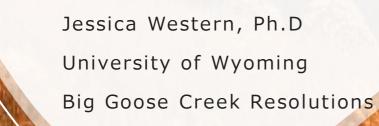
White Paper: Facilitating Collaboration with Federal Partners





Ruckelshaus Institute Collaborative Solutions



## 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 positio 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. 1. Hire people for collaborative roles with collaboration competencies and give them the tools they need.
- 2. 2. Hire social scientists and communication experts to expand tools for consensus building and collaborative learning.
- 3. 3. Evaluate and reward employees engaged in collaborative processes based on those competencies.
- 4. 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. 1. Provide standardized collaborative on-the job training and mentoring.
- 2. 2. Utilize existing partners and resources to assist in collaborative training.
- 3. 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. 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. 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. 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. 2. Adequately fund all base agency programs.



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