SLIDES: Introduction to Constructive Engagement in the Oil and Gas Industry

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Session Goals

1. Understand stakeholder roles in constructive engagement (communities, industry, government, advocacy groups)
2. Explore constructive engagement—the concept and the challenges
3. Identify 6 practical tools and skills for successful engagement
4. Draw lessons and conclusions for addressing challenges, identifying gaps and implementing new initiatives
What is Constructive Engagement
Constructive Engagement is Different From

- Public relations
- Public hearings
- Public advocacy
- Lobbying
- Employee volunteerism
- Philanthropy and charitable contributions
- Voluntary Principles
Constructive Engagement Processes

Forums
• Good neighbor agreements
• Community advisory committees (company sponsored)
• Independent /free standing CE organizations
• Participatory studies (EIS/EA, baseline development or others)
• Participatory monitoring or oversight committees
• Grievance resolution systems and procedures
• Multi-level interrelated/network of CE efforts

Processes
• Informal talks
• Stakeholder negotiations
• Formal mediations
• Formal problem-solving grievance mechanisms/procedures
Examples of Constructive Engagement Processes on the Western Slope

- Garfield County’s Energy Advisory Board
- The Rifle/Silt/Newcastle Community Development Plan
- Genesis Palisade/Grand Junction Watershed Agreement
- Community Counts
- Individual company processes
- Government agency initiatives
- Other examples???
What Challenges Must be Met for Successful CE

- A clear *purpose* (scope of issues, level of decision making, time span)
- A credible means of *initiating* the process
- Appropriate *participation*
- Adequate *resources*
- Mechanisms to address *power issues* among stakeholder groups
- Sometimes—attention to a *history of conflicts*, problematic personal or organizational relationships
- Sensitivity to *cross-cultural issues*
Challenges for Communities

- Limited time
- Funding and resource needs
- Developing technical expertise
- Distinguishing genuine CE efforts from public relations gestures
- Accountability to constituents
- Community organizing versus constructive engagement
- Dealing with in-group conflict
Challenges for Companies

- Opening an issue for public scrutiny
- Sharing sensitive information
- Assessing the credibility of community members
- Empowering a CE structure
- Funding the process
Challenges for Government

- Role as convening authority
- Roles of individual agency representatives
- Government funding
- Government as regulator, enforcer and negotiator
- Sunshine versus confidentiality
- Representing the general public
Challenges for Environmental Advocacy Groups

- Limited time, funds and resources
- Different skill set required for legal advocacy versus collaboration
Cautionary Tales—
Pitfalls of CE

- Power inequities
- Time and resources required for CE
- Timeliness
- No guarantee of a successful outcome
- CE can be abused
Six Skills for CE
1. Assess and respond to both hazard and outrage
2. Harness the power of aikido
3. Understand interests and the Triangle of Satisfaction

- Tangible, measurable outcomes or results
- How we want to be treated
- How we want to feel about ourselves and the other persons
- Our desires for participation
- Our preferred processes and pace for thinking through issues and making decisions

**INTERESTS**

**PROCEDURAL**

**PSYCHOLOGICAL**

**SUBSTANTIVE**
4. Use technical work/joint fact finding to resolve conflict and build trust
5. Stakeholders are wise in resolving conflict. Ask them.
6. Develop a local level grievance mechanism

“Speak Out”

“Let’s Talk”

“Now You’re Talking”
GRIEVANCE MECHANISM BLUE PRINT

RECEIVE AND REGISTER GRIEVANCE

SCREEN AND ASSESS

Resolve?

Not resolved?

Revise approach

Choose local approach

- COMPANY PROPOSES SOLUTION
- DECIDE TOGETHER
- DEFER TO 3rd PARTY
- UTILIZE CUSTOMARY APPROACH

Implement approach

Track and document

Feedback and learn

To strengthen resolution

- Increase capacity of key actors
- Use 3rd party mediation
Lessons and Conclusions to Address Challenges, Gaps and New Initiatives
For More Information

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