

Integrated Training and Education Workshop



Issue Paper No. xxxx
October 2007

By LTC Jim Ruf

*“Integrated civilian and military efforts are key to successful operations.” DoDD 3000.05
Military Support for Stability, Security, Transition and Reconstruction Operations.*

PURPOSE

The United States Army Peacekeeping and Stability Operations Institute (PKSOI), in collaboration with the Department of State Office of the Coordinator for Reconstruction and Stabilization (S/CRS), The Center for Humanitarian Cooperation, George Mason University’s (GMU) Peace Operations Policy Program, National Defense University’s (NDU) Interagency Transformation and Education Program, the United States Institute of Peace (USIP), and the Naval Postgraduate School hosted an Integrated Training and Education Workshop from September 18-20, 2007 at the Center for Strategic Leadership, Carlisle Barracks, Pennsylvania.

This workshop brought together trainers and educators from U.S. Government, international and U.S. based non-governmental organizations, and select private and military educational institutions to review the progress made over the last year and discuss the needs and issues concerning the U.S. Government’s Stabilization and Reconstruction (S&R) training and education initiatives.

BACKGROUND

In 2006 an Integrated Education Workshop, was hosted at GMU August 8-10, to examine processes to create synergies among current education efforts, to identify best practices, and to provide recommendations to improve peace, stability, and reconstruction operation education programs. Five workgroups examined the questions of identifying best practices, developing a core curriculum and providing ideas to improve Stability Security Transformation and Reconstruction (SSTR) and peace operations education. Many organizational collaborations since 2006 suggest it is now time to assess what the community has achieved. PKSOI has established an SSTR education and training web-site (www.carlisle.army.mil/IETCOP) for use by both training and education communities of practice. Work continues to establish a Consortium for Complex Operations within the Department of Defense as a clearinghouse type organization for SSTR and peace operations similar in concept to the “hub” discussed at the Integrated Education Workshop. NDU has led efforts to create the National Security Education Consortium/National Security Professional. S/CRS has held a series of interagency working group meetings for developing training and educational initiatives to support the Active Response Corps (ARC), Standby Response Corps (SRC) and the Civilian Reserve Corps (CRC). The 2007 workshop aimed specifically to address the immediate S/CRS requirements, as well as those of the broader National Security Professional construct.

WORKSHOP DESIGN

This workshop was conducted over the course of three days. The focus for day one was a series of briefings and discussions provided by selected speakers. The morning sessions addressed the theoretical basis for our training and education in SSTR and Peace Operations while the afternoon session focused on the progress made over the last year. Day two focused on breakout groups that explored critical issues and constraints in addressing training and education of the National Security Professional and Civilian Response Corps. Day two closed with a dinner featuring a keynote speaker. On day three, the workgroups presented their recommendations to all participants of the workshop.

OVERALL WORKSHOP OBJECTIVES

The workshop assembled training experts and educators from the civilian and military components of the U.S. Government, international organizations, non-governmental organizations, select academic institutions, and centers of higher education. There were three objectives of the workshop: 1) To review progress over the previous year, capturing best practices and identifying and addressing constraints currently impeding the various approaches; 2) to address the implications of the various approaches toward teaching and understanding the quest for sustainable peace; and 3) to assist in honing a plan for implementing the curriculum supporting the Civilian Response Corps (ARC, SRC and CRC) and the National Security Professional.

PARTICIPANTS

The workshop was attended by over eighty-five participants representing a broad spectrum of organizations from a diverse community of practice including the Departments of State, Defense, Justice and Commerce, US Government agencies Agency for International Development, International Narcotics and Law Enforcement, Population Refugees and Migration, Office of the Secretary of Defense; Headquarters Department of the Army; Combined Arms Center, Fort Leavenworth; J7 Joint Staff; International Partners, Civilian Universities and International Organizations and Non-Governmental Organizations. The exchange between individuals representing many diverse organizational cultures ensured a rich and lively discussion on the needs of and approaches to providing individual and collective training and education for current and future practitioners of Reconstruction and Stabilization Operations.

PRESENTATIONS

The conference began with a series of background briefings and panel discussion with the goal of providing the participants a common understanding and foundation of the training and education environment. First day morning presentations aided participant understanding the various approaches toward teaching and understanding SSTR. The afternoon session focused on updates of initiatives in SSTR. Both sessions accomplished the workshop's first objective of providing an opportunity for participants to examine progress made over the previous year, capturing best practices and identifying and addressing constraints currently impeding the various approaches. Briefer's included:

- Naval Post Graduate School
- Interagency Provincial Reconstruction Teams
- The Ohio State University
- Canadian Forces College
- Office of the Coordinator for Reconstruction and Stabilization
- Office of Secretary of Defense for Readiness
- Consortium for Complex Operations
- National Security Education Consortium
- United States Agency for International Development

BREAKOUT SESSIONS

Using the question: *How do the United States Government and key international and non-government partners, located throughout the world, prepare employees located around the world to work in an integrated Stability and Reconstruction operation?* to frame the discussion, the participants were broken down into six diverse working groups. Two groups were then tasked to address one issue listed below:

- Identify criteria for determining **equivalency** of courses offered by different institutions for meeting training and education requirements and options for waiving education and training requirements to meet emergency needs.
- Identify options available for **managing** steady state and surge education & training requirements for preparing large numbers of people for deployment.
- Determine near-term priority training **methodologies** to achieve training and education requirements.

FINDINGS

Groups C&E explored the question of curriculum and equivalency. Common threads included:

- One group approached this question by determining the process for registration systems to accept students
 1. Enhanced registrar assembles students resources and on job experience
 2. Pre-approval of courses that meet needs; build list of equivalent credit courses
 3. Testing system to challenge courses
- Another group focused on processing systems to validate courses, given no unified system of education;
 1. Build up from knowledge, skills and abilities sets (KSA).
 2. Build down from identified numbers of courses already existing (a course filter)

Groups A&F explored the question of methodologies. Common threads included:

- Delivery methods should focus on both individual and collective participation
- Maximize existing training methods such as exercises, gaming, peer learning etc.
- Assessment and evaluation is imperative to establishing effective training program
- Training delivery channels should acknowledge learning style preferences of adult learners

Groups B&D explored the question of management. Common threads included:

- Validation of an “organization” to manage T&E requirements
- S/CRS should have the responsibility
- Importance of a highly trained instructor and student corp
- Sufficient resources must be provided
- Must be incentivized

KEYNOTE SPEAKERS

The workshop had Deputy Undersecretary OF Defense for Readiness, Dr Paul Mayberry as its kickoff speaker. Dr. Mayberry highlighted the importance of needing to more effectively use all resources at the Government’s disposal. Specifically he highlighted the need in Interagency operations for what he called his four (4) C’s: commitment, collaboration, currency, and credibility. He stated that we must find ways to do and be better in these areas if we are to be more successful in future R&S operations.

The workshop also hosted Coordinator of S/CRS, Ambassador John Herbst, as the keynote speaker. Ambassador Herbst provided updates on Interagency Transformation and some of the key initiatives his organization is undertaking with the Interagency. Additionally, he illustrated some of the challenges that still exist in trying to move forward the whole of government approach for R&S operations.

CONCLUDING REMARKS

COL Agoglia closed the session by noting that this workshop was an excellent forum to continue moving the training and education initiatives forward. He encouraged everyone to continue to collaborate and keep alive the dialogue that occurred during the workshop. COL Agoglia noted that moving forward with the recommendations made by the working groups would require a collaborative effort to insure continued advancement in the IA training and education efforts.

WAY AHEAD

This workshop provided valuable insights and inputs into the NSPD implementation plan. In the short-term, a readout from this workshop will be provided to all participants as well as the Army leadership. In the long term, a few recommendations will be put forth for consideration to the community of practice.

- First, developing an education packet for our Senior Leaders to assist them in understanding the types and capabilities of organizations involved in R&S operations.
- Secondly, developing a comprehensive outreach strategy to engage civilian universities and legislative branch of the USG.
- Third, suggest that S/CRS reviews the possible addition of education as a component of the sub-pcc under the Reconstruction and Stabilization PCC.
- Finally, it is clear that this dialogue needs to continue and increase during the coming year and that positive steps need to be undertaken to ensure that the ideas articulated during this workshop are moved forward and incorporated into other initiatives.

