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

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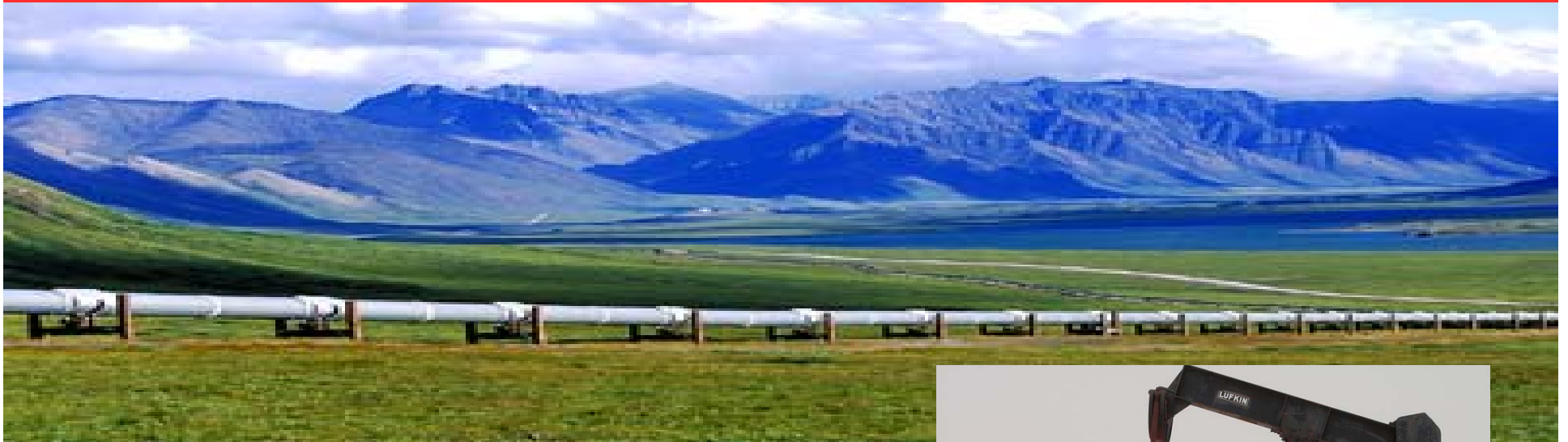
Citation Information

Introduction to Constructive Engagement in the Oil and Gas Industry
October 14, 2009

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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

good neighbor
P R O G R A M
New Mexico Oil & Gas Industry

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???
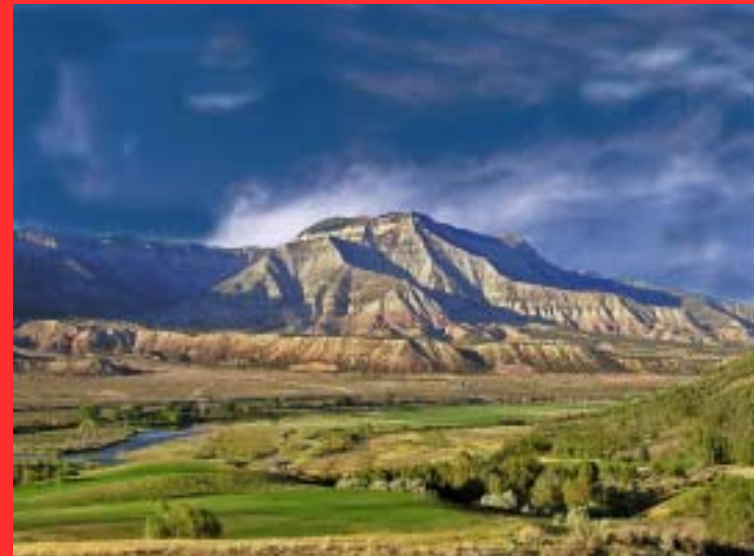
What Challenges Must be Met for Successful CE

- 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
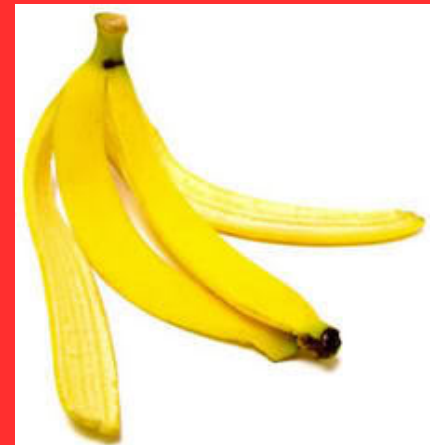- Representing the general public

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
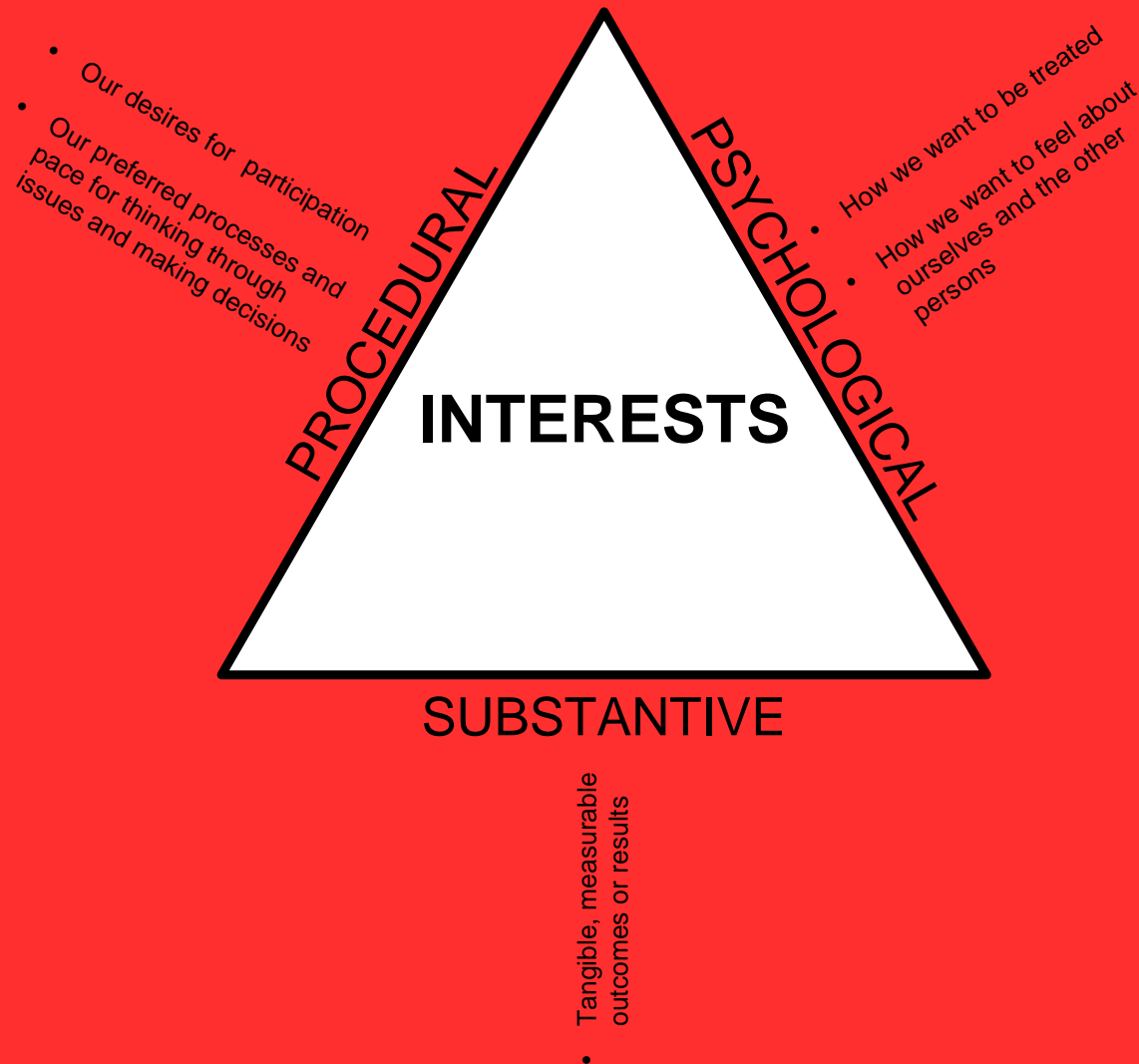- CE can be abused

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*

- Our desires for participation
- Our preferred processes and pace for thinking through issues and making decisions

PROCEDURAL

PSYCHOLOGICAL

- How we want to be treated
- How we want to feel about ourselves and the other persons

INTERESTS

SUBSTANTIVE

- Tangible, measurable outcomes or results

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

Decide, communicate decision

REJECT COMPLAINT	ACT TO RESOLVE LOCALLY	REFER AS APPROPRIATE

Choose local approach

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

IMPLEMENT APPROACH

TRACK AND DOCUMENT

Resolved?

Not resolved? Revise approach

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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