Unit 4: Stakeholders

INSTRUCTOR GUIDE

Objectives

By the end of this unit, students will be able to:

- Understand the roles and responsibilities of the Liaison Officer regarding Stakeholders and evaluate the Liaison Officer's success
- Define Stakeholders
- Describe the differences between the job functions of the Liaison Officer and Public Information Officer (PIO)
- Identify, profile, and prioritize Stakeholders
- Discuss the importance of measuring the Liaison Officer's success with Stakeholders

Methodology

This unit uses lecture, discussion, and exercise.

The purpose of this unit's exercise is to provide the students with the opportunity to prioritize their interactions with the various Stakeholders that may exist for a given incident.

Content from this unit will be evaluated through discussions and an exercise and tested though the Final Exam, as the unit is meant to serve as an overview of the Liaison Officer's interaction with Stakeholders. Specific responsibilities and duties of the position will be further covered and evaluated in-depth in subsequent unit presentations and the Final Exam.

The term Stakeholder, as it is used in this course, was originally used by the Coast Guard.

Time Plan

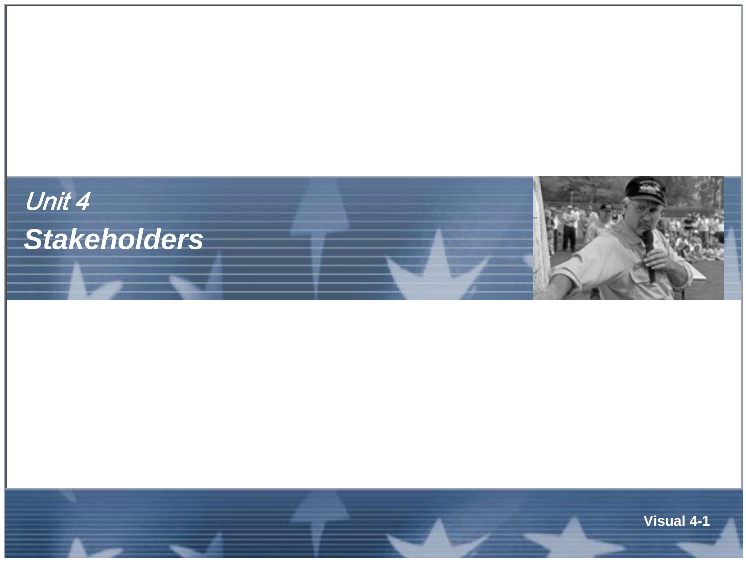
A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	1 hour
Exercise 2	15 minutes
Total Time	**1 hour, 15 minutes**

Reference Materials

- Projector and other equipment as necessary for PowerPoint presentation
- Easel Pads
- Marking pens
- Blank ICS Form 211
- Blank ICS Forms 214 for the entire class
- All Hazards Liaison Officer Position Task Book (PTB)
- ICS 420-1 Field Operations Guide (FOG)
    - The FOG is optional and available from FIRESCOPE
- Handout 4-1: LOFR versus PIO
- Exercise 2: Prioritizing Stakeholders

Topic Unit Title Slide



Explain the Following Key Points

Explain that each of us function as a Liaison Officer to ourselves and others. The concepts in this unit are useful in both personal and professional life.

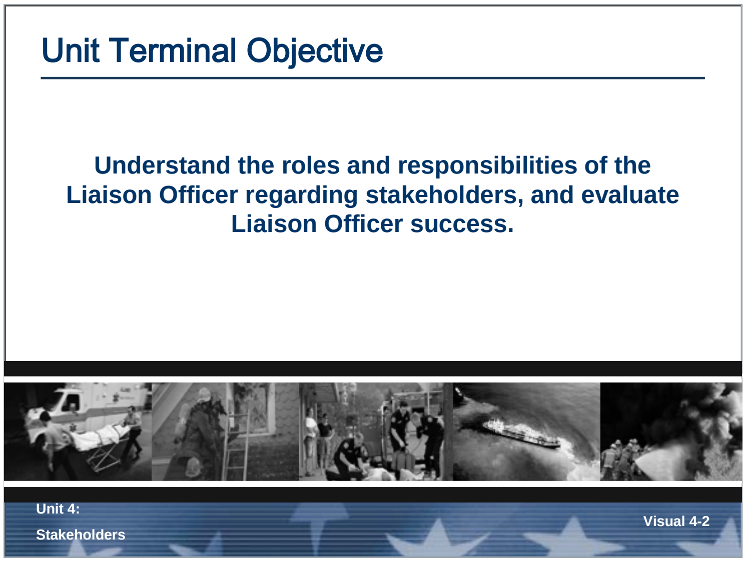
The Stakeholder information in this course:

- Is all-hazards
- Includes information and exercises not found in any other Liaison course

The information will have:

- Artificial stress, time limits
- Vague instructions and information
- Great emphasis on communication—the Liaison Officer’s most difficult problem

Topic Unit Terminal Objective



Explain the Following Key Points

Explain the Unit Terminal Objective to the class. Remind students that the Final Exam questions are based on the Unit Enabling Objectives, which are in the Student Guide.

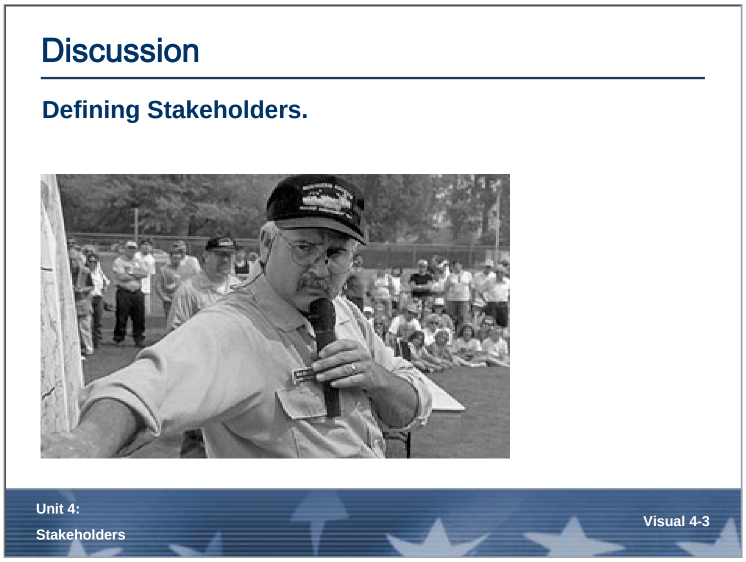
Unit Terminal Objective

Understand the roles and responsibilities of the Liaison Officer regarding Stakeholders, and evaluate the Liaison Officer's success.

Unit Enabling Objectives

- Define Stakeholders
- Describe the differences between the job functions of Liaison Officer and the Public Information Officer
- Identify, profile, and prioritize Stakeholders
- Discuss the importance of measuring Liaison Officer success with Stakeholders

Topic Discussion

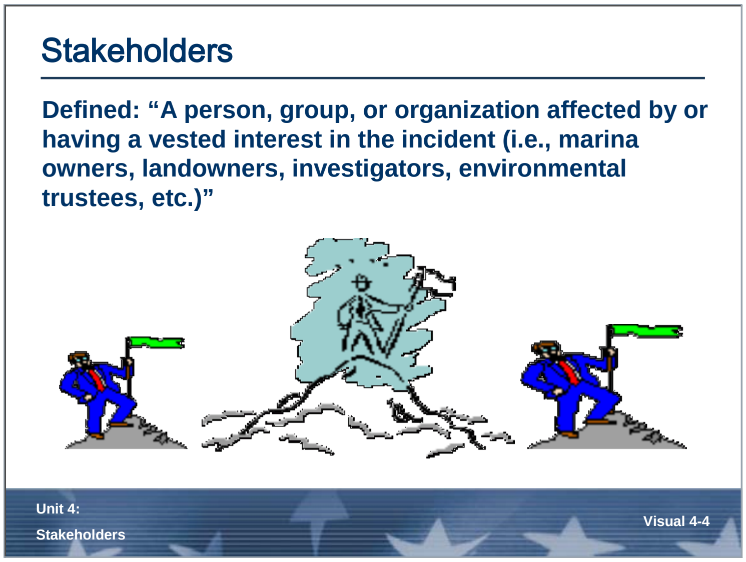


Explain the Following Key Points

Ask students to create a definition for “Stakeholders.” Record student answers, which may include those:

- Adversely impacted and other impacted parties
- Directly impacted by an event
- Who have legal authority or responsibility for the event
- Who “have a dog in the fight,” which can refer to an interest that is:
  - Financial
  - Jurisdictional
  - Political
  - Geographical (i.e., neighbors, community members)
  - Legal
  - Proprietary

Topic Stakeholders



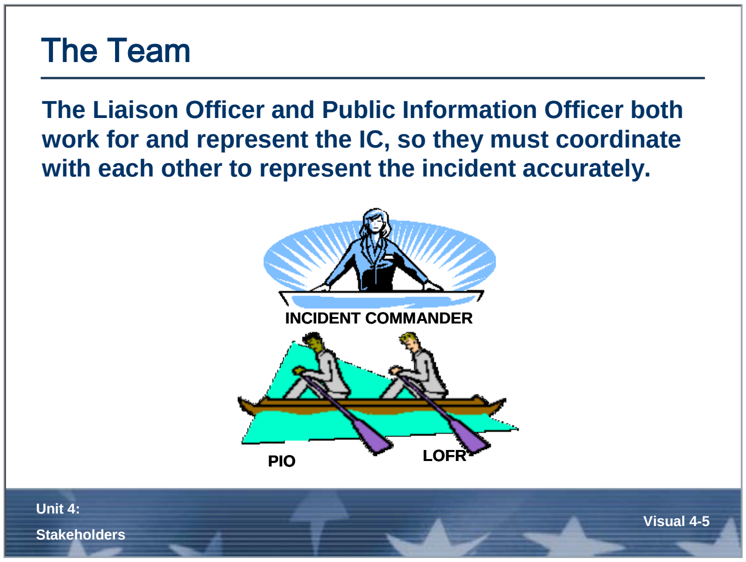
Explain the Following Key Points

Explain the definition of "Stakeholders."

Stakeholder—A person, group, or organization affected by or having a vested interest in the incident (i.e., marina owners, landowners, investigators, environmental trustees, etc.).

Give a few examples, but avoid extensive discussion at this point. Further slides will give greater detail on identifying and prioritizing Stakeholders, as well as information on how the Liaison Officer and Public Information Officer both interact with Stakeholders.

Topic The Team



Explain the Following Key Points

Explain the three parties involved in interacting with Stakeholders—the Liaison Officer, the Public Information Officer, and the Incident Commander. The Liaison Officer and Public Information Officer both work for and represent the Incident Commander.

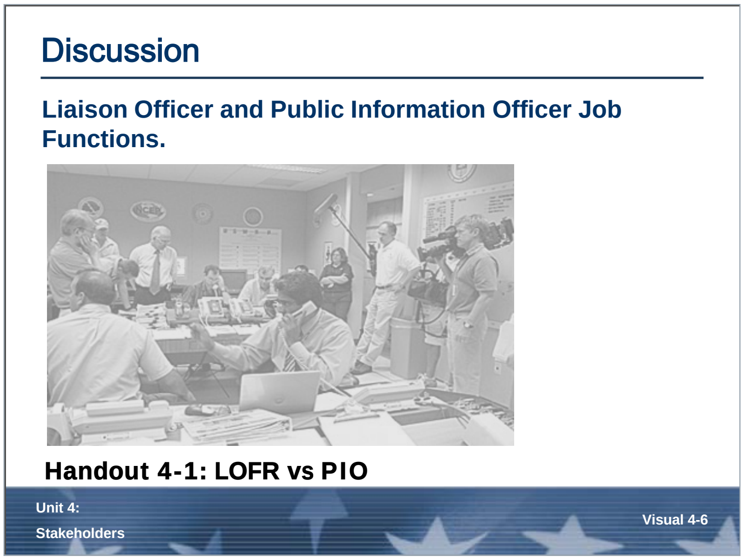
Unlike the Public Information Officer, who sends information out to the community, the Liaison Officer:

- Meets with Stakeholders to solicit their input and identify their concerns
- Provides incident updates and feedback through meetings and briefings in a slightly different way

There is a huge opportunity for conflicting or overlapping efforts between the Public Information Officer and Liaison Officer when it comes to dealing with Stakeholders. The Public Information Officer, Liaison Officer, and Incident Commander must attain a clear understanding on how this duty will be handled.

Effective communication, both formal and informal, is a critical part of being on an IMT.

Topic Discussion



Explain the Following Key Points

Ask students to compare and contrast the job functions of the Liaison Officer and the Public Information Officer regarding Stakeholders. Some questions to guide the discussion include:

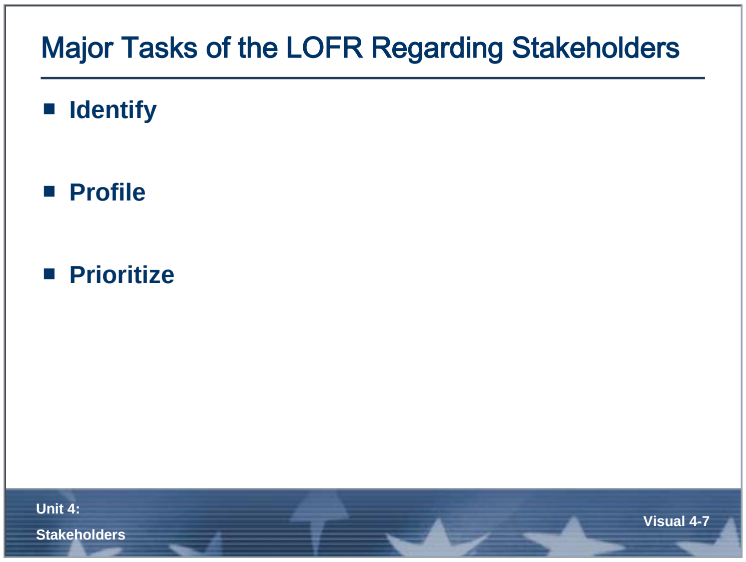
- What are the roles and responsibilities of the Liaison Officer regarding Stakeholders?
- What are the roles and responsibilities of the Public Information Officer regarding Stakeholders?
- In what ways are the roles and responsibilities of the Liaison Officer and the Public Information Officer similar when it comes to interacting with Stakeholders?
- In what ways are the roles and responsibilities of the Liaison Officer and the Public Information Officer different when it comes to interacting with Stakeholders?

At the conclusion of the discussion, distribute Handout 4-1: LOFR versus PIO.

Distinguishing between the responsibilities of the Liaison Officer and the Public Information Officer has less to do with who the audience is than how the message is delivered. Generally, Liaison Officer conversations are two-way between the IMT and the Stakeholder, while Public Information Officer conversations are one way, directed outward to the Stakeholder.

Sometimes, a Stakeholder would prefer not to speak to the Liaison Officer and wants to speak to the Incident Commander. This illustrates one of the key purposes of the Liaison Officer position—while it may frustrate the Stakeholder, routing communication through the Liaison Officer protects the Incident Commander's time.

Topic Major Tasks of the Liaison Officer



Explain the Following Key Points

Explain that the slide introduces the major tasks of the Liaison Officer regarding Stakeholders. These topics will be discussed in detail in the next several slides.

Topic Identify

Explain the Following Key Points

Explain that as a Liaison Officer, it is your job to search out anyone that can help identify Stakeholders.

Whether you found them, or they found you, it's important to have a good sense of who an incident's Stakeholders are.

Once you know who the Stakeholders are, you know with whom you need to communicate, and you have an opportunity to explain your needs as a Liaison Officer to them, so they can bring you the right information. Awareness of the special needs of the Liaison Officer and Public Information Officer will keep Stakeholders aware of what information they need to get to you.

Students who are less familiar with ICS may not know all the terms listed on the next slide. If necessary, take a few minutes to explain concepts/terms like the Joint Information Center (JIC), Unified Incident Commander, etc.

Suggested Discussion Question

Aside from those listed, what are other people, groups, and resources that can help you identify Stakeholders?

Identify and Profile Stakeholders

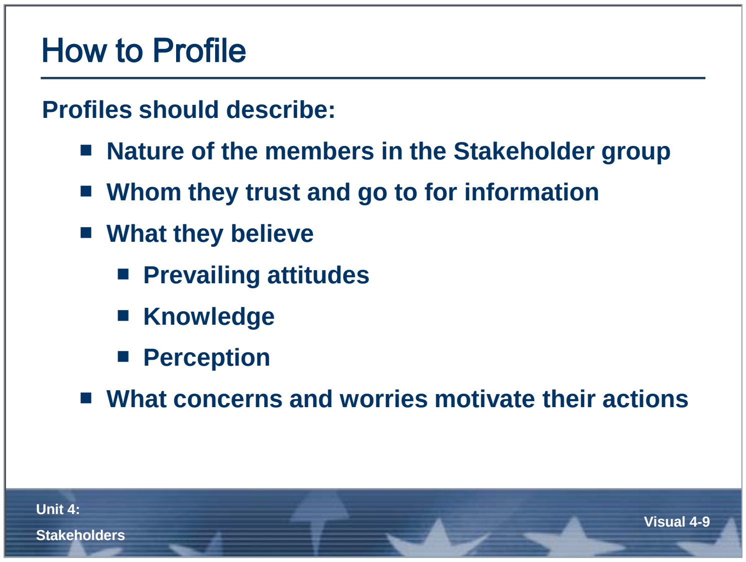
Sources to help identify the appropriate or potential Stakeholder groups are:

- The Incident Commander and Unified Incident Commander
- Other members of the response organization, particularly local personnel and Area Command members

- Public Information Officer or Joint Information Center (JIC)
- Agency Administrator and Executives
- Local Sources (i.e., Public Officials)

Depending on the size and impact of an incident, the Liaison Officer could be faced with the job of communicating with large quantities of Stakeholders.

Topic How to Profile



Explain the Following Key Points

Identify the purpose of building Stakeholder profiles and the major elements of a good Stakeholder profile.

Suggested Discussion Questions

Why is it important to profile Stakeholders to understand who they are, who they go to for information, what they believe (i.e., prevailing attitudes, knowledge, and perception), and what concerns or worries motivate their actions?

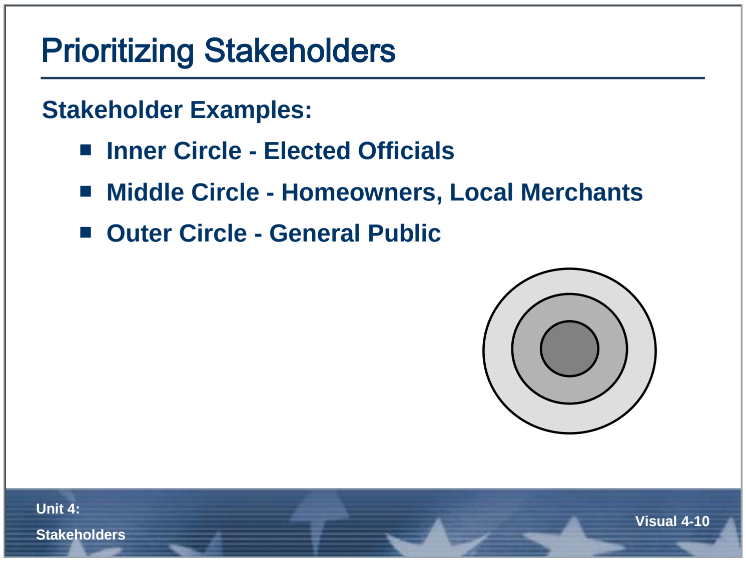
Do you have any examples of times when an accurate profile of Stakeholders helped you respond to the incident more effectively?

Potential Answers

Profile Stakeholders in order to gain information on Stakeholders' concerns and perceptions at the time of the incident:

- Nature of the members in the Stakeholders group
- Whom they trust and go to for information
- What they believe
  - Prevailing attitudes
  - Knowledge
  - Perception
- What concerns and worries motivate their actions

Topic Prioritizing Stakeholders



Explain the Following Key Points

Explain how to prioritize Stakeholders by sorting them into Inner, Middle, and Outer Circle groups. Students will have an opportunity to explore these distinctions more deeply in the upcoming exercise.

Inner Circle

- Those directly affected, who have the responsibility, authority or power to influence decisions made by responders
- Those likely to be affected, who have power to influence decisions made by responders
- Because of their level of influence, elected officials can sometimes invite others into the inner circle

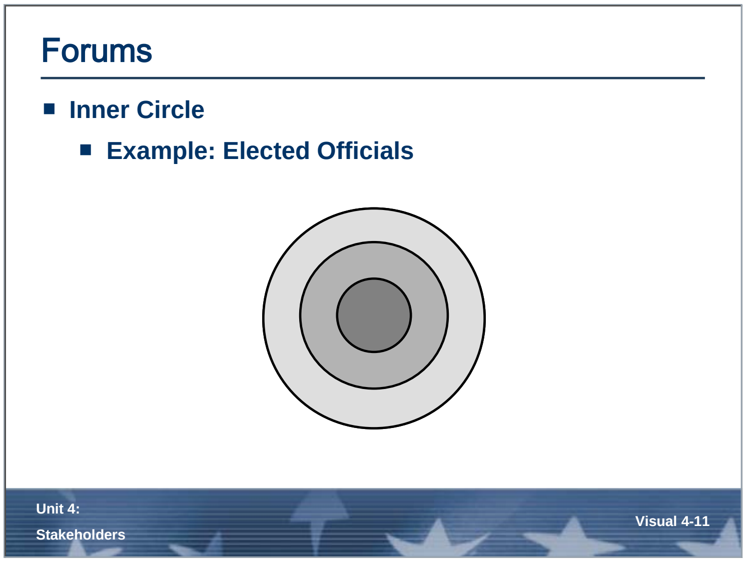
Middle Circle

- Those directly affected, but who do not have the responsibility, authority, or power to influence decisions made by responders
- Those indirectly affected who have strong influence over agency policy makers and elected officials

Outer Circle

- Those indirectly affected who do not have a strong influence over agency policy makers and elected officials

Topic Forums



Explain the Following Key Points

Explain that the Liaison Officer and staff should address different Stakeholder groups in separate forums. This ensures adequate exchange of information on the specific issues of each Stakeholder group.

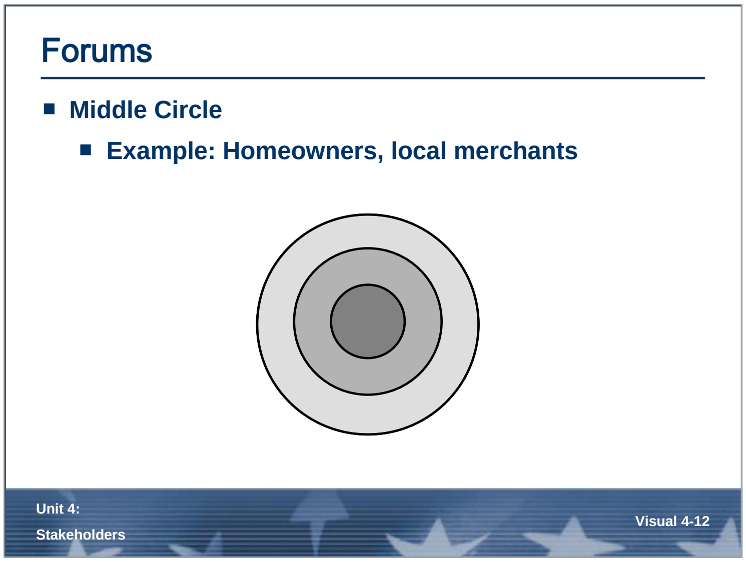
Grouping all of the Stakeholders together and holding a “public meeting” to gain their input is a recipe for disaster, especially in a high-risk, low-trust environment.

Explain the forums that facilitate communication with the Inner Circle of Stakeholders.

Inner Circle

- Scheduled meetings
- Chaired or facilitated workgroups
- Unscheduled meetings
- Focus groups

Topic Forums (cont.)



Explain the Following Key Points

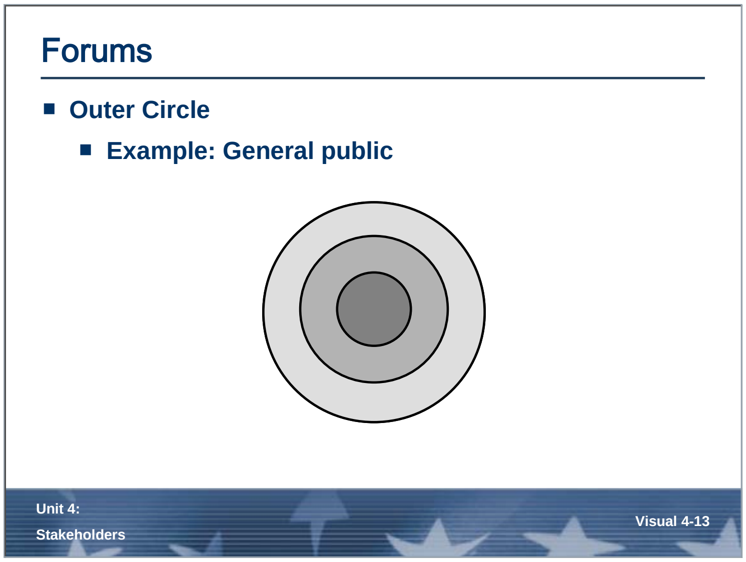
Describe the forums that facilitate communication with the Middle Circle of Stakeholders.

Most of the LOFR's effort regarding the Middle Circle will be on the top three or four items on the list of forums. Public Meetings may be held in conjunction with the Public Information Officer.

Middle Circle

- Interviews
- Focus groups
- Public meetings
- Conferences
- Workshops
- Roundtables

Topic Forums (cont.)



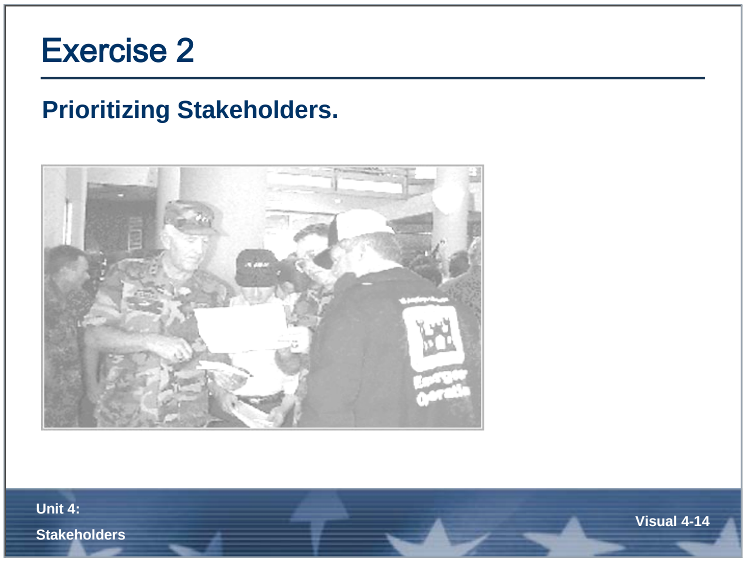
Explain the Following Key Points

Describe the forums that facilitate communication with the Outer Circle of Stakeholders.

Outer Circle

- Public Meetings:
  - Normally conducted by the Public Information Officer
  - Better for providing information to an audience, rather than for receiving input from the audience
  - Stakeholders may be present
- Some members of the general public are Stakeholders as well

Topic Exercise 2



Explain the Following Key Points

Formally introduce Exercise 2 and read students the specific exercise objectives and directions from the Exercise 2 handout.

Allow 15 minutes for completion of exercise.

In groups, ask students to prioritize the Stakeholders in the Train Derailment Incident.

Students that are less familiar with ICS may have a tendency to list members of the IMT or responding agencies among Stakeholders. These are not really Stakeholders according to this course's definition; members of the IMT are not Stakeholders. Make this distinction clearly as it can be a source of continuing confusion.

Sample student responses may include:

Inner Circle

- Rail line owner

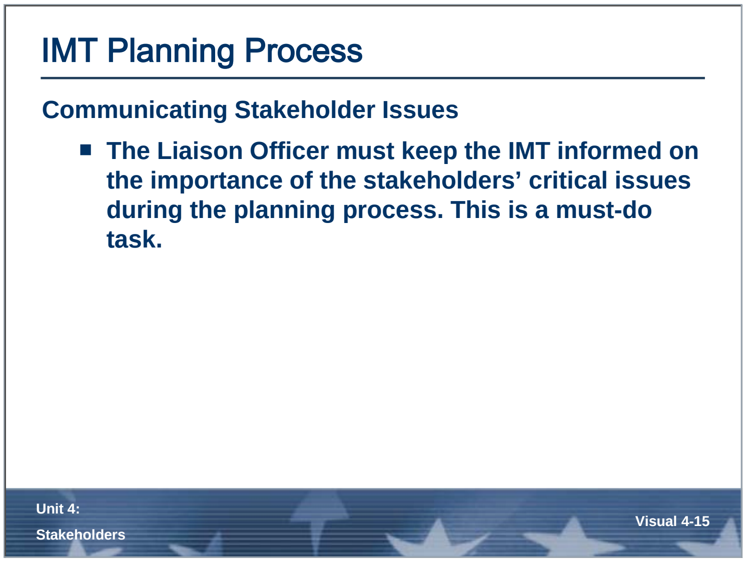
Middle Circle

- People whose goods are on the train
- Local area business owners and those downwind
- Utilities—would the train damage lines, cables, power and communication infrastructure, or pipes?

Outer Circle

- Transportation modes—will there be rail delays later? Traffic? Other ripples of concern?

Topic IMT Planning Process



Explain the Following Key Points

Explain the importance of keeping the IMT informed about Stakeholder concerns and strategies to consider when developing Stakeholder strategies.

It is critical for the Liaison Officer to keep the IMT informed on Stakeholder concerns. Students must remember though, that it is also the responsibility of the Liaison Officer to keep the IMT informed at all times, not just during the planning process.

Communicate with Incident Commander / Unified Commander and develop Stakeholder-liaison strategies.

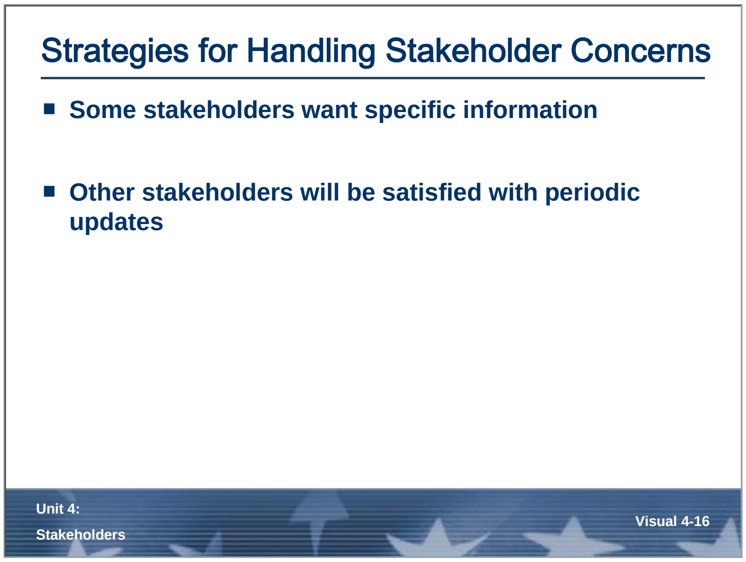
The Incident Commander / Unified Commander needs to know the Stakeholder situation and will be the final authority on determining how various Stakeholders will be handled. It is imperative that the Incident Commander / Unified Commander be willing to incorporate Stakeholder concerns into their decision-making process prior to the Liaison Officer convening a forum for this purpose.

There is risk that if Stakeholder concerns are not addressed, they will go to the press themselves.

The following should be considered when determining strategies:

- Purpose and desired outcome
- Timeline
- Best entity to convene
- Invitees
- Best forum

Topic Strategies for Handling Stakeholder Concerns



Explain the Following Key Points

Engage students in a discussion on various strategies for different Stakeholder concerns, types, and needs.

Explain specific strategies for Stakeholders who want specific information and education to satisfy their concerns.

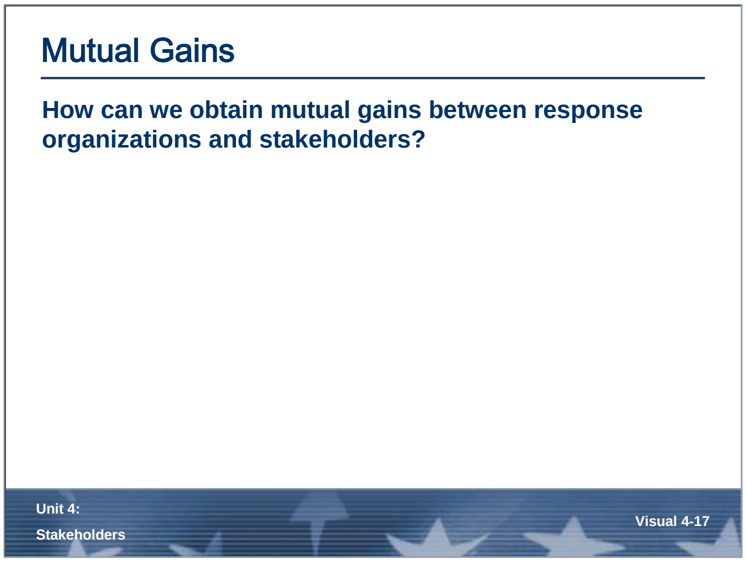
Provide specific information. Some interested Stakeholders will need more specific information to satisfy their concerns. Sometimes these Stakeholders can be satisfied through education and do not need to be involved in the decision-making aspects of the response. In this case, prudent steps would be to:

- Develop specific fact sheets or key messages to address Stakeholder concerns
  - Check with the Public Information Officer or JIC for assistance in this area
- Transmit the information without face-to-face contact or use of a public meeting forum
  - Remember that public meetings are usually better for providing information to an audience rather than receiving input from the audience
- Evaluate the effectiveness of this communication method to determine if changes are necessary
- Provide an interactive forum for dialogue with Stakeholders
  - These forums are designed to gather Stakeholder input and provide influence into the response process

Some interested Stakeholders would be satisfied simply to receive incident or response activity updates periodically. For these Stakeholders, a prudent course of action is to:

- Establish a schedule to periodically transmit incident updates from the Information Officer or JIC to these Stakeholders
- Evaluate the effectiveness of this communication method to determine if changes are necessary
- Evaluate effectiveness to determine Stakeholder satisfaction and whether communication method changes are necessary
  - Refer to the JIC Manual, Community Feedback Supplement, for evaluation tool
  - In this case, the process would be to conduct an advisory process to gather input, which could be anything from a suggestion box to an “open house” type meeting

Topic Mutual Gains



Explain the Following Key Points

Discussion Question

How can we obtain mutual gains between response organizations and Stakeholders?

Potential Answers

In our efforts to obtain mutual gains, our goals are to:

- Acknowledge legitimacy of others’ concerns
- Accept responsibility, as appropriate
- Demonstrate trust and credibility
- Seek long-term relationships
- Develop information jointly
- Share information easily and often
- Establish an open communication process

Suggested Discussion Question

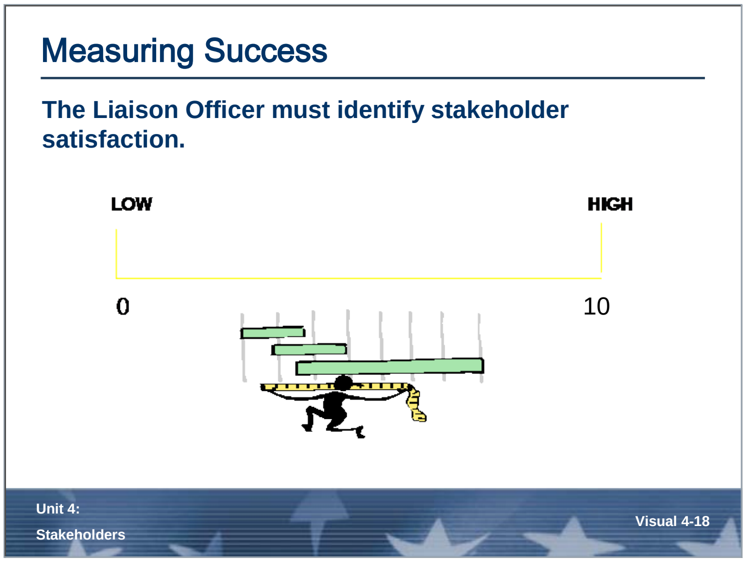
What are specific examples of tactics you can use to accomplish these goals?

Potential Answers

- Pay attention to public comments
- Learn the history of Stakeholder concerns—the community may have had a similar experience in the past that was especially positive or negative

- Craft messages that let people know you’re thinking ahead about the future effects of actions taken during incident response
- Be accountable, and correct it if someone isn’t doing their job
- Avoid mixed messages—the Liaison Officer and Public Information Officer need to be consistent
- Stakeholders need to know the Liaison Officer is available and how to contact him or her
- Try to avoid secrets—protect sensitive information, but always be as honest as you possibly can

Topic Measuring Success



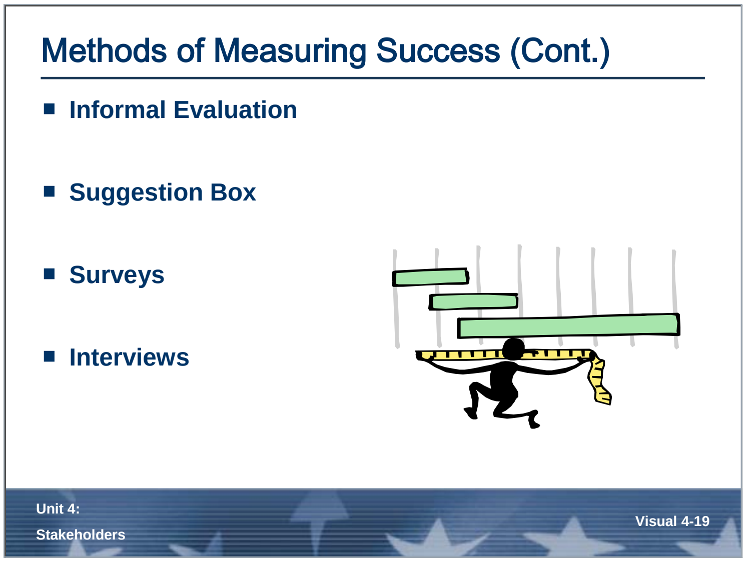
Explain the Following Key Points

Explain that having an accurate sense of Stakeholder perceptions and satisfaction can affect the interaction methods that the Liaison Officer chooses to use.

The Liaison Officer needs to identify Stakeholder perception regarding how they are being handled by the Liaison Officer or organization—is the Stakeholder satisfied? This is important feedback that might alter the method the Liaison Officer chooses in order to interact with the Stakeholders and better meet their needs.

- Ultimately, it will increase the chances of a favorable outcome in the Stakeholder critical success factor for response measurement
- The Liaison Officer must continually evaluate the effectiveness of the dialogue and communication with Stakeholders

Topic Methods of Measuring Success (Cont.)



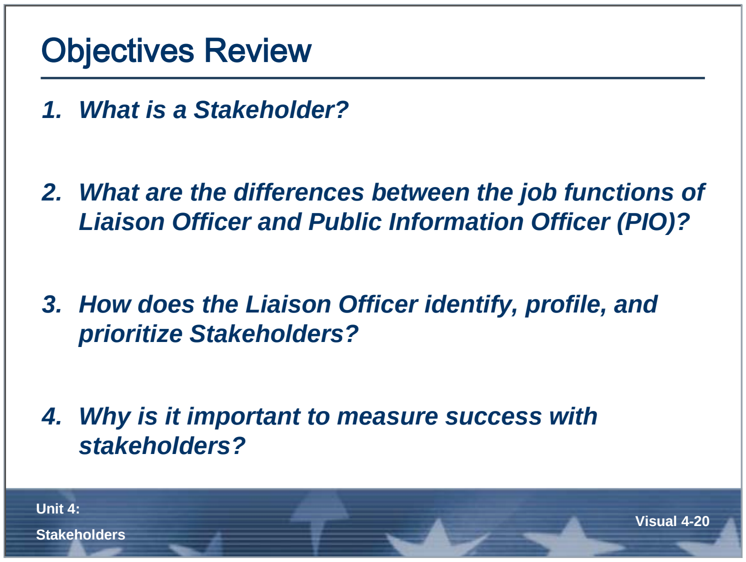
Explain the Following Key Points

Engage students in a discussion on various strategies for different Stakeholder concerns, types, and needs.

Explain specific strategies for Stakeholders who want specific information and education to satisfy their concerns.

Measuring success is easier for the Liaison Officer than it is for the Public Information Officer, but a challenge for both. If either of these positions isn't successful in collecting and distributing information, the public may perceive the entire incident response as a failure.

Topic Objectives Review



Explain the Following Key Points

Pose the Unit Enabling Objectives as questions. Ask the group to give a brief example or short explanation to answer each question. Try to call on a different student for each objective.

This is not intended to be an inclusive discussion of all material covered in Unit 4, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 5.

Ask the students to write down the top three to five things they learned in this unit on their ICS Forms 214 — Activity Log.

Leave the objective slide up so that students can think about what they learned in relation to the objectives.

At the end of the day, collect their ICS Forms 214. This will help identify what the students have learned and what areas may be especially important to highlight throughout the rest of the course.

This activity should be done at the end of each unit.

Unit Terminal Objective

Understand the roles and responsibilities of the Liaison Officer regarding Stakeholders, and evaluate the Liaison Officer's success.

Unit Enabling Objectives

- Define Stakeholders

- Describe the differences between the job functions of the Liaison Officer and Public Information Officer
- Identify, profile, and prioritize Stakeholders
- Discuss the importance of measuring Liaison Officer success with Stakeholders