



Subject: The 2009 Integrated Training and Education Workshop

The Peacekeeping and Stability Operations Institute (PKSOI) in concert with its co-sponsors: Office of the Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations, the National Defense University, Consortium for Complex Operations, George Mason University, United States Institute of Peace, US Army Combined Arms Center, State Department's Office of the Coordinator for Reconstruction and Stabilization, the Naval Post Graduate School and the Naval Post Graduate School, and Leader Development and Education for Sustained Peace; will conduct the 4th annual workshop.

Purpose

The workshop will provide an opportunity for practitioners to share and assist one another as they develop and refine curriculum and content to train and educate their employees based on the doctrine and policies that are currently emerging. The establishment of the United States Government Foundations course, the Level One Planners course, a multitude of University degree programs in both the Undergraduate and Graduate course arenas, and overseas education and training programs, both civilian and military will allow best practices to be exchanged amongst workshop participants.

Overall Workshop Focus Areas

This workshop will bring together trainers and educators from U.S. Government, international and non-governmental organizations, and select private and military educational institutions to present current core curriculum content, concepts and tools to understand approaches, and determine gaps. This comparative analysis will enhance the curriculum throughout the larger community dealing with professional leader training and education programs. There are four areas the workshop will focus on:

1) Management of Stability Operations Training and Education Programs.

Traditional training programs are agency and topic specific. Administrative and management systems are designed to handle static training needs. With the increased importance of Inter Agency Reconstruction and Stability activities around the world, training needs have changed while the methods to manage them have not.

2) Evaluation of Training and Education Programs.

Current training programs have developed evaluation systems that are typically single course focused, and primarily limited to participant satisfaction and learning from the course. In recent years, some providers have added follow up surveys on learning and application within three to twelve months after course completion. Few providers look at the impact of multiple courses on work effectiveness.

3) *Delivery mechanisms for Training and Education.*

Since Inter Agency Reconstruction and Stability training started in 2005, the focus has been on classroom, Washington-based basic and intermediate level training. There has been some expansion to include field exercises with the US military, with a focus on either doctrine development or pre-deployment training for two theatres – Afghanistan and Iraq.

4) *International Partners in Training and Education.*

Since 2005, the number of countries that have initiated efforts to address Reconstruction and Stability activities using an integrated approach has grown substantially. The approaches to preparation for deployment and the sources of staffing differ. While there are regular discussions about broadening intergovernmental collaboration, results have been limited and somewhat ad hoc. Almost all the discussions end with agreements to 'cross-train' and/or seek participants from 'across the water.'

Workshop design

This workshop will be conducted over the course of three days. The focus for day one will be a series of briefings and discussions provided by selected speakers to present representative curriculum. Day two will focus on four breakout groups: 1) Management of Stability Operations Training and Education Programs 2) Evaluation of Training and Education Programs 3) Delivery mechanisms for Training and Education. 4) International Partners in Training and Education. On day three, the workgroups will finalize their efforts and present finding and recommendations to all participants of the workshop.

Workshop deliverables

Following the workshop, PKSOI will publish the results and coordinate a way ahead through a collaborative approach focused on these specific deliverables.

- 1) Identify the most critical stumbling blocks within these management systems and recommend immediate and/or near term (within one year) strategies to increase effectiveness
- 2) Review existing Inter Agency Reconstruction and Stability training & education evaluation approaches and develop options to more effectively address evaluation and improvement of training curricula, beyond evaluation of individual courses.
- 3) Identify currently existing IA and R&S products and delivery mechanisms internal and external to the USG and methods to resource them.
- 4) Summarize the key elements of the approach each partner uses in identifying the mission types, staff to serve, their preparation (with a focus on training and education), the management of the training and education. Focusing on the training and education curriculum, identify programs where cross-training and/or joint development: 1) are most appropriate, for whom and 2) are most likely to be doable within the next 12-24 months. Determine ways to improve the information loops so that there is more knowledge and awareness of what efforts are underway.

5) Processes for developing strategic partnerships to leverage resources and establish means for solving identified gaps.

Specific Dates for planning travel:

Participants should plan their travel to arrive in Washington DC in time for registration on 27 OCT from 10 am to 12pm followed by a plenary session from 1PM to 5PM. There will be an icebreaker that evening. The Workshop ends on the 29th at 4PM.

Accommodations:

The workshop will be held at Lincoln Hall at Ft McNair. There is a cafeteria on site for individuals to purchase Breakfast and Lunch meals, CCO will supply coffee and light refreshments during breaks. Lodging is the responsibility of each attendee; most economical way to travel around Washington DC is the Metro. Allow time to walk from the station to Lincoln hall approximately 15-20 minutes. As participants register more information to follow on accessing Ft McNair.

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