



## **Morice LRMP**

# **Steps for Sector Organization**

***June 24, 2002***

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## **1. Introduction**

This document is a companion to the "Morice LRMP Sector Guidelines, June 4, 2002".<sup>1</sup>

The purpose of this document is to outline the basic steps required to organize a sector and to select a spokesperson and alternate to represent the sector at the planning table.

The process for organizing sectors should be kept as simple and straight forward as possible.

The primary purpose in organizing sector groups is to:

- identify the key values and broad interests to be represented by the sector;
- identify key individuals/organizations who should be included in the sector;
- discuss how sector members will communicate with one another and with the spokesperson and alternate (e.g., how often they need to meet, whether a small advisory group should be established, etc.);
- agree on a process for consensus decision-making
- select a sector spokesperson and alternate; and
- outline broad roles and responsibilities for the spokesperson and alternate.

## **2. Principles**

Participating sectors in the Morice LRMP will aim to:

Provide a balanced representation of all interests in their sector;

Support a fair, open and inclusive process;

Select a representative who is capable of representing the full range of sector interests and is an effective communicator;

Respect the interests in the sector as well as the interests of other sectors in the LRMP process;

Act in "good faith" in all aspects of the process; and.

Aim to achieve consensus on issues being addressed.

## **3. Steps for Organizing Sectors**

The following steps are intended as guidelines to assist sectors in getting organized and selecting a spokesperson and alternate:

1. Select a coordinator
2. Organize an initial meeting

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<sup>1</sup> This document has been revised slightly from the previous version dated June 7, 2002

3. Prepare meeting agenda
4. Hold meeting and select a spokesperson and alternate
5. Prepare a brief meeting summary (one-page)
6. Schedule a follow-up meeting with the government process team if required.

### **3.1 Select a Coordinator**

Coordinators for each sector were selected at the Morice LRMP Public Orientation Workshop held on June 5. The role of the coordinator is to schedule an initial sector organization meeting and to advise the government process team of the results. Members of the process team will be available to assist coordinators.

Process team contacts include:

- Sara Brocklehurst (Communications and Sector Liaison)  
Telephone: (250) 615-2070  
Email: [sbjjoat@telus.net](mailto:sbjjoat@telus.net)
- Elizabeth Zweck (Process Manager)  
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### **3.2 Organize Meeting**

Key steps for organizing the meeting include:

1. Prepare a list of individuals and/or organizations to be invited
2. Select an appropriate meeting location (local residence, hotel meeting room, business boardroom, etc.)
3. Call two or three key participants to determine a suitable meeting date
4. Schedule meeting (should expect to spend 2 to 3 hours)
5. Contact invitees and advise them of the meeting date and purpose.

### **3.3 Prepare Agenda**

Suggested agenda topics for the meeting include:

1. Review values/interests to be covered by sector
2. Identify others who should be included in sector
3. Discuss how sector members will communicate with each other
4. Agree on consensus decision-making process
5. Select an spokesperson and alternate
6. Outline roles and responsibilities of spokesperson and alternate.

### **3.4 Hold a Sector Organization Meeting**

A sector organization meeting should take approximately two to three hours. The main purpose of the meeting is to define the make-up of the sector, establish basic operating procedures and select a spokesperson and alternate.

#### 3.4.1 Determine Sector Values and Membership

To define the make-up of the sector, participants need to first of all identify the values/interests that the sector will represent at the planning table and then identify key organizations and/or individuals who should be included as part of the sector.

Once the values and broad interests that the sector will represent have been identified, the next step is to determine who, in addition to those who have already expressed an interest in being part of the sector, need to be included. A key consideration in determining sector membership gaps is to identify those organizations and/or individuals whose interests are likely to be significantly affected by the outcome of the LRMP. Consideration of membership should also take into account those from outside of the plan area (i.e., regional and provincial interests). For example, a provincial organization like the Outdoor Recreation Council might have significant interests related to motorized or non-motorized recreation.

#### 3.4.2 Establish General Operating Procedures

General operating procedures include things like:

- How will sector members communicate with each other?
- How often will the sector meet?
- Should the sector establish a small advisory group to provide advice and feedback to the sector spokesperson and alternate?
- What will be the process for consensus decision-making?

Options for communication among sector members include meetings, circulation of written meeting minutes, inclusion on the mailing list for LRMP, email updates, telephone calls/teleconferences, etc.

Prior to the start of the LRMP sectors will need to determine whether they will require additional meetings to complete their preparation. Once the LRMP begins, sector will need to determine how often they need to meet to stay informed about progress and to update their negotiation strategy.

One of the ways for sectors to provide direction to the spokesperson and alternate and to ensure that the full range of interests is being addressed is to form a small advisory committee. The advisory committee would meet more often than the entire sector and would assist the spokesperson and alternate in the development of the sector negotiation strategy.

Determining the process for consensus decision-making will be a key requirement from the outset. This is an area where sectors could spend a considerable amount of time and require assistance from the government process team. Given that the planning table will be developing ground rules including procedures for consensus early on in the LRMP process, it is recommended that sectors not spend a lot of time and effort on developing

consensus procedures during the organization stage. The basic requirement is to provide a broad definition of consensus that can be used to support the completion of initial tasks such as selecting a spokesperson and alternate.

A description of consensus procedures and examples of definitions from other processes are included in Appendix 1.

If sectors are unable to reach consensus on organization procedures such as the selection of a spokesperson and alternate, assistance will be available from the Government Process Team.

#### 3.4.3 Select a Spokesperson and Alternate

Once sectors have discussed the make up of their sector and considered general operating procedures, the next step is to select a spokesperson and alternate. Suggestions on the qualities that make a good spokesperson and alternate are included in Appendix 2.

One of the common challenges in selecting a spokesperson is to find an individual who is qualified to represent the full range of interest within the sector. This problem can be addressed in part by trying to select a spokesperson and alternate who are qualified to represent different perspectives within the sector. In the Guide Outfitters/Trapping sector for example it might be possible to have a spokesperson who is qualified to represent the interests of both hunting guides and trappers and an alternate who is able to represent the interests of fishing guides. The same type of approach would likely apply to most other sectors.

### **3.5 Prepare Meeting Summary**

Following the meeting the sector coordinator or spokesperson should prepare a one-page summary indicating who attended the meeting, organizations and/or individuals who were not at the meeting that should be invited to be part of the sector, and key outcomes of the meeting (including process decisions and the selection of a spokesperson and alternate). The summary should be forwarded to the government process team (see contact names above).

### **3.6 Schedule Meeting with Government Process Team (if required)**

If sectors are unable to complete the organization tasks laid out in the steps above, they may request assistance from the government process team.

## Appendix 1 – Definitions of Consensus

### ***What is a consensus process?***

In a consensus process, those who will be affected by the outcome of a decision participate in developing a solution that accommodates the interests of all. Consensus processes are often described as “joint problem solving” or “shared decision-making”. These processes provide an opportunity for participants to bring together diverse interests to develop creative, long lasting and broadly supported decisions.

There is no hard and fast definition for the term “consensus”. Usually in a consensus process, participants spend time at the beginning coming to reach agreement on a working definition for consensus along with other procedural issues such as a code of conduct, participation structure, terms of reference, meeting procedures, etc.

While it may be difficult to succinctly define the term consensus, it is not hard to define what consensus is not.

*Consensus is not Robert’s Rules of Orders. It is not a majority voting process*

*Consensus is not a consultation or information-gathering process*

*Consensus is not an adjudication process*

*Consensus is not a binding arbitration process*

Although the definition of consensus may vary from process to process, there is often a high degree of similarity as evidenced by the following examples.

*Consensus is a process whereby a group makes a decision without voting, that all members can support or, at least, that they can live with. (CDR Associates, Boulder Colorado)*

*Consensus (is) defined as general agreement ... or, conversely no substantial disagreement (on a) decision. (Slocan Valley Pilot Project Ground Rules)*

*Consensus is defined as general agreement or no substantial disagreement by everybody-but-one (Cassiar-Iskut-Stikine LRMP Ground Rules)*

The above definitions tend to describe consensus in terms of a decision or an agreement. It is probably more appropriate, however, to think of consensus in terms of a process, that is how a decision is reached, rather than in terms

of its outcome. The following description of consensus provided by Sophie Pierre, Administrator for the Ktunaxa/Kinbasket Tribal Council<sup>2</sup> illustrates how important process is in achieving consensus.

*Consensus is really very simple. It is the use of your own God-given common sense...*

*It means listening to all sides and then coming to an agreement, or coming to a decision. It may not be exactly the position you started out with, but it is a decision that is good enough for you to live with. It is a decision that has respected and treated everyone as equals...*

*Consensus means ensuring that everyone who is going to be affected by the decision has an opportunity to put in their two cents...*

*...consensus means that people own and take responsibility for the decisions they make. And decisions are made only after everyone is heard.*

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<sup>2</sup> Exerts from a panel presentation "The Consensus Approach, Decision Making for the Nineties," April 23, 1992, Victoria Conference Centre,

## **Appendix 2 – Qualities of a Good Sector Spokesperson/Alternate**

In selecting a spokesperson to represent their interests at the planning table, sector participants should look for a candidate who is able to:

- Listen attentively, accurately and respectfully;
- Fairly represent all diverse elements of their sector;
- Convey knowledge and understanding of the substantive issues that are important to the sector;
- Understand and communicate the negotiating mandate (including decision-making authority) provided by the sector;
- Engender respect and confidence at the planning table and among sector participants;
- See the common good over their own particular view of a solution;
- Demonstrate leadership in developing consensus solutions (within the sector and at the planning table);
- Work to build trust, facilitate communication, clarify perceptions and unmask assumptions;
- Shift discussions from positions to underlying interests and communicate the interests of the sector in terms of its needs, desires, concerns and hopes rather than as predetermined solutions;
- Show imagination in devising solutions and making proposals;
- Look for mutually acceptable outcomes that, to the greatest extent possible, meet the joint objectives of all parties;
- Come to the Table well prepared with facts and research; and
- Commit to attend meetings and undertake supportive work as needed.