## Possible Components of a P&SO Base-line Knowledge Course

<u>Stability Sectors</u> (Includes Conflict Assessment & Resolution)	<u>Cross-Cutting Issues</u>
<ul style="list-style-type: none"><li>• Security and Security Sector Reform</li></ul>	<ul style="list-style-type: none"><li>• Protection of Civilians</li></ul>
<ul style="list-style-type: none"><li>• Justice and Reconciliation</li></ul>	<ul style="list-style-type: none"><li>• Foreign Humanitarian Assistance</li></ul>
<ul style="list-style-type: none"><li>• Humanitarian Assistance and Social Well-Being</li></ul>	<ul style="list-style-type: none"><li>• Women, Peace and Security</li></ul>
<ul style="list-style-type: none"><li>• Governance and Participation</li></ul>	<ul style="list-style-type: none"><li>• Anti-Corruption / Counter-Corruption</li></ul>
<ul style="list-style-type: none"><li>• Economic Stabilization and Infrastructure Development</li></ul>	
<u>Other Key Topics</u>	
<ul style="list-style-type: none"><li>• Interagency Planning and Collaboration for PSO</li></ul>	
<ul style="list-style-type: none"><li>• USAID and Dept. of State: Interagency Collaboration</li></ul>	



## Planning Considerations include ...

- **Delivery Means:** Multiple options are possible
  - In person in the NCR or Carlisle Barracks
  - Online (Synchronous and Asynchronous Classes / Seminars---Blackboard Collaborate)
  - Access to training materials and course work (Blackboard)
- **Time Commitment:** Short (1 - 2 hour) sessions spread over a month, or longer sessions (multiple days) possible
- **Location:** Flexible (National Capital Region, Army War College, etc.)
- **Lead Presenters / Facilitators:**
  - PKSOI, CSO, USIP, and USAID
  - United Nations, Simon Center, etc.



# THE UNITED STATES ARMY WAR COLLEGE

## Conceptual Baseline Knowledge Course (32 hours)



Day 1	Day 2	Day 3	Day 4	Day 5
<b>Travel</b>	0800 – PSO Overview; Interagency Planning & Collaboration for PSO	0800 – Humanitarian Assistance and Social Well-Being	0800 – Protection of Civilians	0800 – Discuss questions raised during the week
	1000 – Security Sector and Security Sector Reform	1000 – Economic Stabilization and Infrastructure Development	1000 – Women, Peace and Security	1100-- Discuss Way Ahead--suggested topics and case studies for Monthly Seminars
1200 -- Lunch	1200 -- Lunch	1200 -- Lunch	1200 -- Lunch	1200 -- Lunch
1300 – Welcome and in-Briefing	1300 – Justice and Reconciliation	1300 – USAID and Dept. of State: Interagency Collaboration	1300 -- Anti-Corruption / Counter-Corruption	<b>Travel</b>
1500 Stability Operations Sector/Function Overview.	1515 -- Governance and Participation	1515 --Foreign Humanitarian Assistance	1515 -- Orientation to Blackboard / Collaborate	
1600 Stability operations Truths and Imperatives	1700 – Training Complete	1700 – Training Complete	1700 – Training Complete	
1700 – No Host Social	1830 – No Host Dinner			



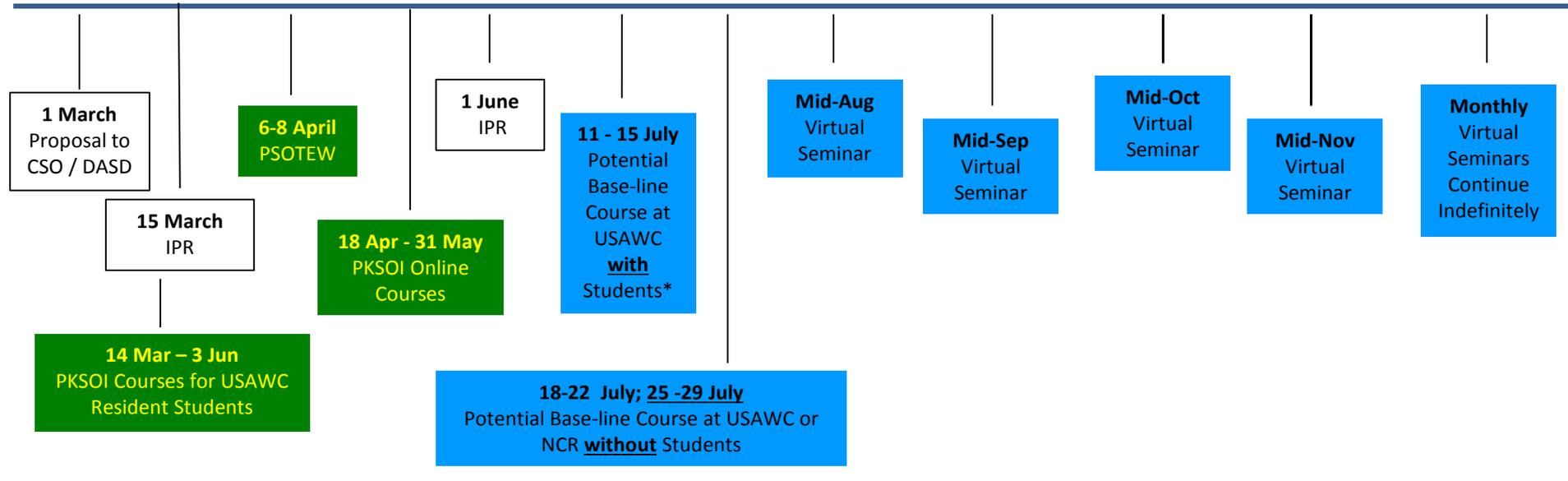
## Education/Training Opportunities for PSO professionals ...

Initial Training	Initial Training
<p><b><u>PKSOI Elective Courses for <a href="#">Resident</a> USAWC Students</u></b></p> <ul style="list-style-type: none"> <li>• PS2206 - Intro to International Development</li> <li>• PS2208 – Facilitating Collaboration: Economic and Infrastructure Development</li> <li>• PS2210 - Conflict Studies: Analyzing &amp; Assessing Violent Conflict</li> <li>• PS2211 - American Indian Wars: Strategic Fundamentals of Asymmetric Cultural War</li> <li>• PS2212 - Humanitarian Intervention</li> <li>• PS2216 - Religion and Conflict</li> <li>• PS2219 - PSO: Concepts, Principles, and Programs</li> <li>• PS2220 - PSO: Peace Operations</li> <li>• PS2229 - Security Sector for Practitioners: A Whole of Government Approach</li> <li>• PS2231 – Conflict Assessment and Resolution</li> </ul>	<p><b><u>PKSOI Elective Courses for <a href="#">Online</a> USAWC Students</u></b></p> <ul style="list-style-type: none"> <li>• DE 2342 - PSO: Concepts, Principles, and Programs</li> <li>• DE 2353 - Facilitating Collaboration: Economic and Infrastructure Development</li> </ul> <p><b><u>PKSOI Elective Courses for <a href="#">Online</a> Students in Residence (11 – 15 July 16)</u></b></p> <ul style="list-style-type: none"> <li>• DE 5542 - PSO: Concepts, Principles, and Programs</li> <li>• DE 5531 - Facilitating Collaboration: Economic and Infrastructure Development</li> </ul> <p><b><u>PKSOI Baseline Knowledge Course</u></b></p> <ul style="list-style-type: none"> <li>• PSO: Concepts, Principles, Programs, and Planning</li> </ul> <p><b><u><a href="#">United Nations Courses</a></u></b></p> <p><b><u><a href="#">USIP Global Campus</a></u></b></p>



## A Potential Timeline

### Milestones



### Legend

Already scheduled PLKSOI provided opportunities which could be leveraged

Tentative and require a decision for implementation

### Note:

\* **Students** referenced in 11-15 July box above are USAWC Distance Students who are already scheduled to travel to the USAWC to participate in Graduate Seminars, including two offered by PKSOI Instructors.



## Sources of case studies and topics for potential use

- **PKSOI:**
  - ✓ JPME Case Studies being written (East Timor, Kosovo, Haiti, Somalia)
  - ✓ Case studies used in PKSOI Courses (Nigeria, South Sudan, etc.)
  - ✓ Anti-corruption and Counter Corruption cases (in partnership with Transparency International)
  - ✓ Threat of Transnational Organized Crime and other Alternative Governance Structures to legitimate governmental organizations of megacities (Minerva)
- **Dr. Volker Franke at Kennesaw State:**
  - ✓ Seeks to assist by developing case studies supporting distance learning external to USAWC
  - ✓ Can bring his Doctoral students to bear on the issue for a 6 month project to flesh out a curriculum with teachable case studies
- **USIP Case Study Competition** (click for web link access)
- **Center for Complex Operations Case Studies** (click for web link access)
- **United Nations:**
  - ✓ United Nations Peacekeeping Operations and Multinational Planning
  - ✓ United Nations Reforms and Futures
- **Products generated by Peace and Stability Operations Training Workshop (6 – 8 Apr)**
- **Invite other interagency partners to offer case studies**



## The Way Ahead ...

- **IPR (15 March):** Discuss options and agree upon COA
- **Peace and Stability Operations Training and Education Workshop (6-8 Apr):**
  - Collaborate in multiple venues, especially Work Group 5 (Common curriculum to improve interagency planning and collaboration in the area of Stability Operations)
- **Implement COA Selected** (Menu of Choices for Participants)