

SF 17: Training of administrative staff in sustainability issues

Fr	B	C	NY	S	T	Total
4	3	2	3	0	1	13

Example:

The IFEU Heidelberg offers „Change Agents: Weiterbildung von Klimaschutzmanagern und Klimaschutzmanagerinnen im Rahmen des Klimaschutzdialogs- Prozessoptimierung, Kommunikation und Mobilisierung im (kommunalen) Klimaschutz“ .

In Berlin, administrative staff members use the city network Metropolis to exchange information with each other and with other cities; they share news and views about sustainability issues among other things.

In Bonn, there is a pilot project for sustainability training in local administration in cooperation with the ICLEI (Bonner Verwaltung 2009 #41).

1. Differentiated description of the key field

Besides politics, local administration is the most important player in the sustainability process of cities. Well-trained personnel make a huge difference. Unfortunately, this aspect is still completely underrated in many cities. Continuous training– especially with regard to the ever-new technologies and concepts – is very useful.

Internal training capacity is limited to the administrative level. In this respect, one possibility would be cooperating with networks or research institutions.

Either training courses which staff will be expected to attend on a voluntary basis will be proposed or the training courses will be made mandatory and reviews will be carried out to see if use was actually made of them.

In addition, training courses benefit employee commitment. In this way, employees' competencies can be expanded as part of the employee commitment and this can contribute to the preparation and monitoring of political decisions as well as to evaluation and reflection by employees, for example, experiencing a change of perspective (Schaltegger 2010 #12, S. 123).

Essential accompanying measures taken in the interests of continuous training are:

- Creation of interdepartmental structures that enable the administration to work in an interdisciplinary or cross-sectoral way.

2. Reference to sustainability:

Since the administration decides on the city's sustainability goals, staff must be well informed about the technologies, processes and concepts and be able to apply the newly acquired knowledge directly. This should develop key qualifications for the sustainability process in cities over the long term.

HR administration continues to have a significant impact on the efficiency of the administration and is, therefore, important for the implementation of social as well as socio-ecological and socio-economic aspects of sustainability (Schaltegger 2010 #12).

Risk if ignored:

The administrative staff cannot develop the best possible goals for their city and, therefore, it is not possible to achieve the best possible energy savings or sustainability.

On the whole, it is vital that the staff members of the actors involved in the sustainability process are well trained, since, besides making decisions and carrying out monitoring with regard to the city's development and sustainable projects, they also pass on knowledge.

3. Relevance to industrial sectors?

Mobility:	None
Energy:	None
Production & logistics:	None
Security:	None
ICT:	Medium
Water infrastructure:	None
Buildings:	None
Governance:	Medium

4. Impact:

- To enable administrative staff to enjoy continuous learning
- Inclusion of innovative technologies, etc. in future processes
- Co-decision-making body is always well up-to-date

5. Implementation measures:

- 1) Determine where and with whom there is a need for training or introduce mandatory training
- 2) Organise advanced training courses
- 3) Implement training courses
- 4) Gather feedback on the added value of the courses offered

5) Apply newly acquired ideas, integrating them into one's daily work

6. *Actors: Who can shape things? With whom?*

The administration has to decide who should take up which offers in the future and whether attendance of courses offered is voluntary or mandatory. The administrative staff members are then given advanced training and are the consumers of educational opportunities.

The courses are carried out together with research facilities and/or universities.

7. *Prerequisites:*

No specific prerequisites necessary.

8. *Obstacles/barriers:*

- At present, data are not regularly collected
- Forecast uncertainty: no reliable data available for the future
- Fear of false predictions/non-achievement of the objectives
- Scarce financial resources

9. *Indicators:*

- Are data on urban structure regularly collected? (y/n)
- Are the data regularly analysed? (y/n)
- Are regular forecasts (population, housing needs, market development) carried out? (y/n)
- Are the forecasts regularly updated and adjusted? (y/n)
- Are there any long-term plans at the country level? (y/n)

10. *Special features/remarks:*