

Collaboration

Hells Canyon Preservation Council
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True collaboration requires a commitment to shared goals, a jointly developed structure and shared responsibility, mutual authority and accountability for success, and sharing of resources, risks, and rewards. Here is one definition:

Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.

However we decide to work together, it is important that all parties understand and agree to the purpose of the collaboration, the degree of commitment required, and the expectations of partners involved in the effort.

Guidelines for Effective Collaboration

Collaborative processes need to:

1. Be open, inclusive, transparent, accessible and strive for balanced representation;
2. Create a written charter;
3. Uphold all relevant laws;
4. Include representatives of all relevant and diverse interests;
5. Provide meaningful opportunities for participation;
6. Be driven by a common goal or shared purpose, and be very clear what that goal or purpose is;
7. Develop projects together, rather than commenting on a project proposal developed by one participant;
8. Follow principles of civil discourse;
9. Have honest and clear communications;
10. Allow participants to maintain their independence to advocate for their goals in other forums;
11. Use participant-developed and agreed-upon ground rules;
12. Seek consensus (not a super majority) and fully explore issues to reach agreements;
13. Be informed by best available scientific and technical information;
14. Actively reach out to a broader audience for input; and
15. Use independent facilitators when possible.

Basic Principles for Agency Engagement in Environmental Conflict Resolution and Collaborative Problem Solving are in attachment A in the Office of Management and Budget and President's Council on Environmental Quality's Memorandum on Environmental Conflict Resolution at:

<http://www.ecr.gov/ecrpolicy/policy.htm> or

<http://www.whitehouse.gov/ceq/joint-statement.html>

**Attachment A.
Basic Principles for Agency Engagement in
Environmental Conflict Resolution and Collaborative Problem Solving**

Informed Commitment	Confirm willingness and availability of appropriate agency leadership and staff at all levels to commit to principles of engagement; ensure commitment to participate in good faith with open mindset to new perspectives
Balanced, Voluntary Representation	Ensure balanced inclusion of affected/concerned interests; all parties should be willing and able to participate and select their own representatives
Group Autonomy	Engage with all participants in developing and governing process; including choice of consensus-based decision rules; seek assistance as needed from impartial facilitator/mediator selected by and accountable to all parties
Informed Process	Seek agreement on how to share, test and apply relevant information (scientific, cultural, technical, etc.) among participants; ensure relevant information is accessible and understandable by all participants
Accountability	Participate in the process directly, fully, and in good faith; be accountable to all participants, as well as agency representatives and the public
Openness	Ensure all participants and public are fully informed in a timely manner of the purpose and objectives of process; communicate agency authorities, requirements and constraints; uphold confidentiality rules and agreements as required for particular proceedings
Timeliness	Ensure timely decisions and outcomes
Implementation	Ensure decisions are implementable consistent with federal law and policy; parties should commit to identify roles and responsibilities necessary to implement agreement; parties should agree in advance on the consequences of a party being unable to provide necessary resources or implement agreement; ensure parties will take steps to implement and obtain resources necessary to agreement