

Stakeholder Engagement

Yvonne Najah Addassi,

Chief of Preparedness

Office of Spill Preparedness and Response



Overview of Presentation

- **Who is a stakeholder & What is Engagement**
 - Definitions
 - Daily Operations vs Spill Response
 - Types of Stakeholders and needs assessment
- **Stakeholder Influence- Interest Matrices**
- **Key Lessons Learned from the Literature**
- **Mechanisms to address Stakeholder's Interests**
- **Examples and Case Studies**

What Do Inquiring Minds Want to Know?



**For purposes of this presentation, you
are my Stakeholders...**

Stakeholders: Who are They?

**What constitutes a
Stakeholder and for
whom?**

*** Flip Chart Listing**



Stakeholder Definition

A person, group or organization that has interest or concern in an organization.

Stakeholders can affect or be affected by the organization's actions, objectives and policies.

Stakeholder Engagement

- * Over the years, stakeholder engagement has come to represent a variety of interactions with a multitude of audiences or stakeholders.
- * It is well understood that an organization must address the interests of its stakeholders – groups and individuals who can affect or are affected by the organization (Freeman (1984))

Revisiting the List

- * A broad versus a narrow definition. First reaction.
- * Not generally helpful to use an overly narrow definition.
- * Was anyone left out of the list if we use a broader definition?

Daily Operations versus Spill Operations

- * Do the stakeholders change?
- * Do the expectations of the stakeholders change?
- * Do the methods of engagement change?

Example: Local Govt.

Daily Ops

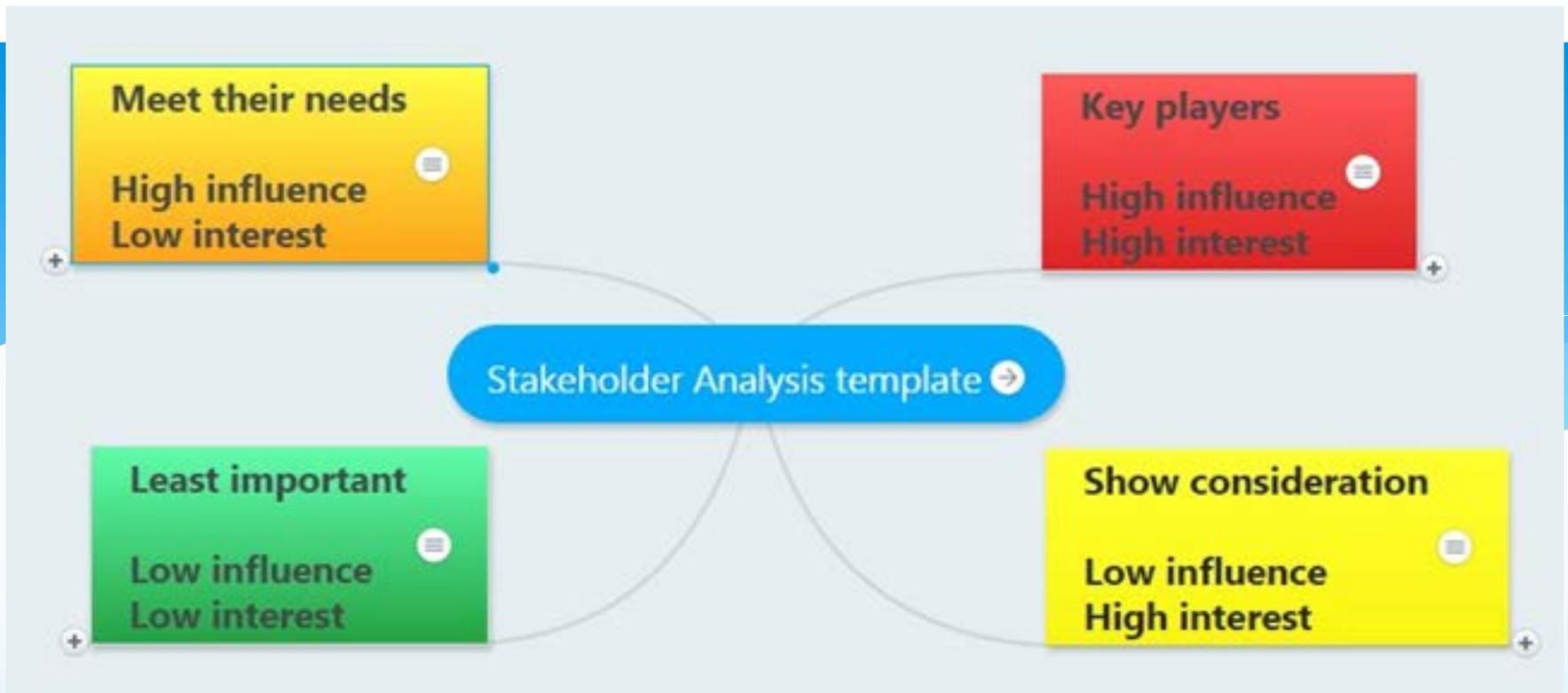
- * Preparedness:
 - * ACPs
 - * Drills and Exercises
 - * Local plan development
 - * Training

Spill Ops

- * May be first on-scene and initiate 201.
- * May Integrate into UC
 - * Command, EUL
- * Local Political Concerns
- * Local jurisdiction for beaches etc...

What the Literature Tells Us





- * Examples: Non-Spill versus Spill
 - * General Public
 - * Commercial Fishing Community
 - * Local Politicians
 - * Federal and/or State Representatives

PR Journal – Special Issue: 2015 Ethical Stakeholder Engagement

5 Key Lessons Learned

- * **do not wait to engage.** Engaging early with stakeholders enables an organization to be proactive by cultivating relationships.
- * **take a long-term view.** Ethical stakeholder engagement is not a “one and done” event. Organizations are encouraged to employ a strategy of frequent engagement over the long-term.

Ethical Stakeholder Engagement

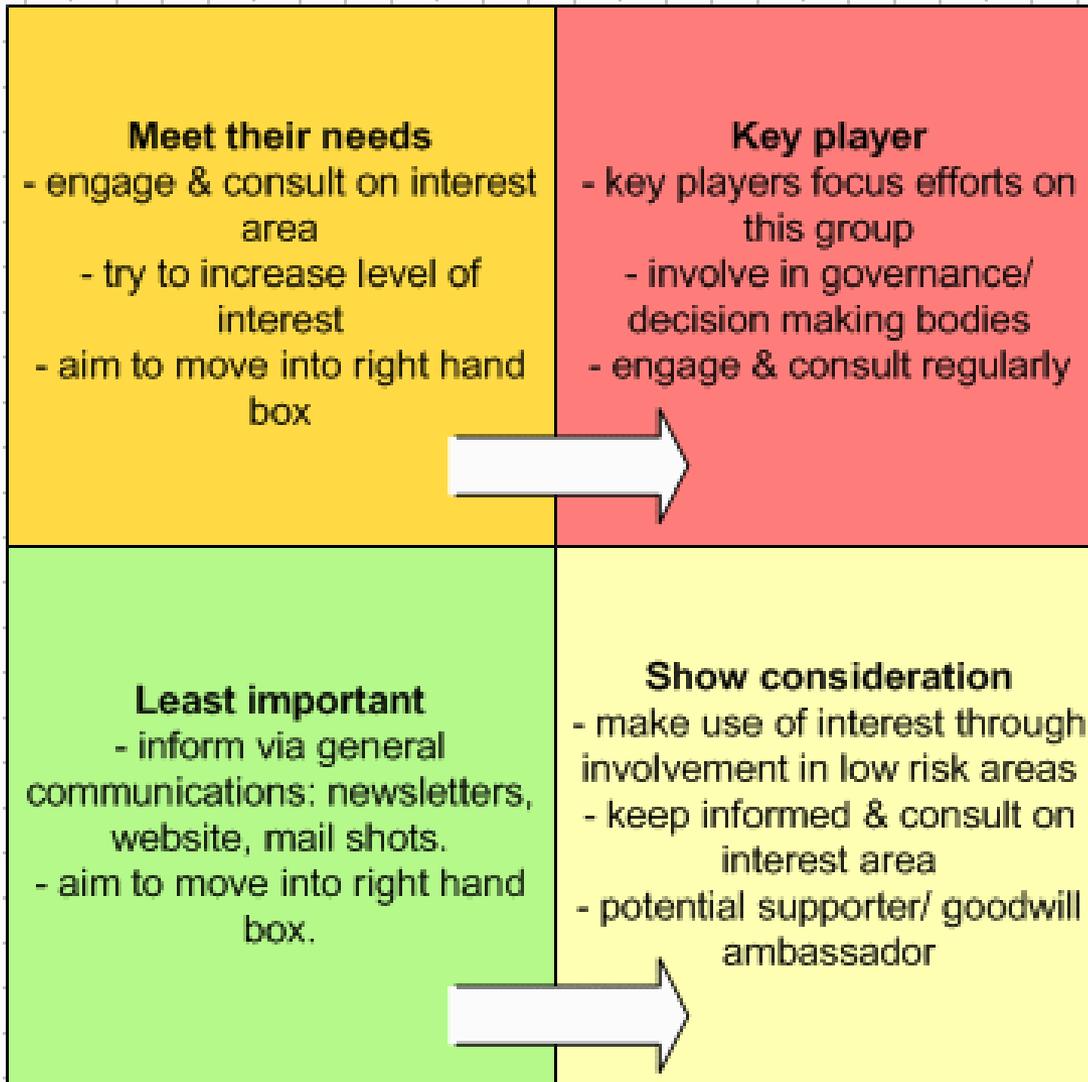
- * **engage with more than who you know.**

Don't just focus on existing relationships or even who has the loudest voices;

- * Instead consider stakeholder mapping.

- * Define your criteria for identifying and prioritizing stakeholders and identify the proper engagement tools for each.

Influence/power of stakeholders



Interest of stakeholders

PR Journal – Special Issue: 2015 Ethical Stakeholder Engagement

- * **listening is the most important part of engagement.** Ethical engagement requires both party's attention and participation. Proactive listening allows an organization to gain unique insight into stakeholders.
- * **remember it is not about you, it is about them.** Ethical engagement focuses on what the stakeholders need, what is important to them, and why they should participate in the relationship.

take a deep breath.



So... What does this tell us about Stakeholder Engagement and Spill Response

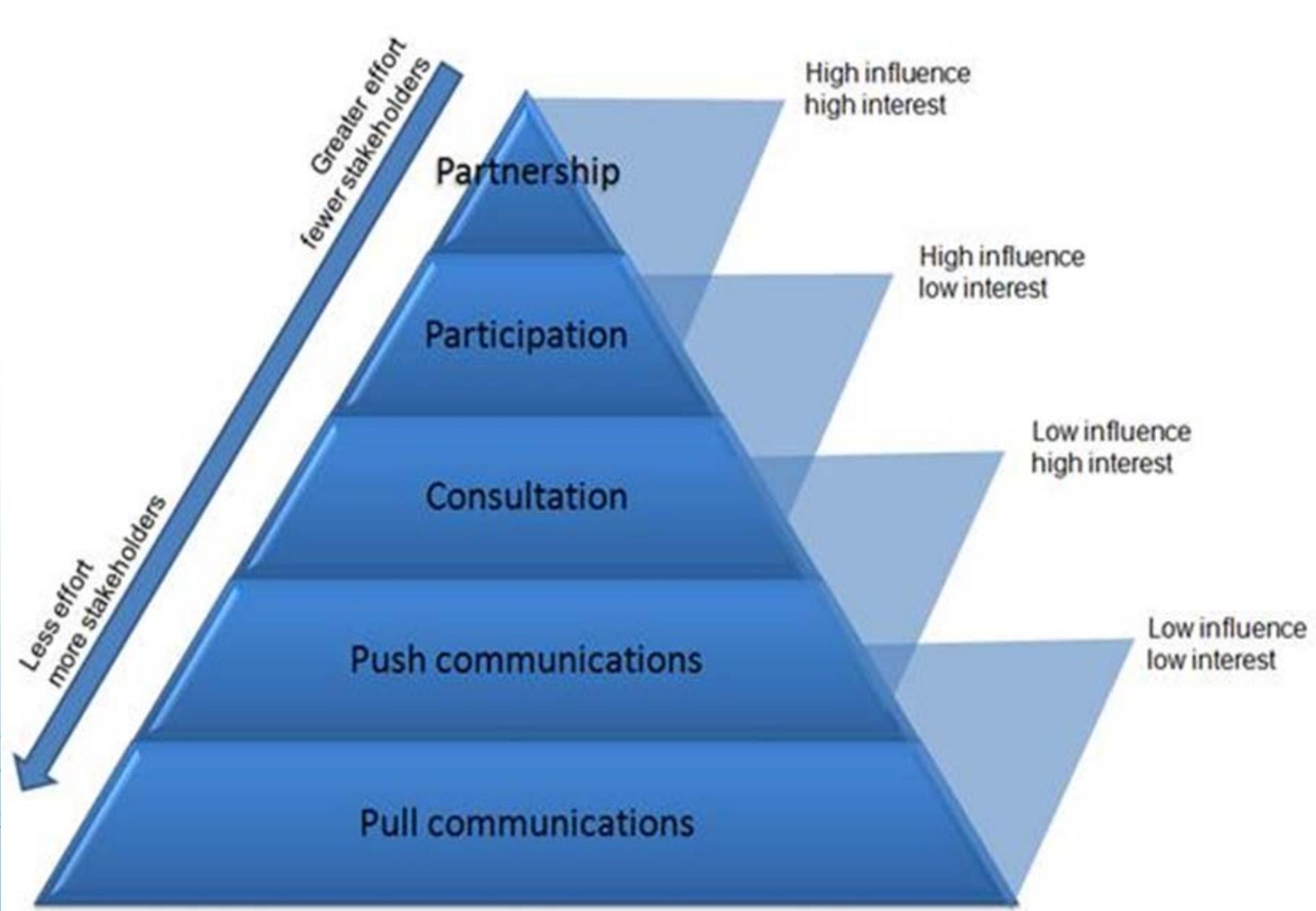
- * It isn't enough to say that stakeholders have access/ability to engage during ACP process.
- * Outreach and establishing mechanisms for involvement is critical.
- * It is our responsibility as Government agencies to provide various mechanisms for engagement.
- * We “don't engage” at our own peril.

Stakeholder Engagement During Spill Response

- * Joint Information Center
- * Liaison Officer

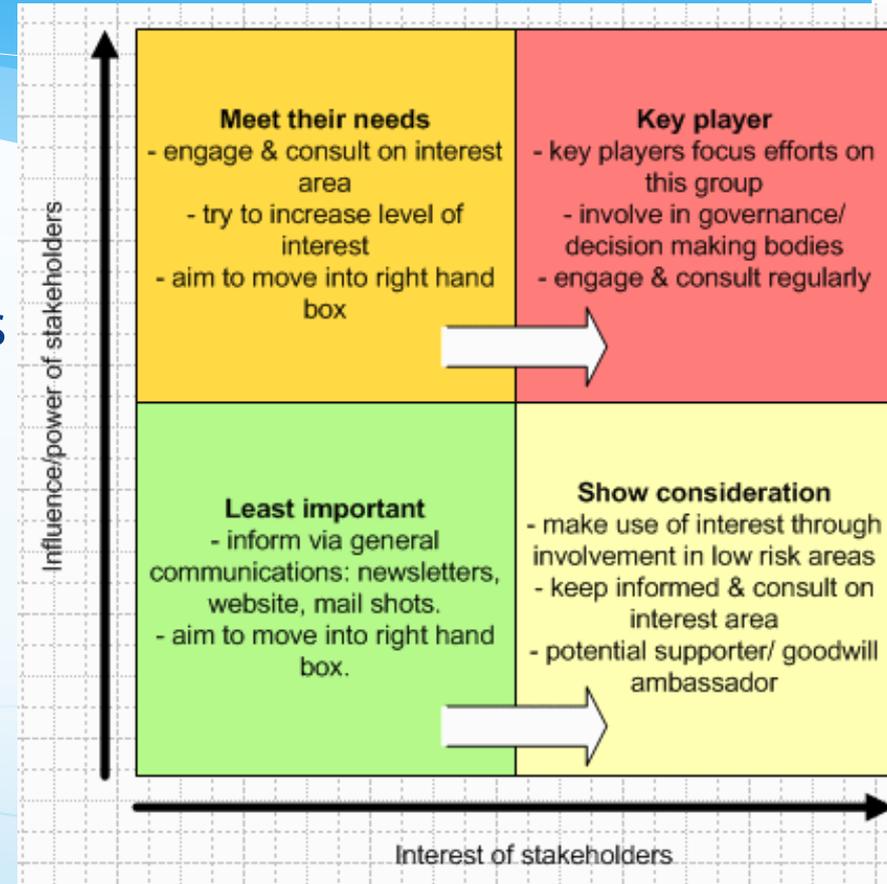
All depends on a proper identification of all the stakeholders, identification of their needs/concerns and an appropriate strategy for communications.....

- * Press Releases
- * VIP tours
- * Open Houses
- * Fact Sheets
- * Web-Site
- * Social Media
- * Emails
- * Focused Interviews



Case Study: Refugio

- * Tribal Concerns
- * General public
 - * self-deployed to clean beaches day 1.
 - * continued call for volunteers
- * NGOs
 - * felt “shut out” of the process.
- * Volunteers.
- * VIPs
- * Local Government: Co. BOS



Summary of Key Points

- “Stakeholders” can be a very broad or very narrow definition....
- Stakeholder engagement requires:
 - genuine commitment,
 - good understanding of different stakeholder needs
 - willingness to listen honestly and as an ally.
- No “one stop shop” fits all stakeholder engagement processes.
- Stakeholder engagement roles, expectations, and needs are different for spill response and non-spill response operations and approaches need to be different as well.

QUESTIONS

