



VEEP Integration Project

Stakeholder Relationship Management Report

Richmond, VA
February 11, 2008

This document is confidential and is intended solely for the use and information of the client to whom it is addressed.

This document presents the stakeholder engagement approach to achieve increased interest and participation in VEEP

Purpose of the document:

- ▶ Presents stakeholder engagement methodology
- ▶ Identifies, segments and and analyzes VEEP stakeholders
- ▶ Reports on stakeholder interview results and proposes steps for improving support and participation
- ▶ Presents stakeholder relationship management going forward



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- ▶ Identification and Segmentation of VEEP Stakeholders
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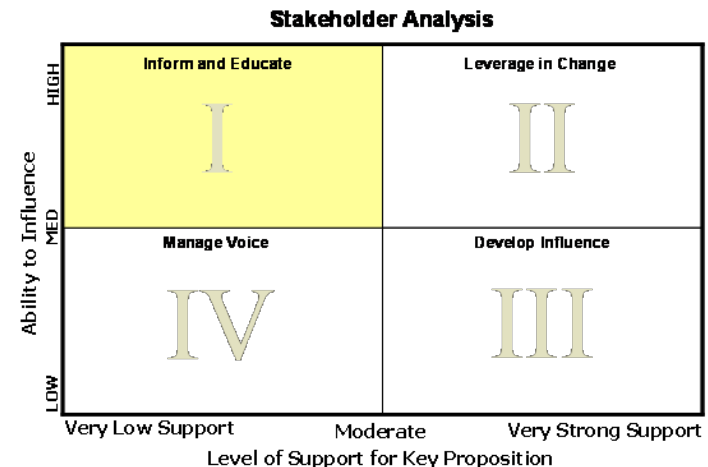
VEEP has many proponents and supporters; however stakeholders do not have a firm understanding of VEEP incentives or administration

► Results:

- VEEP participants exhibited deep affection for their strengthened relationship with DEQ and attributed this strength to VEEP
- External stakeholders see DEQ's institutional knowledge about VEEP as low, causing an inconsistent application of VEEP across the commonwealth
- A majority of stakeholders have a moderate level of understanding
- Commercial stakeholders expressed that quantifiable cost savings and efficiencies are not clear

► Analysis:

- External stakeholders need to be informed of program incentives and administration
- VEEP participants are program proponents; however they are looking for additional technical support
- Key supporters are powerful proponents; however they require additional information in order to aid in program promotion



NOTE: The number in each circle represents a stakeholder group. Refer to slide x to review stakeholder ID numbers

Recommendations focus on producing self-sustaining initiatives across DEQ and external stakeholder groups

► Recommendations

- Improved incentives and benefits will make the program more attractive to all stakeholders.
- Strategic communications are needed to inform stakeholders of the value and details of the program.
- Improved relationships both within DEQ and with external stakeholders will lead to more consistent support for VEEP and greater collaboration.
- Improvements in implementation (including performance measures) will align employee performance awards, recognition, and accountability for success to encourage promotion of VEEP and ultimately of innovation within the regulated community.

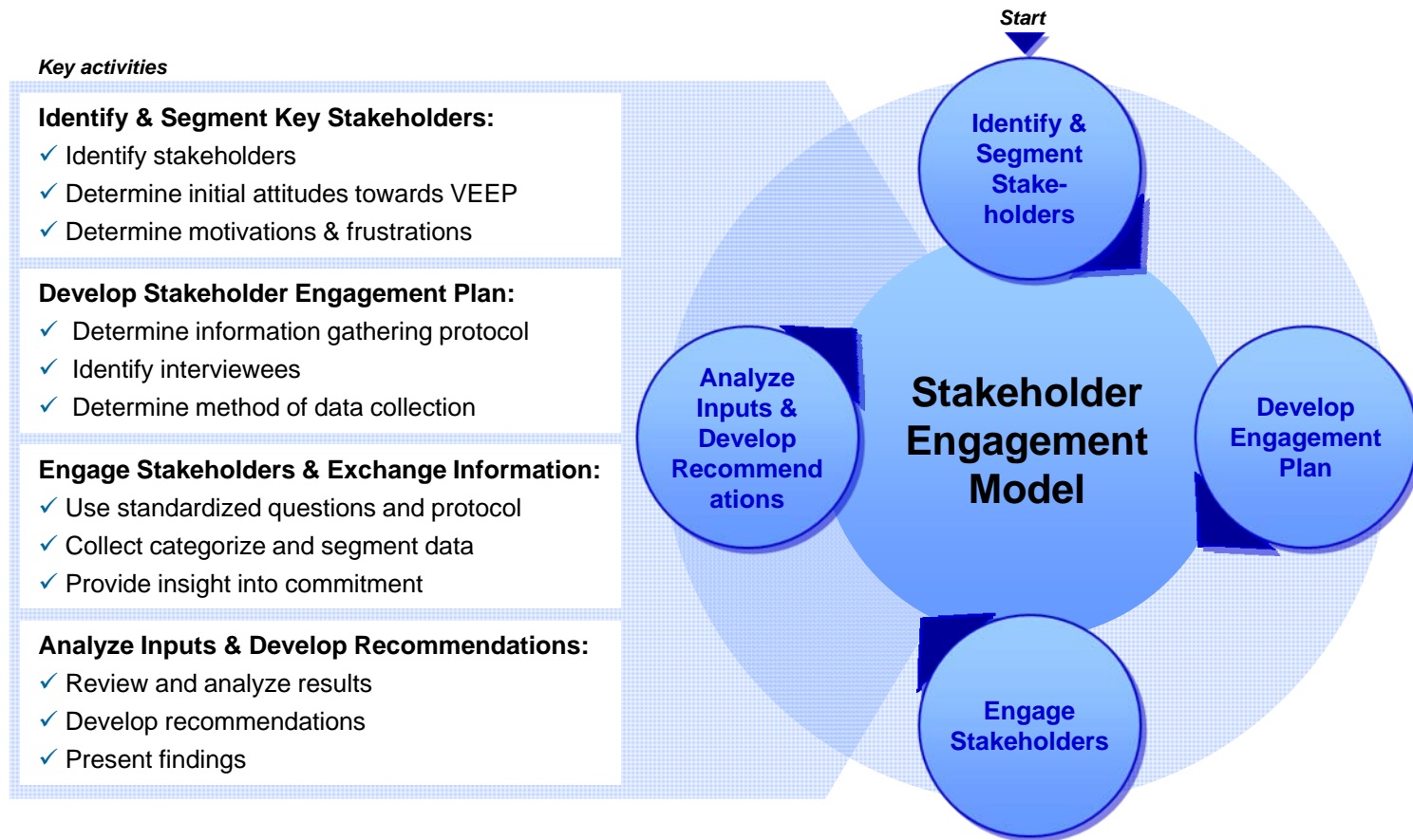
► Key Message (0-6 months)

- *“VEEP is a systems-based, collaborative approach to promoting environmental performance and innovation”*

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A four-stage stakeholder engagement approach was leveraged in order to analyze stakeholder groups



- ▶ The four-stage engagement model provides a flexible, repeatable framework for identifying and analyzing stakeholder information.

Engage stakeholders with a standardized interview protocol to garner as much information from stakeholders as possible

▶ Information-gathering protocol

- Determine appropriate information to solicit from each stakeholder group
- Use a series of open-ended and closed questions to gain insight on stakeholder motivations, frustrations and opinions

▶ Determining Sources of Information

- Consulted with DEQ VEEP integration project lead, Sharon Baxter, and other employees
- Identified additional stakeholders as necessary in order to gain a cross-section of the stakeholder environment
- 2007 Manager Survey Results

▶ Data collection method

- Telephone or in-person interviews were conducted
- Results were recorded in a database allowing for comprehensive analysis
- Identified and classified notable trends and themes

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DEQ employees represent the internal stakeholder segment; common attributes include a vested interest in the success of DEQ and initiatives

1. Identify & Segment Stakeholders



DEQ SRM Report

INTERNAL STAKEHOLDERS	COMMON ATTRIBUTES
<ul style="list-style-type: none"> ▶ Executive Management ▶ Middle Management ▶ Employees 	<ul style="list-style-type: none"> ▶ Enforce environmental regulations ▶ Implement environmental programs ▶ Encourage environmental awareness ▶ Respond to performance measures, incentives and leadership

Potential customers are organizations that can become program proponents through membership in VEEP

1. Identify & Segment Stakeholders



DEQ SRM Report

POTENTIAL CUSTOMERS	COMMON ATTRIBUTES
<ul style="list-style-type: none"> ▶ Potential Government Customers ▶ Potential Higher Education Institution Customers ▶ Potential Manufacturing Customers ▶ Potential Small Business Customers ▶ Potential Commercial Customers 	<ul style="list-style-type: none"> ▶ Have lower levels of awareness ▶ Could become program proponents ▶ Respond to financial incentives, recognition, collaboration and innovation

The customer segment consists of all organizations that are members in VEEP

1. Identify & Segment Stakeholders



DEQ SRM Report

CUSTOMER STAKEHOLDERS	COMMON ATTRIBUTES
<ul style="list-style-type: none">▶ E2 Participants▶ E3 Participants▶ E4 Participants	<ul style="list-style-type: none">▶ Knowledgeable about the program▶ Currently interacting with the program▶ Able to offer feedback▶ Respond to incentives and relationships▶ Looking for innovation and technical support

Key supporters and sponsors were segmented together due to their significant influence

1. Identify & Segment Stakeholders



DEQ SRM Report

KEY SUPPORTERS/ SPONSORS STAKEHOLDERS	COMMON ATTRIBUTES
<ul style="list-style-type: none"> ▶ Environmental Protection Agency (EPA) ▶ Virginia Regional Environmental Management System (VREMS) ▶ Virginia EMS Association (VEMSA) ▶ Governor’s Office/Secretariat ▶ General Assembly ▶ Southern Environmental Law Center ▶ Non-Governmental Organizations (NGO) ▶ Media – Local, state & industry 	<ul style="list-style-type: none"> ▶ Have influence over community perception ▶ Critical to program success ▶ Respond to recognition of entities within the Commonwealth; however VEPP is sometimes seen solely as “marketing” for companies ▶ Focused on environmental performance

For the purposes of reviewing the stakeholder groups a stakeholder ID was issued to each stakeholder

1. Identify & Segment Stakeholders



DEQ SRM Report

Internal	SRM ID
Executive Leadership	1
Middle Management	2
Employees	3
Potential Customers	SRM ID
Potential Government Customers	4
Potential Higher Education Institution Customers	5
Potential Manufacturing Customers	6
Potential Small Business Customers	7
Potential Commercial Customers	8
Customers	SRM ID
E2 Participants	9
E3 Participants	10
E4 Participants	11
Key Supporters/Sponsors	SRM ID
Environmental Protection Agency (EPA)	12
Virginia Regional Environmental Management System (VREMS)	13
Virginia EMS Association (VEMSA)	14
Governor's Office/Secretariat	15
General Assembly	16
Southern Environmental Law Center	17
Non-Governmental Organizations (NGO)	18
Media – State, local and industry	19

► Stakeholder Relationship Management (SRM) ID

- For the purpose of this stakeholder relationship management report, we have issued each stakeholder an ID number.
- The number is referenced in the stakeholder results segment of this document.

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The data gathering process used a standardized set of questions for each stakeholder group soliciting comparable data and candid feedback

2. Develop Engagement Plan



DEQ SRM Report

QUESTION TOPICS

- ▶ Confirmation of stakeholder group
- ▶ Organizational questions (size, position, tenure)
- ▶ Level of participation and personal knowledge of VEEP
- ▶ Knowledge of Environmental Management Systems
- ▶ Desire to join or motivation to move within VEEP program
- ▶ Level of support for the program
- ▶ Impact on their organizations
- ▶ Benefits of VEEP
- ▶ Disadvantages of VEEP
- ▶ Opportunities for improvement
- ▶ Sources of information

▶ Interview Protocol

- 10-20 minute interviews over the phone and in person
- Questions were stakeholder group specific; however reviewed similar topics

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis identified common themes

2. Develop Engagement Plan



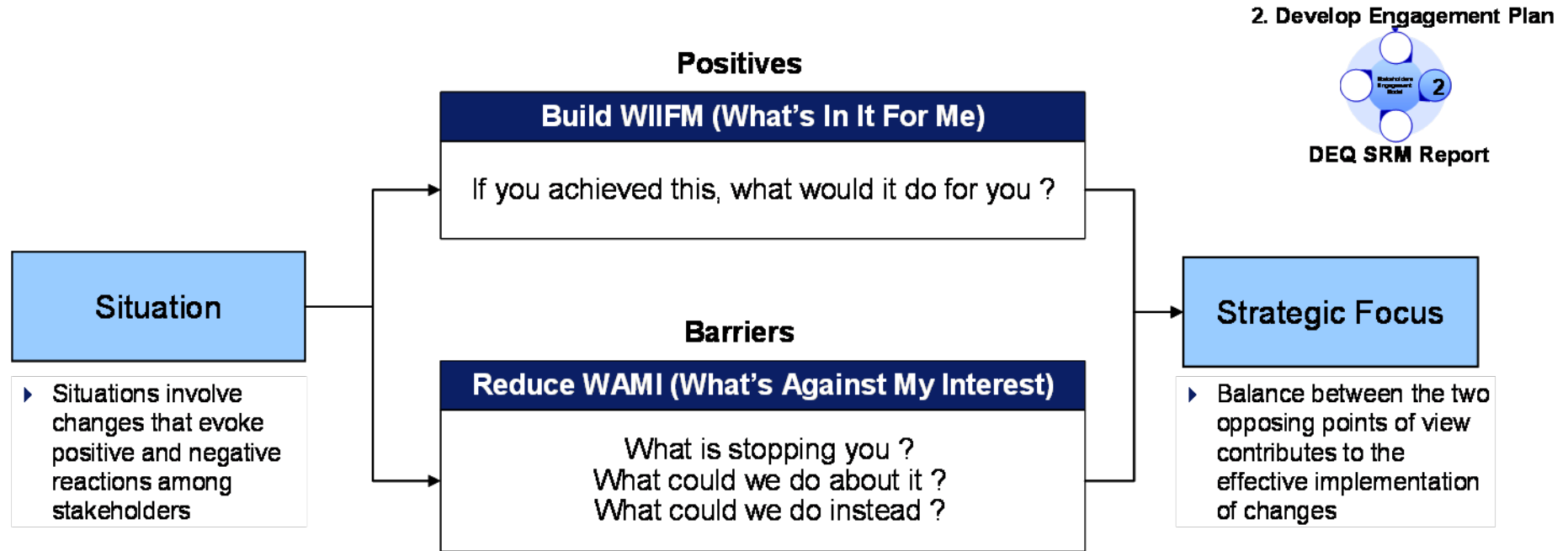
DEQ SRM Report

▶ Highlights:

- The relationship forged between the customer and DEQ is a key strength.
- The ability to provide and inform stakeholders about VEEP benefits and associated costs is the program’s greatest weakness.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▶ Among participants, VEEP is valued for helping forge a lasting relationship with DEQ ▶ VEEP has a neutral reputation among non-participants ▶ VEEP staff are noted as strong proponents for collaboration between the organization and DEQ ▶ Members of leadership are strong proponents ▶ VEEP is a partnership program-which can be perceived as collaborative and innovative 	<ul style="list-style-type: none"> ▶ Employees, customers and potential customers often do not see how VEEP benefits them ▶ Lack of consistent support for VEEP across media programs and regions ▶ Quantifiable benefits and metrics are not readily available for customer or employee reference ▶ Stakeholders have a limited knowledge of the program ▶ VEEP is a voluntary program which can be perceived as “fluff”
Opportunities	Threats
<ul style="list-style-type: none"> ▶ Participation in green programs is increasingly popular ▶ Opportunities for partnerships/alliances with customers and key supporters exist ▶ VEEP can create a strong brand and reputation due to a currently neutral view held by some stakeholder groups 	<ul style="list-style-type: none"> ▶ Apathy among employees to adopt changes due to unsuccessful previous attempts to improve the program ▶ Making too many changes at the same time can overwhelm stakeholders ▶ Concern that program will become diluted by increased membership

Interviews identified positive and negative perceptions from stakeholders; their points of view will help determine effective actions



► Motivators

- Identifying “*What’s in it for me?*” (WIIFMs) from the stakeholder’s perspective helps SRM efforts identify motivators and predict stakeholder responses to initiatives

► Overcoming Barriers

- Identifying “*What’s against my interests?*” (WAMIs) from the stakeholder’s perspective aids in the development of actions that have a neutral impact from the stakeholder’s point of view

A matrix is also used to map stakeholders based on information gathered to review their influence and support

2. Develop Engagement Plan



DEQ SRM Report

► Mapping stakeholders to a matrix:

- The map is an interpretation and categorization of relationships between VEEP and its stakeholders
- Positioning aids in the development of tailored tactics to continuously improve stakeholder experiences

Ability to Influence (level of power to effect proposition success)	HIGH	<p>Low Support / High Influence</p> <ul style="list-style-type: none"> ► Actively seek to inform and educate – move them from opponents to 'neutral' or better still to 'zealots' ► Seek out specific benefits for these stakeholders ► Create targeted arguments for these individuals ► Investigate if any changes/customizations could be made to encourage buy-in 	<p>Strong Support / High Influence</p> <ul style="list-style-type: none"> ► Encourage to become key spokespeople for initiative ► Involve them as leaders for key meeting and communications to be 'seen' as vocal supporters ► Test new ideas and solutions first with these stakeholders ► Use them to coach us to understand organizational barriers and points of resistance ► Work with them to mitigate the risks and concerns 	
	MED	<p>Low Support / Low Influence</p> <ul style="list-style-type: none"> ► Determine a course of action based on potential of stakeholders to influence others ► Either ignore, monitor or seek to move them to neutral or supportive positions 	<p>Strong Support / Low Influence</p> <ul style="list-style-type: none"> ► Coach them to be more effective ► Encourage them to be active supporters ► Give them status by providing them a platform ► Use them to coach us to understand organizational barriers and points of resistance ► Work with them to mitigate the risks and concerns 	
LOW		Very Low Support	Moderate	Very Strong Support

Level of Support for Key Proposition

► **Note:** Composition of positions on the map will change over time as stakeholder engagement plans are enacted

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Stakeholders from all segments expressed similar commentary about VEEP

3. Engage Stakeholders



DEQ SRM Report

▶ Incentives/Benefits

- Commercial entities emphasized financial benefits; Government entities emphasized recognition.

▶ Strategic Communications

- Incentives are not clear and there is a lack of lessons learned, success stories, and quantifiable benefits.

▶ DEQ Knowledge and Consistency

- Stakeholders see DEQ's institutional knowledge about VEEP as low, causing an inconsistent application of VEEP across the Commonwealth. Evidence demonstrates that in many cases customers know significantly more about the program than DEQ employees.

▶ Innovation

- DEQ's middle management described as averse to environmental innovation. Notably, stakeholders recognize DEQ's executive team as a strong proponent of innovation.

▶ Implementation

- There is a lack of support from program staff, mentoring, and collaborative technical support.

Findings illustrate ample opportunity to collaborate with many stakeholders and drive increased participation in VEEP

3. Engage Stakeholders



DEQ SRM Report

Key Findings	How findings relate to current levels of VEEP support and participation
<p>Incentives/Benefits: Commercial entities emphasized financial incentives; Government entities emphasized recognition</p>	<ul style="list-style-type: none"> – Increased participation could be attained by having cost-benefit information available and more consistent focus on relationship management
<p>Strategic Communications: External audiences not involved with VEEP have a low level of awareness and VEEP does not have a sufficiently noticeable reputation; lack of lessons learned and success stories</p>	<ul style="list-style-type: none"> – A low level of awareness among organizations is attributed to DEQ employees and managers being unable to tout the program effectively due to a lack of information and tools
<p>Relationships: Stakeholders see DEQ’s institutional knowledge about VEEP as low, causing an inconsistent application of VEEP across the Commonwealth. Evidence demonstrates that in many cases customers know significantly more about the program than DEQ employees</p>	<ul style="list-style-type: none"> – Customers recognized that only a few DEQ employees are key proponents of VEEP and support its operation. This creates hesitation to join VEEP due to a perceived lack of support – The relationships forged due to VEEP is a prime reason many E3 and E4 participants spoke highly of the program
<p>Implementation and Innovation: DEQ’s middle management described as averse to environmental innovation. Notably, stakeholders recognize DEQ’s executive team as a strong proponent of innovation; Lack of mentoring and collaborative technical support</p>	<ul style="list-style-type: none"> – Employees are not accountable for VEEP participation and innovation. They are accountable for maintaining regulations and will remain averse to major shifts until a clear case for change and improvement is made

Stakeholders elaborated on the VEEP benefits that appeal to them

- ▶ Recognition from DEQ was mentioned by a majority of stakeholders as a positive benefit that they do or would enjoy

3. Engage Stakeholders



DEQ SRM Report

Stakeholder	What's in it for me (WIIFM)?
Internal	<ul style="list-style-type: none"> – Employees cited reduced inspections for VEEP members as a benefit – Good public relations benefits for customers employees serve – Helps the environment by encouraging participation in innovative activities while maintaining compliance – Fulfilling their job requirements
Potential Customers	<ul style="list-style-type: none"> – Overall, potential customers cited program recognition as the best program motivator – Potential commercial customers cited claims of reduced fees and inspections – External audiences saw long term benefits stemming from establishing a collaborative relationship with DEQ
Customers	<ul style="list-style-type: none"> – Recognition was the most prominent benefit customers cited from participating in the VEEP – Reduced inspections for customer facilities was generally desired but not experienced – The strong relationship forged with the DEQ based on VEEP participation was appreciated – The program benefits customer organizations by encouraging focus and continuous improvement – A minority of customers cited cost savings as a result of VEEP's innovative flexibility
Key supporters	<ul style="list-style-type: none"> – Good public relations being associated with a “Green” program – Potential for environmental performance benefits – Potential for innovation

Stakeholders also elaborated on what aspects of the VEEP program were not beneficial and hinder participation

3. Engage Stakeholders



DEQ SRM Report

▶ Many stakeholders felt as though program benefits were unclear...

Stakeholder	What's against my interests (WAMI)?
Internal	<ul style="list-style-type: none"> – Employees feel increased VEEP participation will lead to more work and requirements to learn more – Entry requirements are not clear or standardized, exposing employees to risk of certifying bad facilities – Among the other initiatives, finding time to focus on VEEP will be difficult
Potential Customers	<ul style="list-style-type: none"> – Ways to participate are not clear – Unsure of annual reporting requirements – Program start-up and long-term costs are unclear – VEEP is not structured to support larger customers with adequate support
Customers	<ul style="list-style-type: none"> – Savings and program-associated costs and benefits are not always clear by level – Increased inspections because customer facilities are now “on the radar” with their environmental regulator – Customer service is not consistent across the organization; Lack of collaboration and innovation – Paperwork for facility admission – not conducive for larger organizations
Key supporters	<ul style="list-style-type: none"> – Benefits are sometimes unclear – Lack of budget and staff at DEQ to support VEEP – Perception that VEEP is just a marketing program – Perception of liberal criteria allowing entrance to poor performers – Lack of innovation

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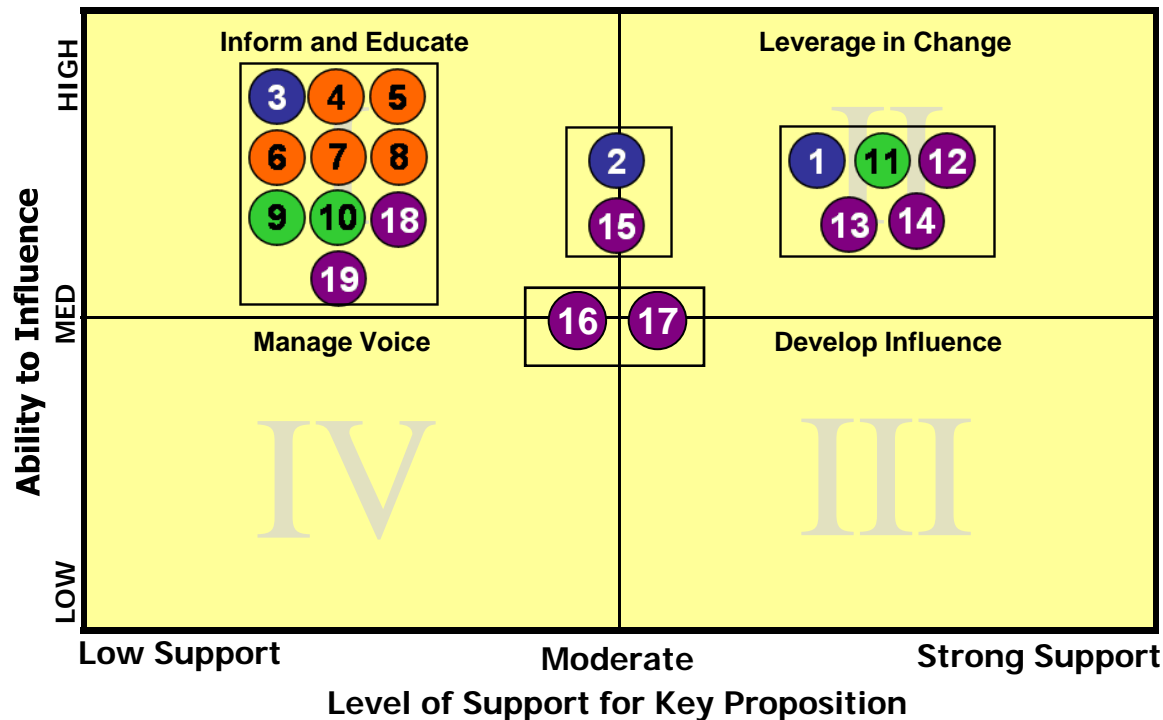
A core group of stakeholders have shown themselves to be program proponents who should be leveraged in order to influence others to become more engaged with VEEP

4. Analyze & Develop Recommendations



DEQ SRM Report

VEEP Proposition: Improve support for and participation in the Virginia Environmental Excellence Program



NOTE: The number in each circle represents a stakeholder group. Refer to slide 13 to review stakeholder ID numbers

Key Takeaways

- ▶ Stakeholders need additional information about VEEP, particularly concerning criteria and benefits
- ▶ The business case for VEEP is not clear
- ▶ A common understanding of VEEP among the DEQ employee population does not exist
- ▶ Many stakeholders have a moderate level of support for VEEP

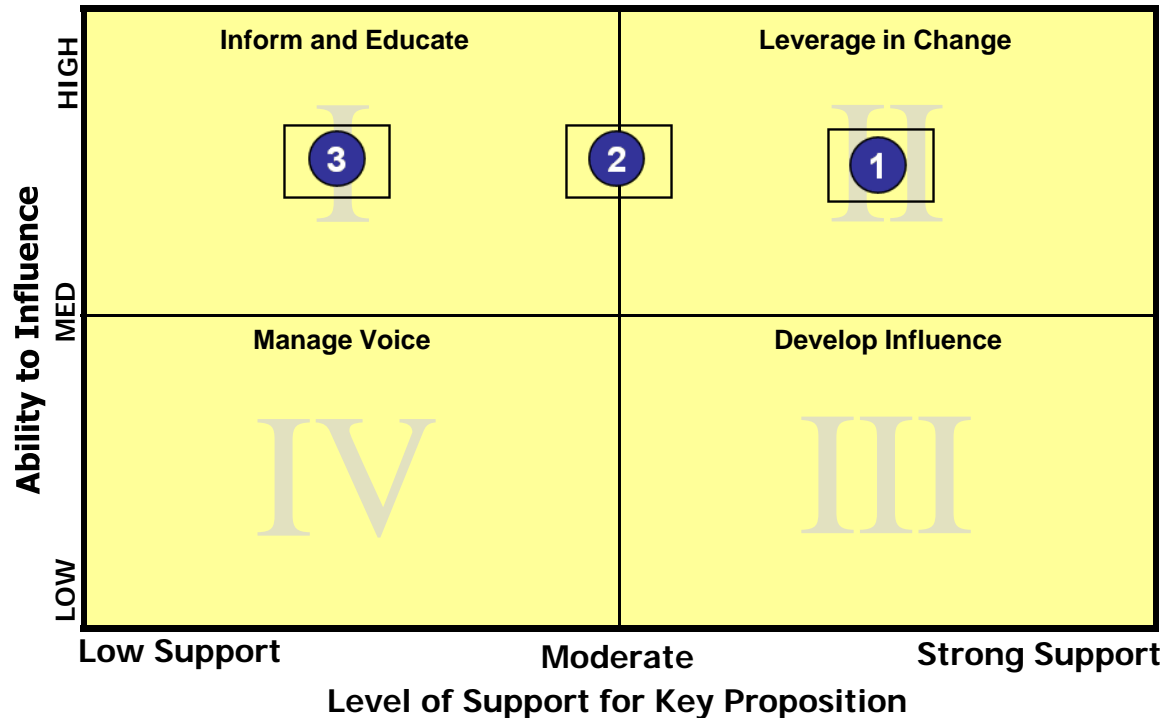
Levels of understanding vary among internal stakeholders; mapping shows DEQ employees as requiring the most education

4. Analyze & Develop Recommendations



DEQ SRM Report

VEEP Proposition: Improve support for and participation in the Virginia Environmental Excellence Program



NOTE: The number in each circle represents a stakeholder group. Refer to slide 13 to review stakeholder ID numbers

Key Takeaways

- ▶ Analysis of situation
 - Leadership exhibit a strong support for VEEP
 - Program managers support VEEP, though they desire increased levels of support and information
 - Line employees are the most distanced from adopting VEEP and becoming program proponents
 - Some DEQ staff see VEEP as a marginalized program that has less importance than the “core” media programs.

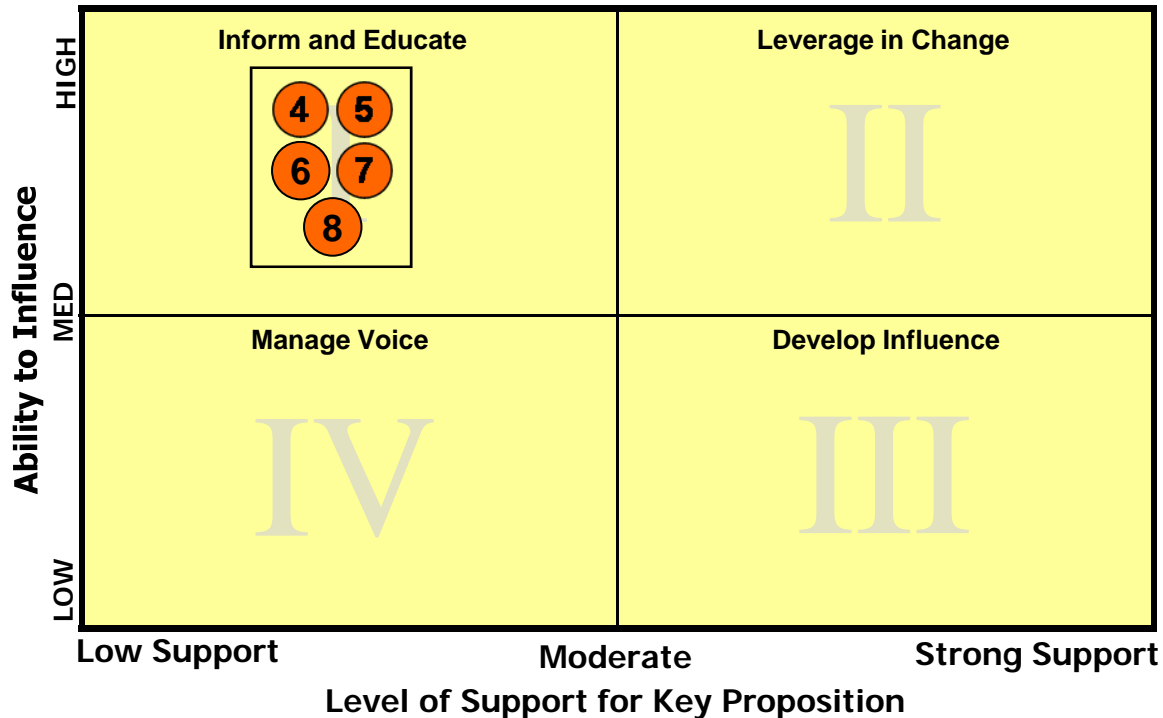
Potential customers indicate a need for increased education and dialogue to develop their input into the program encouraging future participation

4. Analyze & Develop Recommendations



DEQ SRM Report

VEEP Proposition: Improve support for and participation in the Virginia Environmental Excellence Program



NOTE: The number in each circle represents a stakeholder group. Refer to slide 13 to review stakeholder ID numbers

Key Takeaways

- ▶ Analysis of situation
 - Awareness among many stakeholders is low
 - Some cases aware but rather take part in national program

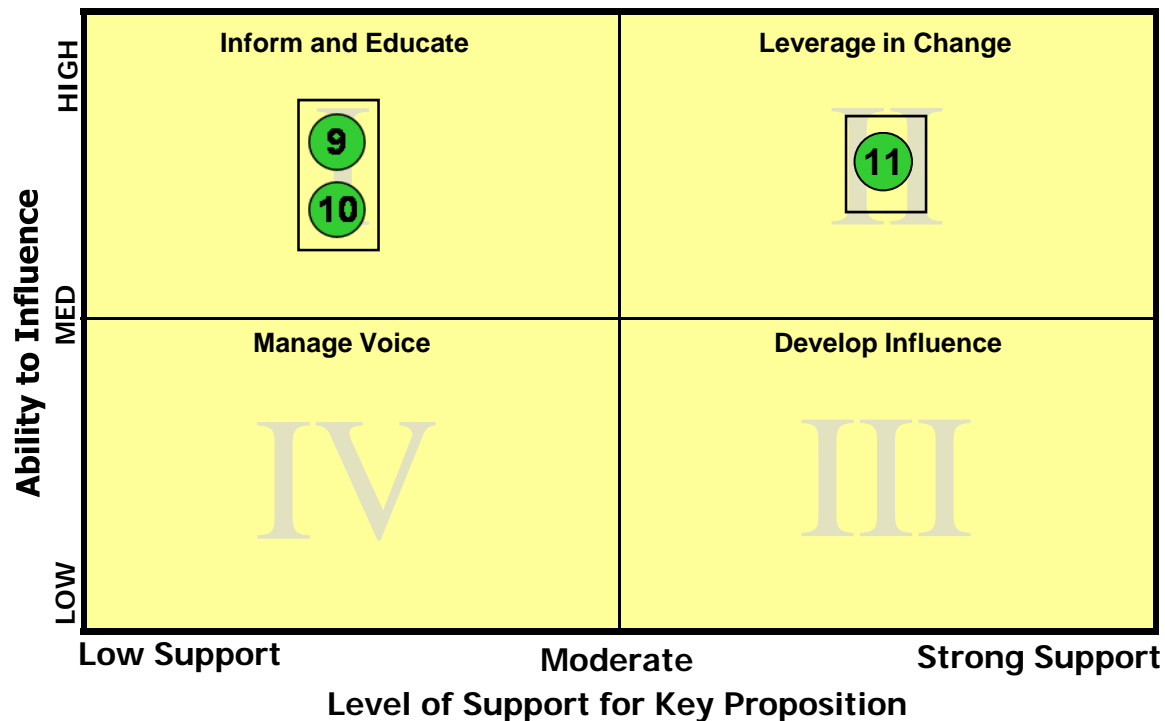
Results indicate DEQ should continue to leverage customer experiences and testimonials as well as encourage E2 members to move up to E3/E4

4. Analyze & Develop Recommendations



DEQ SRM Report

VEEP Proposition: Improve support for and participation in the Virginia Environmental Excellence Program



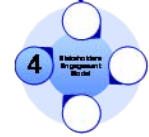
NOTE: The number in each circle represents a stakeholder group. Refer to slide 13 to review stakeholder ID numbers

Key Takeaways

- ▶ Analysis of situation
 - E3 and E4 customers are strong proponents
 - Many customers enjoy participating in the program and believe VEEP is valuable
 - Entry level participants need more of a push to grow
 - Some frustrations were expressed by customers on issues ranging from the amount of paperwork for larger organizations to inconsistent application of VEEP and support across the state

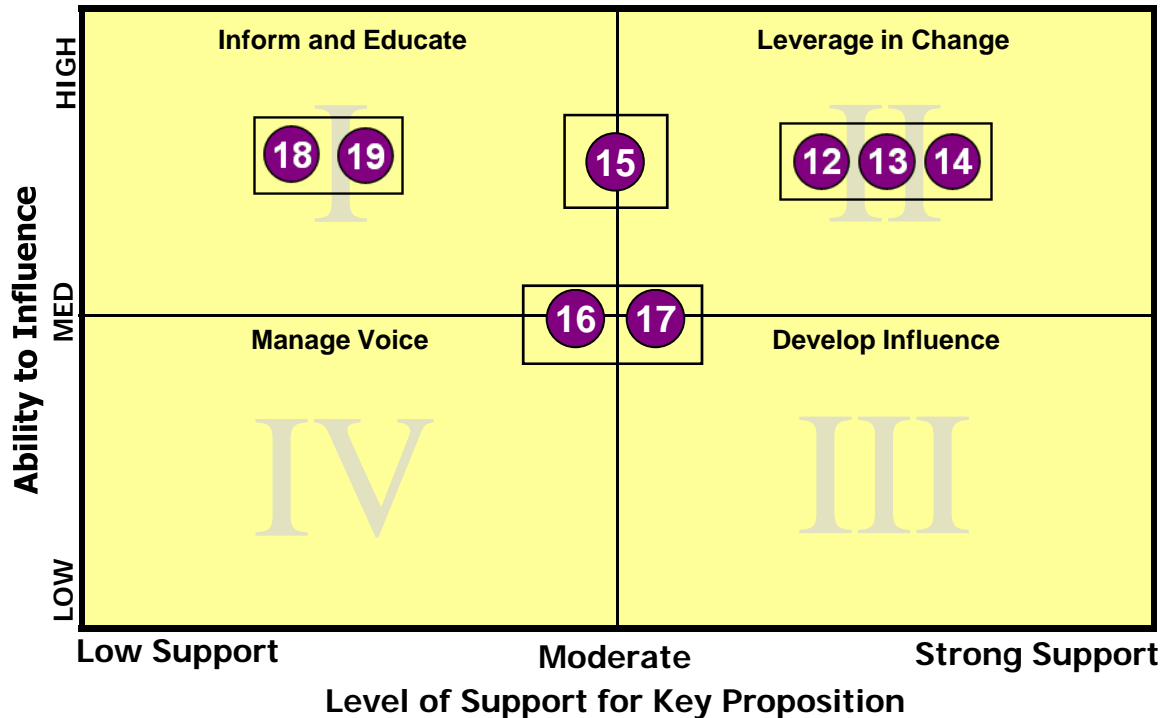
Results indicate that some key supporters would be more effective proponents if they had an increased level of understanding

4. Analyze & Develop Recommendations



DEQ SRM Report

VEEP Proposition: Improve support for and participation in the Virginia Environmental Excellence Program



NOTE: The number in each circle represents a stakeholder group. Refer to slide 13 to review stakeholder ID numbers

Key Takeaways

- ▶ Analysis of situation
 - VEEP has a strong reputation among key supporters such as EPA
 - Stakeholders in this category have a wide range of level of support
 - Some key supporters such as NGOs do not have the level of understanding necessary to be stronger proponents

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Incentives/Benefits:

▶ Policy and Procedures

- Review appropriate and available incentives for VEEP members at each level
- Develop procedure for consistent delivery of incentives
- Boost focus on collaboration and innovation

▶ Training and Education

- Integrate information on VEEP benefits into established DEQ training
- Conduct stakeholder outreach events to increase both awareness and participation

▶ Tools

- Develop set of outreach materials addressing incentives and benefits of VEEP levels
- Develop database for Website to track quantifiable VEEP benefits
- Hold periodic stakeholder meetings for sharing of information and to increase collaboration

▶ Performance management system

- Identify incentives delivery metric in performance management system

Strategic Communications:

▶ Policy and Procedures

- Develop procedure for consistent communications with stakeholders
- Implement monthly newsletter to stakeholders starting with results of interviews

▶ Training and Education

- Review established DEQ training to integrate VEEP information and identify how the program supports the media programs
- Outreach to include lessons learned and success stories
- Establish subject matter experts who will serve as initial resources for questions and distribute contact information

▶ Tools

- Develop tool set for Internet and Intranet sites
- Brown bags, teleseminars, and briefings to DEQ staff

▶ Performance management system

- Develop metrics for strategic communications

Relationships:

▶ Policy and Procedures

- Integrate VEEP into performance plans of media program staff and other internal stakeholders through goal of environmental performance
- Implement a mentoring program to improve the sharing of lessons learned and success stories between VEEP participants
- Enlist DEQ media program staff to help set the direction of VEEP and address entry requirements for facilities including participation in application process and initial inspection

▶ Training and Education

- DEQ staff training to focus on importance of benefits of a collaborative relationship with VEEP members

▶ Tools

- Develop tool set for mentors focusing on collaboration

▶ Performance management system

- Develop metrics for DEQ staff at all levels and functions that focus on environmental performance

Implementation and Innovation:

▶ Policy and Procedures

- Improve process for identifying, pursuing, and sharing innovation
- Identify process for integrating Commonwealth and regional priorities with EMS objectives among VEEP members
- Reinforce VEEP's position within DEQ's strategic vision and objectives

▶ Training and Education

- DEQ training to include focus on VEEP as innovative partnership program instead of voluntary recognition program

▶ Tools

- Develop outreach materials for those pursuing innovation

▶ Performance management system

- Develop metrics to support innovation

The first 6 months should utilize key messages to establish awareness of VEEP across all stakeholder groups

4. Analyze & Develop Recommendations



DEQ SRM Report

VEEP KEY MESSAGE
<p>▶ <i>“VEEP is a systems-based, collaborative approach to promoting environmental performance and innovation”</i></p>

INTERNAL	POTENTIAL CUSTOMERS	CUSTOMERS	KEY SUPPORTERS
<p>Message: <i>“The Virginia Environmental Excellence Program (VEEP) is one of DEQ’s approaches to improve environmental performance in support of media programs. Through VEEP, employees can establish meaningful, collaborative relationships and encourage environmental innovation in the regulated community.”</i></p>	<p>Message: <i>“DEQ’s flagship program, The Virginia Environmental Excellence Program (VEEP), increases collaboration between DEQ and the regulated community. The program encourages environmental innovation through strengthened relationships, recognition, and financial incentives. Participants find VEEP creates a lasting, positive change throughout their organization.”</i></p>	<p>Message: <i>“EPA has enabled DEQ to start a VEEP improvement initiative. As our flagship program, DEQ will utilize our time with EPA to create a foundation for increased customer service, clarity around VEEP requirements, recognition, cost savings and foster collaboration among similar organizations. We look forward to a strengthened relationship with your organization”</i></p>	<p>Message: <i>“DEQ’s flagship program, VEEP, produces lasting relationships between DEQ and the regulated community. Participants are encouraged to promote environmental excellence and embrace an innovative approach to environmental compliance. For their efforts program participants are rewarded with increased public recognition, regulatory flexibility, and financial incentives.</i></p>
<p>Common Goals:</p> <p>▶ In the first six months, all communications should drive towards the establishment of a common knowledge with regard to VEEP</p>			

Key messages should utilize the most effective channels DEQ has at its disposal to effectively communicate with stakeholders

DEQ Core Communication Channels	
▶ Intranet	VEMSA Conference
▶ Internet	List serve & bulletin boards
▶ Pre-existing meetings	Stakeholder Meetings
▶ Employee Briefings	

4. Analyze & Develop Recommendations



DEQ SRM Report

INTERNAL	POTENTIAL CUSTOMERS	CUSTOMERS	KEY SUPPORTERS
<p>Channel: Intranet Benefit: Low cost, easily updated, accessible by all employees</p> <p>Channel: Dialogue Sessions Benefit: Requires minimal cost, allows for dialogue</p> <p>Channel: Designated VEEP Subject Matter Experts Benefit: Requires time, motivation, minimal additional cost</p>	<p>Channel: Internet Benefit: Low cost, easily updated, accessible by all stakeholders</p> <p>Channel: Metrics Report Benefit: Requires minimal cost, offers tangible information for discussion</p> <p>Channel: Teleconference Meetings with Subject Matter Experts Benefit: Allows presentation of results and allows opportunity for open dialogue to all interested parties</p>	<p>Channel: Subject Matter Experts Benefit: Knowledgeable individuals customer can contact to discuss specific matters</p> <p>Channel: Internet Benefit: Low cost, easily updated, allows easy archiving of reference materials</p> <p>Channel: DEQ Employees Benefit: Low cost, employees have personal knowledge of customers and can offer examples of ways to participate and save</p>	<p>Channel: Internet Benefit: Low cost, easily updated, accessible by all stakeholders</p> <p>Channel: Subject Matter Experts Benefit: Established set of knowledgeable resources customer can contact to discuss specific matters</p>

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What is Stakeholder Relationship Management?

SRM is focused on managing stakeholder relationships in order to gain support for a course of action

- ▶ A common reason for the failure of government initiatives is ineffective management of human and political factors.
- ▶ SRM addresses human and political problems in a highly structured way - hypothesis, data collection, validation and synthesis – a linear, rational approach to working with stakeholders and determining the ideal course of action.
- ▶ SRM is the proactive involvement of an organization's key stakeholders toward a desired goal through targeted internal/external communications, outreach and feedback opportunities.

The process of identifying and directing the power of the organization to drive and sustain change is stakeholder relationship management.

Successful stakeholder relationship management is the result of sustained motivation, patience and commitment

▶ Motivation

- SRM is a flexible tool used to implement lasting organizational changes. Motivation over an extended period of time is necessary.

▶ Patience

- Implementation of changes takes patience in order to address unforeseen circumstances such as stakeholder resistance and periods of trial and error.

▶ Program champions

- Programs must have their champions. Champions are catalysts for the adoption of change and institutionalization of initiatives.

▶ Note:

- Communicate regularly with all stakeholders.
- Be aware of what is in your control and what is not.
- Practice what you preach.

Sources of information

▶ External Stakeholder Interviews

- VDOT
- University of Virginia
- Navy
- Wal-Mart
- Northrop Grumman

▶ Internal

- Water Inspection
- Air Permits
- Public Affairs
- HAZMAT Inspection
- Director

▶ Additional sources of information

- Leadership Team
- 2007 Program Manager Survey

▶ Current Customers

- Lockheed Martin
- Smithfield Foods
- Fairfax County Government
- Town of Blacksburg
- Army
- International Paper

▶ Key Supporters

- Virginia Tech
- EPA
- VEMSA
- VREMS
- State Water Control Board
- Sierra Club
- Department of Natural Resources