



Community-facing teams: frontline challenges, diversity and management tools

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Agenda



- Share results of our global survey of community liaison officers
- Highlights of the CLO Toolkit, developed for IPIECA in 2018
- Overview of how the Toolkit is being used
- Introduce research into diversity and community-facing teams

You can ask questions at any time using the online comment box



First, a question



How are community-facing teams perceived in your organisation?



Please also provide an online comment if you wish

Overview of our research to date



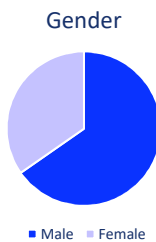
- 122 responses from over 25 companies
- Respondents from 31 countries
- All stages of the project/asset life-cycle – from exploration, construction and operations to decommissioning



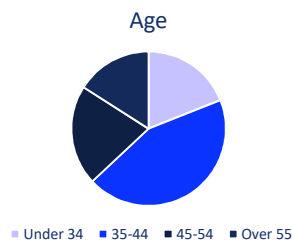
Is there a 'typical' CLO?



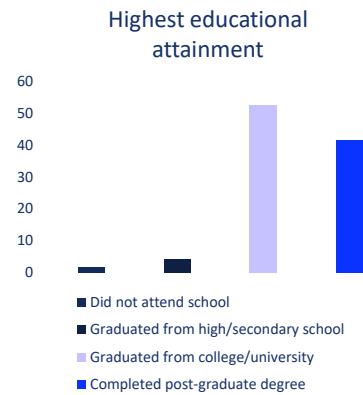
More likely to be a man
More likely to be over 35
More likely to be well educated



■ Male ■ Female



■ Under 34 ■ 35-44 ■ 45-54 ■ Over 55



■ Did not attend school
■ Graduated from high/secondary school
■ Graduated from college/university
■ Completed post-graduate degree

The issue of identity



Diverse responses to question:
'are you a member of the community
you represent?'

Yes. I'm a resident

No! But I have a feeling for them

I'm a bridge between the company and the community

People view us as outsiders

Every day, you create links for co-existence

No. As native communities they are conservative and closed

I feel part of my company

Somehow yes....poverty and inequality are seen by all

No. I am an interlocutor



How are they employed?



- 99% of respondents are full-time
- Over 80% directly employed
- More likely to be based over 10 miles from the community
- 70% accountable for a budget
- 40% have staff responsibilities

Where do you work?

My usual workplace is in the community



My usual workplace is less than 10 miles from the community



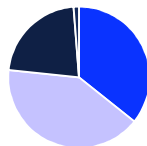
My usual workplace is more than 10 miles from the community



How do CLOs engage?



- Most CLOs communicate regularly with some/all of their communities
- BUT some do so 'only as directed by line manager' (16%) or only in response to issues (11%)



- Every day
- At least once a week
- At least once a month
- Once a year



- 29% of CLOs use social media
- Facebook is the most important platform; then the company website
- 42% of CLOs say they are not allowed to use social media
- 28% say social media/online communication is not relevant



What troubles our CLOs?



Survey disclosed threats and stress. E.g.:

- Local corruption (32%)
- Behaviour of other company staff (29%)
- Community criticism (25%)
- Threats towards them or their families (8%)



Recent experience of one major IOC suggests safety issues are serious concern for over half of their CLOs



Senior managers' insights



- Consistent view that CLO is an invaluable role
- Managers echo views of CLOs themselves:
 - Respect of the community and local knowledge is key attribute
 - Could be better integrated to project teams and company
- Some divergence e.g. reporting, ethical issues

'The CLO gets to really understand what we are doing on the ground'

Senior functional manager



From research to practical support

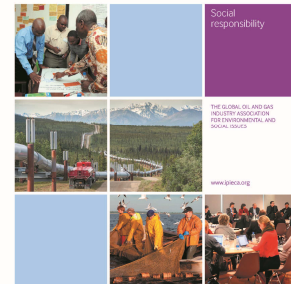


- IPIECA commissioned development of 'CLO Toolkit' to support community-facing teams
- Provides consistent and coherent framework, flexible enough to respond to corporate and project, and local societal drivers
- Launched in Q4 and elements tested by Shell, BP and Repsol



IPIECA

Community liaison officers
team building and
management guidance



Why flexibility matters



- **The project or asset:**
 - Stage in life-cycle
 - Contractors
 - Likely employment/de-manning
 - Impact on land, environment, society
 - Financing
- **The company:**
 - Corporate strategy and leadership
 - Policies, brand/reputation, track-record
 - Shareholder interests
- **Society:**
 - Local customs, norms and practices
 - Legislative and regulatory environment
 - National and local politics
 - Societal and cultural considerations
 - International economic/political trends
- **The CLO him/herself:**
 - Skills and experience
 - Specialised knowledge/qualifications
 - Personal qualities
 - Relationships, internal and external



From CLO Research Project, copyright Audire Consultants/ECW Energy/Leeds University

The Toolkit [1]



- Aim to assist managers planning teams and recruiting CLOs
- JDs, competencies and training are adaptable to local context and available talent
- Iterative implementation cycle—review and adaptation based on feedback



Toolkit components

- List of community-facing responsibilities
- Competency framework
- Job descriptions
- Recruitment planner
- Training and professional development planner
- Training pack - guide and slides

The Toolkit [2]



Core responsibilities

- Community insight
- Stakeholder mapping
- Information sharing
- Community engagement
- Community consultation
- Grievance/dispute management
- Crisis management
- Reporting and documentation
- Standards and scrutiny



JDs

- Core and 'discretionary' responsibilities
- Personal attributes, skills, experience

Competencies

- Level 1 (awareness)
- Level 2 (basic application)
- Level 3 (skilful application)
- Level 4 (expert)

Practical Training Modules



Six modules cover core community-facing activities:

- Introducing the role
- Stakeholder engagement and consultation
- Tools for engagement
- Managing difficult conversations
- Meaningful reporting
- Standards and scrutiny

Guidance to adapt to company, project and social drivers



Early experience of use



Feedback from three major IOCs:

- Toolkit energised existing community of practice – useful to use the 'window' and 'bridge' analogies; 'difficult conversation' scenarios in training unlocked discussions about aggression and abuse
- Training modules saved a lot of time; standard slides easy to adapt for training; importance of scenarios and role playing
- Toolkit used to test own organisational competencies and JDs; uncovered some things, especially relating to CLO safety, that hadn't been fully recognized before



Next steps



Global survey was a first – but suggests further areas of study and action, including:

- Community-facing teams in offshore projects
- How to measure performance
- Diversity and CLO teams
- Impact of growing online communication and virtual communities
- Availability of training for non-CLOs



Gender and community-facing teams



- Explore how gender diversity influences resilience and flexibility of community-facing teams
- Consider different ways female and male CLOs engage with communities
- Identify needs of female community members and how these are addressed by male, female and mixed teams.
- Explore challenges female CLOs face, and the strengths, networks and life-skills they bring.
- Look at community responses to female CLOs and how this may differ from their male counterparts.



Early insights



- Community-facing roles can be emotionally challenging. They require particular social and cultural skills – and men and women may have different strengths and skills to offer.
- Community-facing staff often encounter aggression and abuse from communities. Our interviews suggest it may happen more to women, but men may under-report the challenges.
- Women may be recruited from different backgrounds than their male counterparts – are they more likely to be recruited from 'elites'?
- Women in communities may be more likely than men to raise issues through representative organisations, irrespective of whether the CLO is male or female



Finally, a question....



How do you think the performance of community-facing teams can best be measured?



If you have other ideas please share using the online comment box

And finally ...



... Any questions?

Thank you for your attention!

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