

# Engaging the Unengaged - A Multi-Staged Approach to Stakeholder Engagement

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# USPHS Scientific and Training Symposium

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# Learning Objectives

**At the end of this presentation, participants will be able to:**

1. Define effective stakeholder engagement
2. Explain the benefits of effective stakeholder engagement
3. Assess ways to incorporate stakeholder engagement in current work practices

# Defining Stakeholder Engagement

According to the Merriam-Webster Dictionary

- *“Stakeholder”*
  - One who is involved in or affected by a course of action
- *“Engagement”*
  - Involvement or commitment
  - To hold the attention of or induce to participate
  - To bring together or to come together

# Defining Stakeholder Engagement

*“Stakeholder engagement is when [the company] **initiates open, two-way dialogue seeking understanding and solutions to issues of mutual concern.**”*

– Altria Stakeholder Engagement Process Model, December 4, 2003

[http://www.forumstrategies.com/content/pdf/stakeholder\\_engagement.pdf](http://www.forumstrategies.com/content/pdf/stakeholder_engagement.pdf)

# Characteristics of Effective Stakeholder Engagement

## Key Words

- Early
- Open, Two-Way Dialogue
- Meaningful
- Continuous
- Systematic
- Planned

## Key Actions

- Information Exchange
- Manage Concerns and Grievances
- Assess Stakeholder Impact and Importance

# NOT Stakeholder Engagement

- **Public Relations** (e.g. broadcasting a commercial; distributing a brochures or newsletter; writing an article in a national media outlet about your program/agency)
- **Communications/ Messaging** (e.g. creating a website, safety alert, or blog; coordinating a stakeholder/media call; responding to questions)
- **Outreach** (e.g. planning one-time public meeting or event)

# One Company's Approach to Stakeholder Engagement

*“Engaging our diverse stakeholders in long-term dialogue provides important input that informs our decision making, and helps us continuously improve and make progress toward our 2020 sustainability commitments.”* Coca-Cola, June 23, 2015

<http://www.coca-colacompany.com/stories/stakeholder-engagement>



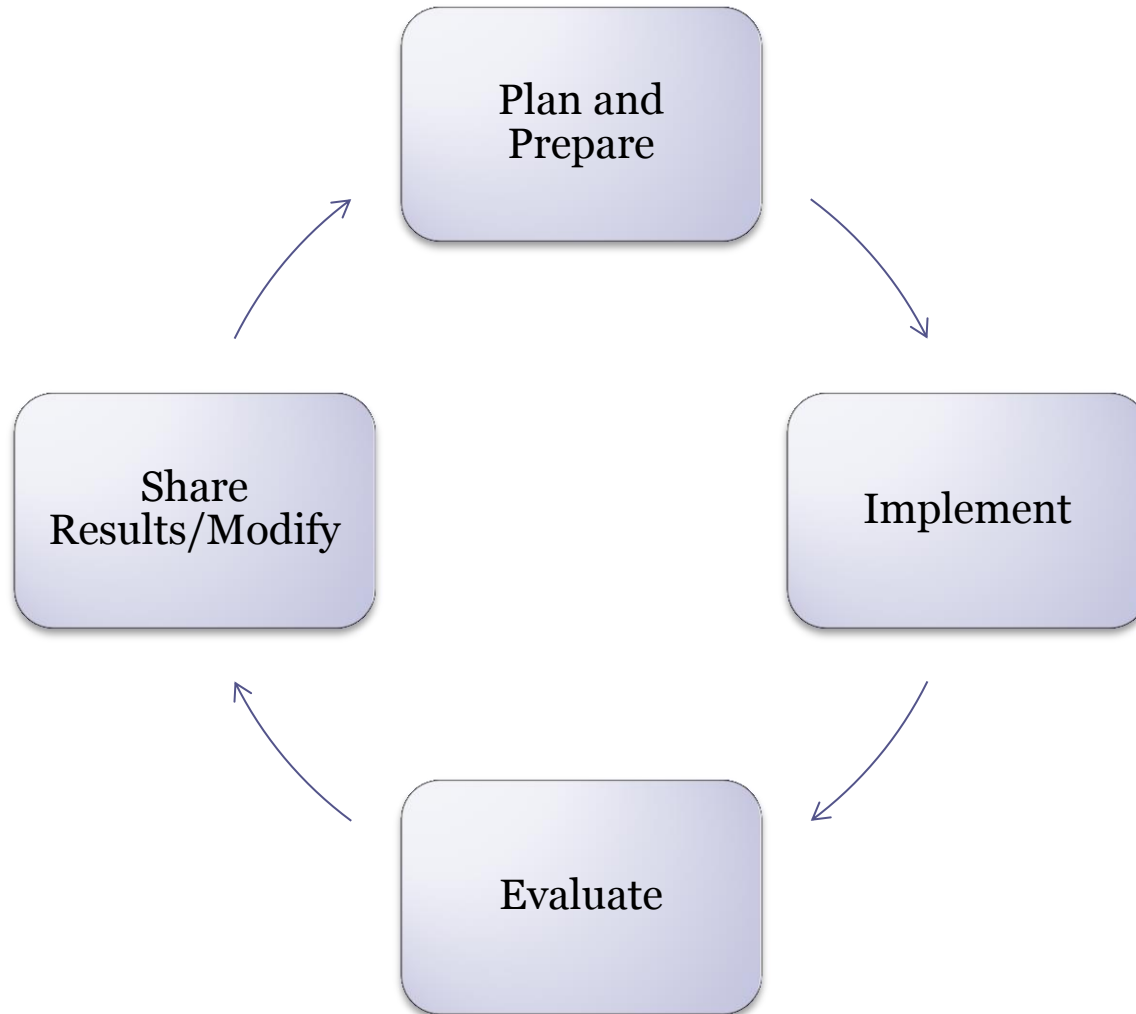
# Benefits of Effective Stakeholder Engagement

- Build relationships and trust
- Build credibility
- Gain buy-in
- Obtain feedback/input
- Understand stakeholder perspectives
- Provide updates on program/project progress

# Sample Criteria for Considering Stakeholder Engagement

- Engaging more than once on an issue with a stakeholder
- Planning significant outreach with stakeholders on an issue
- Developing new/updated information on an issue
- Observing changes in stakeholders' behavior
- Countering false information

# Stakeholder Engagement Process



# Engaging FSMA Import Safety Stakeholders

FDA executed a **three-staged stakeholder engagement** designed to **progressively increase understanding** of the regulated import community and **inform** the Food Safety Modernization Act (FSMA) implementation strategy.



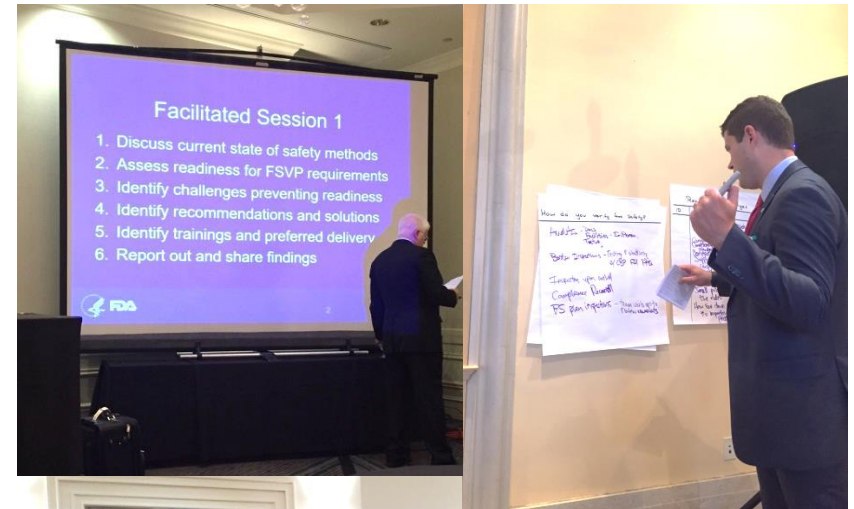
# Three-Staged Approach to Stakeholder Engagement

## ***Goals and Objectives***

- Identify leading partners
- Develop long-term partnerships
- Help industry understand their role, FDA's role, and other key organizations' role
- Understand industry's FSMA Implementation status
- Identify concerns, recommendations, and next steps
- Increase understanding of FDA's implementation plans and solicit feedback

# Three-Staged Approach to Stakeholder Engagement

- **Stage I:** Targeted Stakeholder Outreach
- **Stage II:** National Kick-Off Meeting
- **Stage III:** Regional Outreach Public Meetings



# Three-Staged Approach to Stakeholder Engagement

## *Outcomes*

- Built stronger relationships with key industry members
- Instituted an ongoing dialogue between FDA and the import community
- Increased understanding of the regulated community and obtained stakeholder input that helped to inform FSMA import implementation strategy
- Shared stakeholder engagement report online - <https://www.fda.gov/downloads/Food/GuidanceRegulation/FSMA/UCM518897.pdf>

# Incorporate Stakeholder Engagement in Current Work Practices

- Strategic Planning
- Project/Program Planning
- Policy Development
- Communication Development
- Budget and Resource Allocation
- Reorganization (Agency, Office, Division, Branch, Program Levels)



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- FDA's Office of Foods and Veterinary Medicine Strategic Communication and Public Engagement Team
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- Import Community

**Thank you!**