

White Paper: Facilitating Collaboration with Federal Partners

Jessica Western, Ph.D
University of Wyoming
Big Goose Creek Resolutions



Introduction

- ❖ Diverse types of participants: natural resource professionals, agency staff and landowners.
- ❖ Came together due to interest in finding ways to make collaboration easier with federal partners.
- ❖ Purpose: get input and focus on your situation.



Vision Statement: “We work with Federal partners to obtain public trust to ensure the health and integrity of our landscapes and to build resilient, thriving communities”.

THE OUTCOMES OUR WORKING GROUP SEEK ARE TO:

- . Maintain livelihoods,
- . support healthy communities with viable agriculture and sustainable fish and wildlife populations,
- . sustain functioning ecosystems,
- . economic viability,
- . cultivate respectful and compassionate governance,
- . and enable collaboration when situationally appropriate.

Natural resource professionals’ and landowner’s issues and recommendations.



Issue 1:

Relationships and Trust at Local Levels

❖ Recommendation: Support Professionalism in Place

WE URGE THE FOLLOWING TO ALLOW FOR PRODUCTIVE PROBLEM SOLVING BETWEEN ALL STAKEHOLDERS, INCLUDING FEDERAL AGENCIES:

- 1. Create succession plans to ensure that participation, encouragement and goals of collaboratives continue during leadership and staffing changes.*
- 2. Mentor hiring officials to ask the right questions during the hiring process.*
- 3. Require employees to live where they work so they are fully engaged in the issues/solution.*
- 4. Adopt Hiring/Performance Competencies that include and incentivize collaboration.*
- 5. Develop training programs to get new personnel up to speed on relevant management decisions and collaborative processes.*
- 6. Support promotions in place. 7. Incentivize and recognize those who stay in the same position and are working well with the community.*
- 7. Provide clear regulatory tools to balance local and national interests.*



Issue 2: Collaborative Capacity within Agencies

Recommendation: Institutionalize Collaboration as a Way of Doing Business

TO ENABLE FEDERAL RESOURCE AGENCY CULTURES TOWARD COLLABORATIVE PROBLEM SOLVING WE BELIEVE THE FOLLOWING IS NECESSARY:

1. *1. Reframe agency culture to one of collaboration and community built on respect for different values and different sets of knowledge.*
2. *2. Make collaboration training mandatory, including collaboration within legal decision-making space, convening, participative and facilitative leadership skills and when to use collaboration.*
3. *3. Endorse collaboration as a means to enhance resilience for next generations and next issues.*
4. *4. Embrace collaboration as a living and ongoing process.*
5. *5. Include a mutual understanding and a shared language.*
6. *6. Let local community needs drive collaborative processes, including national interests.*



Issue 3: Social Capacity

Recommendation: Build Social Capacity within Agencies.

TO IMPROVE RELATIONSHIPS AND TRUST, AND TO OPERATIONALIZE CULTURE CHANGE WITHIN AGENCIES, WE BELIEVE THE FOLLOWING STEPS WILL ENABLE AGENCIES IN GENERAL AND STAFF IN PARTICULAR:

- 1. Hire people for collaborative roles with collaboration competencies and give them the tools they need.*
- 2. Hire social scientists and communication experts to expand tools for consensus building and collaborative learning.*
- 3. Evaluate and reward employees engaged in collaborative processes based on those competencies.*
- 4. Leadership at all levels must be familiar with collaboration so mid-level management will not be hindered in ongoing collaborative efforts due to lack of understanding/ perceived validity.*



Issue 4: Inconsistent Public Engagement Approaches

Recommendation: Create Consistent Collaborative Capacity Across all Federal Natural Resource Agencies.

IMPLEMENT TRAINING AND MENTORING PROGRAMS TO BUILD A COMPETENCY IN COLLABORATIVE PRACTICE AND RELEVANT MANAGEMENT DECISION MAKING.

1. *Provide standardized collaborative on-the job training and mentoring.*
2. *Utilize existing partners and resources to assist in collaborative training.*
3. *Target this training to people best suited to collaborative problem-solving. Not everyone should be in collaborative positions, and not every position should be required/expected to collaborate.*
4. *Provide facilitation training.*



Issue 5: Policies and Agency Funding

Recommendation: Update Policies and Fund Agencies Adequately

REVISE POLICIES TO ENABLE COMMUNITY-BASED COLLABORATIVE PROBLEM SOLVING.

1. *Streamline Federal Advisory Committee Act to efficiently and effectively facilitate collaborative problem-solving. Enable Federal agencies to convene bounded processes (e.g. working groups or task forces) that allow representatives of all stakeholder types to learn collaboratively.*
2. *Encourage community based collaborative problem solving convened by non-Federal entities so Federal agencies can act as full partners.*
3. **PROVIDE SUSTAINED FUNDING.**
4. *Provide Federal and non-Federal funding capacity to enable community-based*
5. *collaborations to implement action on the ground.*
6. *Adequately fund all base agency programs.*



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Jessica.western@uwyo.edu

www.biggoosecreekresolutions.com



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