

## **Goal 8: Sustainability Training Five-Year Plan**

### **Sustainability Training Goal**

*Key stakeholder groups are trained, compliant and motivated toward sustainability principles.*

The long-term goal for this Five-Year Plan is to ensure that all stakeholders are trained, compliant and motivated towards sustainability principles by 2007. The desired end state is that all stakeholders are trained to increase the awareness of sustainability principles and implications, community and individual responsibility and accountability, and committed to sustainability.

### **Background**

The original goal from the Sept 2002 sustainability conference related to sustainability training is:

**All stakeholders are trained, compliant, and motivated towards sustainability principles.**

The team that developed this goal recognized the need to train people, on and off-post to ensure success of the Fort Carson sustainability program and goals. The goal was further clarified to segment stakeholders into groups to facilitate identification of stakeholders. Although the concept of sustainability has been around for as long as humans have, and the natural world only knows how to live sustainably, people need to be re-educated on how to use natural resources wisely to ensure the health of the region and the mission. If training is performed properly, motivation will be second nature; thus care needs to be taken in planning and executing the training and awareness program.

Desired end states related to sustainability training from the Sept 2002 conference are as follows:

- ?? Fort Carson and associated communities understand how their activities are unsustainable and are motivated to change those practices.
- ?? Fort Carson is the regional leader in sustainability principles and is called upon to educate local/external communities, either through its training program or presentations.
- ?? A training program exists that supports and enhances the ability of sustainability proponent organizations to reach their goals within established time frames.
- ?? The sustainability burden for Fort Carson is eased because the community understands and is acting upon sustainability concepts in coordination with the Installation.
- ?? Sustainability concepts are incorporated seamlessly into all appropriate Fort Carson activities to the extent that everyone working, living or soldiering on

Fort Carson is aware of the principles and how sustainability supports the mission of training combat ready soldiers and improving quality of life.

### **The Natural Step System Conditions**

1. Nature is not subject to systematically increasing concentrations of substances extracted from the earth's crust.
2. Nature is not subject to systematically increasing concentrations of substances produced by society.
3. Nature is not subject to increasing degradation by physical means.
4. Human needs are met worldwide.

Sustainability training supports all of TNS System Conditions by supporting the sustainability goals. The more people are aware of how sustainability affects them and their mission, and how sustainability can be accomplished, the greater is the chance for a successful program.

### **Challenges and Barriers**

- ?? Limited SPPO staff
- ?? Accountability
- ?? Sustainability requires a culture shift
- ?? Personnel rotation will require continual training
- ?? Changing World situation create priority shifts

### **Strategies**

- ?? Leader support through involvement
- ?? Identify stakeholders needing training
- ?? Develop/Deploy/Improve Training Package
- ?? Survey internal and external stakeholders
- ?? Accountability in Officer Evaluation Reports (OERs), Non-Commissioned Officer Evaluation Reports (NCOERs), and Total Army Performance Evaluation Systems (TAPES)
- ?? Create a living training program

### **Areas of Overlap**

- ?? Partnerships
- ?? Sustainability Management Systems
- ?? All other sustainability areas as needed

## Objectives, Initiatives, Steps and Resources

### Objective 8.1: Develop and deploy a training package to all stakeholders to create awareness of sustainability principles and applications.

Training will be different for different groups. The training package must take into account the mission and goals of each group identified for training. Businesses will need training that is a bit different from soldiers; students will need different training from professionals, and so on. The sustainability training program must identify the groups in need of training and prioritize them based on influence and willingness to be trained. The training program will need to be audited and continually improved to remain viable, effective, and current.

Initiative 8.1.1: Identify internal stakeholders in need of training.

Lead: EQWG

Action Agent: EQWG

Steps	Resources Needed	Time/Cost
Survey Commands, Directorates, AAFES, Defense Commissary Agency (DECA), commissaries, schools, family members, contractors, etc. to determine groups to train		
Group internal stakeholders by levels of training needed		

**Measure:** Percent of internal respondents identified for training by Q4, 2003.

Initiative 8.1.2: Identify external stakeholders who can influence regional sustainability and that support Fort Carson's efforts.

Lead: EQWG

Action Agents: Community Relations PAO and Partnerships Team

Steps	Resources Needed	Time/Cost
Create list of stakeholders to contact		
Survey stakeholders to determine interest		
Sponsor and participate in peer learning groups		

**Measure:** Percent of external respondents identified for training by Q4, 2003.

**Initiative 8.1.3:** Determine types of training needed.

Lead: EQWG

Action Agents: SPPO, DECAM, DPW, DOL, DOC, DRM, DMC, etc.

<b>Steps</b>	<b>Resources Needed</b>	<b>Time/Cost</b>
Integrate TNS into leadership training at Fort Carson		
Develop basic training platform to build from		
Identify levels of training based on authority or knowledge		
Identify existing internal and external training into which sustainability training may be inserted		
Determine training requirements for different groups		
Use basic program to tailor different programs		
Set up sustainability education and awareness materials at display venues		

**Measure:** Number of training plans in place by Q2, 2004.

**Initiative 8.1.4:** Schedule, conduct, and audit training.

Lead: EQWG

Support: SPPO

Auditing is considered to be tracking progress, ensuring that training occurs, analysis of attendee appropriateness, and scheduling subject matter experts to attend training and make suggestions.

<b>Steps</b>	<b>Resources Needed</b>	<b>Time/Cost</b>
Schedule training		
Invite list of needed trainees		
Sit in training and audit		
Continue to provide input and recommendations		

**Measure:** Number of key stakeholders (internal and external) who receive training annually.

Initiative 8.1.5: Conduct annual sustainability workshop involving suppliers, partners, potential partners, and other sections of the community.

Lead: GC

Action Agents: SPPO, DECAM

<b>Steps</b>	<b>Resources Needed</b>	<b>Time/Cost</b>
Plan workshop		
Hold workshop		
Debrief workshop		
Collaborate with others to provide sustainability and education		

**Measure:** Workshop is held annually with key stakeholders in attendance.

**Goal 8 – Sustainability Training: All stakeholders are trained, compliant and motivated toward sustainability principles.**

**Objective 8.1: Develop and deploy a training package to all stakeholders to create awareness of sustainability principles and applications.**

**Measures:**

Training package fully developed  
100% of targeted stakeholders trained

**Target 2-5 years**

100% of training package developed  
6 training sessions scheduled annually (1<sup>st</sup> yr)  
4 training sessions scheduled annually (3<sup>rd</sup> yr)  
100% of stakeholders receive initial training annually (apprx 17% every 2 months 1<sup>st</sup> yr)  
100% of stakeholders receive annual sustainability training (beginning at year 3)

**Baseline 2003**

No sustainability training package  
No sessions scheduled annually  
Few stakeholders initially trained  
0 stakeholders receiving annual sustainability training

**Target 6-25 years**

100% of training package developed  
4 training sessions scheduled annually  
100% of new stakeholders receive annual training

**Initiatives:**

Identify stakeholders  
Develop/deploy/improve training package  
Survey stakeholders on training  
Leadership involvement and emphasis  
Training Sessions

