Developing an Organization-Wide Strategic Training Plan

Institutionalizing Climate Change into Decision-Making
September 26, 2018

Daniel M. Kreeger
Executive Director
Association of Climate Change Officers
The Case for Institutionalizing Climate Change into Decision-Making: Sample Road Elevation Project

In Civil Works / Infrastructure, Public Affairs, Tax Revenue / Controller, Economic Development, Civil Engineers / Planners, and City Manager, the Road Elevation Project is integrated across various departments to address climate change impacts effectively.
The Case for Institutionalizing Climate Change into Decision-Making: Renewable Energy Project

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April 24, 2019 (National Adaptation Forum)
Who Needs to Know What?

<table>
<thead>
<tr>
<th>Foundational Knowledge &amp; Skills</th>
<th>Organizational Knowledge &amp; Experience</th>
<th>Strategic Execution Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Science Literacy</td>
<td>• Strategic Planning</td>
<td>• Enterprise Risk Mitigation</td>
</tr>
<tr>
<td>• Environmental and Economic Literacy</td>
<td>• Decision-Making</td>
<td>• Supporting Change Within the Organization</td>
</tr>
<tr>
<td>• Understanding of the Policy Landscape</td>
<td>• Compliance &amp; Enterprise Risk Management</td>
<td>• Stakeholder Engagement</td>
</tr>
<tr>
<td>• Management Acumen</td>
<td>• Asset Management</td>
<td>• Reaching Beyond the Organization</td>
</tr>
</tbody>
</table>

**Related Literature:**

- Core Competencies for Climate Change Officers and Professionals  
  [https://accoonline.org/core-competencies](https://accoonline.org/core-competencies)
- Institutionalizing Climate Change into Decision-Making  
- Advancing the Occupation and Growing the Supply of Climate Leaders  
Key Competencies & Focal Points

- Climate Science & Vulnerability Assessment
- Greenhouse Gas, Energy & Water Management
- Organizational Change & Governance
- Adaptive Design & Capacity
- Risk Management
- Budget & Finance
- Policymaking
- Stakeholder Engagement

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Complex Systems Create Daunting Challenges
Now it’s Who Needs to Know What in Which Phase?

**Prevention**
- Siting
- Zoning & Land Use
- Rulemaking/Enforcement

**Protection**
- Facilities Management
- IT & Comms
- Rulemaking/Enforcement

**Mitigation**
- Siting
- Facilities Management
- Supply & Procurement
- Rulemaking/Enforcement

**Response**
- Emergency Management
- Facilities Management
- IT & Comms
- Rulemaking/Enforcement

**Recovery**
- Facilities Management
- Rulemaking/Enforcement

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Weaving Climate Competencies into DNA

- Climate Science & Vulnerability Assessment
- Greenhouse Gas, Energy & Water Management
- Organizational Change & Governance
- Adaptive Design & Capacity
- Risk Management
- Budget & Finance
- Policymaking
- Stakeholder Engagement

Public Health | Security | Economic Vitality
The Issue of Governance

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Enhancing Staff Capacity & Decision-Support Resources

- Shared Staffing Solutions
- Laboratory for Solutions & Tool Development
- Tactics for Making the Whole Greater than the Sum of the Parts
- Aggregation of Interests (Regional or State)
- Common Lexicon & Cohort Training

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<table>
<thead>
<tr>
<th>Awareness &amp; Literacy</th>
<th>Management Competencies</th>
<th>Climate Leadership &amp; Entrepreneurship</th>
<th>External Stakeholder Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deploying short online training resources to cities for usage across the entirety of their organizations and external stakeholders.</td>
<td>Identifying mid- and senior-level management across agencies that will be provided with foundational training universal to all functions and curriculum tailored for specific occupations and roles.</td>
<td>Galvanizing elected officials and city/county managers by providing them fundamentals of climate change implications oriented toward local governments and providing them with a suite of customized climate change leadership and entrepreneurship courses and scenario planning exercises.</td>
<td>Engaging key external stakeholders such as large employers, infrastructure organizations, regionally focused nonprofit organizations and academic institutions in a series of regionally-oriented climate literacy building activities and scenario planning exercises.</td>
</tr>
</tbody>
</table>
Evaluating Business Units

- Desired Skills?
- Who?
- Collective Action?

Competency Framework & Learning Progression

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Sample Implementation of Organization-Wide Strategy

- Building Literacy & Awareness to 100%
- Short Online On-Demand Modules

Staff Literacy

- Building Literacy & Awareness
- Scenario Planning
- Facilitated Workshops + On-Demand Training

Management Competencies

- Build Competency Goals for Each Agency/Department
- Universal Training/Terminology
- Tailored Curriculum by Agency
- Live Instruction (In-Person & Online) + On-Demand Training
- Solutions Development Lab

External Stakeholder Development

- Advanced Training
- Entrepreneurship & Leadership Development
- Scenario Planning
- Live Instruction (In-Person & Online) + On-Demand Training

Climate Leadership

- Build Competency Goals for Each Agency/Department
- Universal Training/Terminology
- Tailored Curriculum by Agency
- Live Instruction (In-Person & Online) + On-Demand Training

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Core Competencies for Climate Change Officers and Professionals

**Strategic execution competencies:**
Largely skills-based and include supporting organizational change, helping to mitigate risk, engaging stakeholders, being actively involved in policy efforts beyond the walls of the organization and maintaining other external partnerships.

**Organizational knowledge and experience:**
Strategic planning, decision-making, compliance, enterprise risk management, asset management, the management of value and supply chains, corporate communications and corporate social responsibility, and organizational governance.

**Foundational knowledge and skills:**
Science literacy, environmental literacy, knowledge of the policy landscape, and management acumen.
Adapting the Core Competencies for This Project

While not every competency will apply to each role/function or each sector, a basic understanding of climate science & hazard implications would apply to all. The revamped competencies for this project are:

- **Preparedness**  
  - Climate Science  
  - Hazard Implications  
  - Vulnerability Assessment  
  - Tools & Data  
- **Energy & Water Management**  
  - Energy-Water-Food Nexus  
  - Market Basics  
  - Clean Energy Options  
  - Strategic Planning  
- **Supply Chain & Procurement**  
  - Assessing Risk  
  - Procurement Strategies  
  - Benchmarking  
- **Organizational Change**  
  - Principles of Change  
  - Strategic Initiatives  
- **Stakeholder Engagement**  
  - Foundational Engagement  
  - Working Across Organizational Boundaries  
  - Communicating to Leadership  
- **Public Policy**  
  - Existing Policy Landscape  
  - Policy Tools  
- **Risk Management**  
  - Basics of Risk Management  
  - Grading & Prioritizing  
- **Economics & Finance**  
  - Macro & Micro Economics  
  - Modeling Economic Implications  
  - Financing Solutions  
- **Leadership & Entrepreneurship**  
  - Systems Thinking  
  - Leadership  
  - Entrepreneurship
Roles to Consider across Sectors

Each role/function within critical infrastructure sectors can potentially require a unique set of competencies. For this project, these are the roles we will explore for the competency areas addressed, and will map across PPD-21 planning phases:

- Siting
- Design & Engineering
- Planning
- Budget & Finance
- Project Management
- Executive Leadership
- Facilities Management
- IT & Communications
- Regulatory / Policymaking
- Risk & Continuity
- General
**Group Exercise**

To the best of your ability, please take 15 minutes to populate columns following the legend to the right.

Upon completion, we will facilitate a group conversation to develop a consensus outcome.

<table>
<thead>
<tr>
<th>Sample Role/Competency Area</th>
<th>Siting</th>
<th>Design &amp; Engineering</th>
<th>Planning</th>
<th>Budget &amp; Finance</th>
<th>Project Management</th>
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**Legend:**
- 0 = No change needed
- 1 = Basic understanding/literacy
- 2 = Intermediate competencies
- 3 = Advanced proficiency

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