



State of Washington  
**DEPARTMENT OF FISH AND WILDLIFE**

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To: Salmon Recovery Funding Board (SRFB) Members and Designees  
From: Lauri Vigue, WDFW Lead Entity and Watershed Steward Coordinator  
SUBJECT: Lead Entity Training Proposal

The Washington Department of Fish and Wildlife (WDFW) is requesting from the SRFB funding for Lead Entity training.

At the upcoming March Lead Entity Advisory Group (LEAG) meeting, a steering committee will be formed to develop lead entity training to be held during summer 2006. The steering committee will be tasked to develop a training strategy that best fits the needs of the lead entities across the state. This committee will consist of members from the lead entities, IAC and WDFW staff. Planning for this event will consist of 4-6 meetings beginning in April. Based on preliminary input from WDFW and the lead entities, these are some examples of training that may be provided:

- Meeting management skills: basic facilitation, conducting a meeting, agenda development, bylaws development
- Develop outreach skills for sponsor recruitment. This training will recognize the uniqueness of each lead entity group
- Increase communication skills to improve working with community members, local sponsors and other agencies
- Basic conflict resolution training, consensus and negotiation skills training

This training will give the lead entities appropriate skills to help them work more effectively in each of their respective watersheds. This training will also give them the ability to help shift their roles from lead entity to a more broad regional level approach for salmon recovery.

Attached is an example of a training proposal that was received by a potential consultant that could be tailored to fit the needs of the lead entities. Estimated cost for this training is \$25,000. This funding would include payment to a consultant to develop and perform the training, rental of conference facilities, per diem costs and materials for approximately 100 participants.

## Discussion paper for lead entity training

**Purpose:** To improve the ability of those leading watershed planning to develop consensus results that advance goals for the watershed, including being able to come to agreement on effective priorities which contribute to watershed goals. The training program would be intended to increase the level of perception, skill, confidence and planning on the part of coordinators, stewards and others.

**Method:** A training consultant would provide a package that includes training on conflict resolution and consensus building skills to key watershed leaders such as lead entity coordinators, watershed stewards and others, and targeted consultation and trainings with selected watershed groups. Probably a 2-day initial workshop, with a follow up seminar to review results and application of principles and skills, and with targeted service at the local level to assist in improvement of results at specific locations.

**Preparation:** The preparation would include efforts to learn of the skill level and needs of the potential participants, and designing content that would be of value to them in their roles. A steering group of individuals drawn from WDFW, SRF board, LEAG and others will help develop a targeted approach for training in consensus building and related skills relevant to the watershed/lead entity context and responsibilities. As part of the preparation, the training consultant would interview some coordinators in depth to determine nature of needs and problems, and visit some watershed planning group meetings. To better determine their needs, possibly we would conduct a survey of lead entity coordinators and watershed stewards in conjunction with planning the workshop and related services. With that input, we would determine the mix of custom and off the shelf material to match budget and timing.

**Checking Results:** The training consultant could make use of reaction questionnaires, questionnaires related to proposed follow-up sessions, and evaluations of program leaders regarding the impact on program goals and activities in subsequent months to assess the contribution of its services to effectiveness of the lead entity program.

**Timing:** Hold first session in during summer of '06. Follow up sessions timed as possible to upcoming tasks under the lead entity program, with the final service taking place approximately one year out and will be funded separately.

### Summary of Service Package

Steering group guidance--March

Planning w/steering group--March

Curriculum Development w/steering group input—April - May

Vetting Curriculum with Steering Group—April, May

Workshop—June-July?

Targeted local assistance and consultation

## Possible Profile of Services

(subject to further discussion, assessment and planning)

**Basic Workshop**—2 days (ideas below are provided as examples. Actual content and flow will depend upon the work with the steering committee). Content will keep attention of those experienced as well as those less experienced with consensus building.

### *Day 1*

- Present, and facilitate discussion using, 3-5 difficult scenarios (drawn from interviews with coordinators, stewards, others) and discuss the importance and possibilities of handling them appropriately. Use the examples to illustrate the roots of such dilemmas, including membership selection, preparing members, setting up committees and forums, sharing data, preparing for committee and planning group meetings, external influences, helping members be effective with their own constituencies, etc.
- Exercise on establishing the conditions for dealing effectively with a major problem affecting a watershed that arises from difficulty in reaching consensus. Take one of the scenarios, or a separate exercise, and work in groups to develop a strategy and key steps for bringing group depicted in the scenario to a successful outcome around the problem that is portrayed.
- Debrief and identify useful options, and important principles, skills and actions.
- Questions and Summary

### *Day 2*

- Use upcoming example related to key lead entity responsibilities, or other task as basis for application of skills from previous day.
- “Skill drill” and identification of key questions—Provide opportunity for group to work on specific skills they have identified (through previous survey and other steering committee preparation) that are important to successful facilitation of watershed groups. Could include a set of group role plays with instructors on typically difficult behaviors and other problems encountered.
- Distribute template for watershed process improvement plan, giving group an opportunity to apply the workshop to their upcoming work
- Debrief individual plans and summarize

### *Samples of Key Lessons and Results*

- Using consensus to get strategically useful outcomes, not just least common denominator or “log-rolling” outcomes.
- Important work to do ahead of time; what work can be done to make consensus more likely
- Full use of a facilitator’s power, and its limits
- Use and development of ground rules to strengthen process and outcomes
- Helping representatives to represent effectively and therefore be better able to participate in agreement
- Gaining closure

- Dealing with difficult dynamics and people
  - Finding interests that are buried in the arguments
  - Seeing opportunities for resolution
  - Understanding and working with the dynamics at the table; away from the table
  - Anticipating conflicts and preparing for them
  - Working with external pressures.
- (This is just a sample. More targeted list of intended lessons to emerge from the planning discussions and related analysis.)

#### **Selected Assistance in the watersheds**

Based on steering committee, LEAG or management recommendation, an instructor could visit selected sites and work with the coordinator on local needs for improvement in problem solving process. This service might be a combination of observation, analysis, consultation and direct assistance, depending upon need.